



PAN AFRICA CHRISTIAN UNIVERSITY

**DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP**

END OF SEMESTER EXAMINATION

**DEPARTMENT
LEADERSHIP**

**COURSE CODE
POLD 702**

**COURSE TITLE
ORGANIZATIONAL THEORY AND DESIGN (POLD702)**

**EXAM DATE
AUGUST 2021**

TIME

Duration: 3 hours

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question One (Compulsory) and any other two questions

Question One (Compulsory)

Brian Robertson is one of the founders of Ternary Software and holds the title of CEO. But as for having the power and authority typically granted to a top executive, forget about it. Consider a recent strategy meeting where a programmer criticized Robertson's plan to replace the company's profit-sharing program with an ad hoc bonus system based on performance. After much discussion, the CEO's plan was soundly rejected in favor of keeping the profit-sharing program and using monthly bonus incentives.

At Ternary, a company that writes software on contract for other organizations, every- one has a voice in making important decisions. A seven-member policy-setting team that includes two frontline workers elected by their peers consults with other teams throughout the company, ultimately giving every employee a chance to participate in decision making. Meetings are highly informal and people are invited to share feelings as well as business ideas. Any time a new item on the agenda is brought up for discussion, each person is asked for his or her gut reaction. Then, people get to state objections, offer alternative ideas, rework proposals, and perhaps throw out management's suggestions and plans.

Required

- a) As an organization design consultant, advise the Company regarding an appropriate organizational structure. Your answer must show clear linkage between structure and culture. (5 marks)
- b) Examine the decision-making challenges Ternary faces in a highly competitive ever-changing environment (5 marks)

Question Two

A critical requirement for every entrepreneur is knowing when to cede control of the organization. By use of appropriate examples, examine this statement in relation to the design of a startup organization (5 marks)

Question Three

The culture of an organization, is the culture of its founders and leadership. Discuss this statement with reference to an organization you are familiar with. (5 Marks)

Question Four

Discuss how contingency theory of leadership can contribute to organizational effectiveness using an organization of your choice, (5 marks)

Question Five

A healthy amount of workplace conflict can be valuable to the growth of an organization. Critically examine this statement. (5 marks)