



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP DEVELOPMENT
SEPTEMBER – DECEMBER 2019

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: POLD704

COURSE TITLE: ORGANIZATION BEHAVIOUR

EXAM DATE: TUESDAY 10TH DECEMBER, 2019

TIME: 7:00PM – 10:00PM

DURATION: 3 HOURS

MODE: ONLINE

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer question **ONE** and **any other TWO** questions

Section A

Question One (Compulsory)

You were recently recruited to join the management team of PEPEO Company which deals in beauty products. Your predecessor had resigned due to decline in sales. However, you realize that employees performing similar tasks earn different pay. Further investigation reveals that the company relies mainly on money to motivate employees. This has been going on for a long time. Consequently, some of the employees are now performing worse than they did in previous years.

- a) Assess the impact of using money to motivate employees of Pepeo. **(4 marks)**.
- b) Discuss the variable pay programs you would design to enhance motivation among employees of this company? **(6 marks)**

Section B answer two questions

Question Two

Findings from several studies carried out on performance in organizations show that there is a strong relationship between challenge culture and high performance. Subsequently, successful change in any organization involves change in culture. You have been posted as CEO to an organization where previous attempts to initiate culture change have failed! As the person leading the team reviewing the existing culture in the organization, discuss challenges that impede culture change. **(5 marks)**

Question Three

Some companies use virtual teams across continents. Citing an organization of your choice, explain how a leader could bring cohesion in management of dispersed virtual teams. **(5 Marks)**

Question Four

Innovation is key in gaining competitive advantage in the global market. Skunkworks are part of a larger organization that shields the team from barriers or bureaucratic obstacles. Evaluate two examples of organizations which have applied skunkworks successfully. **(5 marks)**

Question Five

Managers apply power to control members, make them comply and get involved in the organization. Citing an organization you are familiar with, analyze how a leader could better make members to comply and get involved in an organization. **(5 Marks)**