**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 2024**

**TIME**

**Duration: 3 hours**

**INSTRUCTIONS**

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

**SECTION A**

**Question One (Compulsory)**

**XYX Corporation**

XYZ Corporation, a large multinational firm operating in the technology sector, with a divers e product portfolio ranging from consumer electronics to enterprise software solutions was fo unded in the late 1980s and quickly grew to become a market leader in several segments. The company is organized into several semi-autonomous divisions based on product lines, each w ith its own research and development, marketing, and sales teams. The CEO, who has been w ith the company since its inception, believes in a decentralized management style and minima l intervention in the day-to-day operations of the divisions. In recent times, XYZ has been fac ing significant challenges in maintaining its market leadership and profitability.

However, over the past five years, the company has faced several strategic and operational iss ues:

1. **Innovation Decline:** Despite a strong history of innovation, recent product launches h ave failed to meet market expectations, leading to a decline in the company's market s hare.
2. **Employee Turnover:** There has been a significant increase in employee turnover, par ticularly among the younger, highly skilled workforce. Exit interviews indicate dissati sfaction with the company's rigid structure and lack of career development opportunit ies.
3. **Market Responsiveness:** The company has struggled to respond swiftly to market ch anges and emerging technologies, losing ground to more agile competitors.

You are a consultant brought in to analyze the organizational structure and strategy of XYZ

Required:

a) With regard to its suitability to impact innovation and respond to market changes, eval uate the current organizational structure of XYZ Corporation using relevant theories t o support your analysis (5 marks)
b) Propose strategic recommendations for XYZ Corporation to improve its innovation ca pabilities and market responsiveness, discussing how these recommendations align wi th modern theories of organizational design (5 marks)

**SECTION B**

**Select Two Questions from  Section B**

2. Analyse the role of ethics in organizational theory, design, and development. Why is it imp ortant to integrate ethical considerations into organizational practices? (5 marks)

3. One of the elements that is reflected in the way that an organization does business is its cul ture. Examine the relationship between organizational structure and culture (5 marks)

4. Evaluate how power dynamics and organizational politics influence organizational effectiveness ( 5 marks)

5. Examine the applicability of systems theory to an organization of your choice, outlining how synergy is achieved (5 marks)

END