



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 2022**

**TIME
Duration: 3 hours**

INSTRUCTIONS

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

Question One (Compulsory)

Cosmos Plastics is a division of an international home plastics company called Cool Enterprises. The business has grown rapidly in the last twenty years and now that it has become a division of Cool Enterprises, the company is going international. The Operations Manager of Cosmos Plastics, Wafula has been in his job since the start of the company. Prior to coming to Cosmos Plastics, Wafula worked at Lussi Services, a local high-end furniture manufacturer. and worked his way up to supervisor prior to joining Cosmos Plastics. Wafula, a baby boomer, quickly rose to supervisor at Lussi because of his ability to optimize the way tasks were performed and his knack to implement processes so workers could be trained to perform their specialized sequence of motion in one best way. He brought this management style to Cosmos and helped to improve the methodology of Plastics assembly as well as the logistics processes.

A major shift in management occurred in the late 1980's and early 90's that caused Wafula to reconsider his management approach. Advances in technology, the workers joining a union, change in the value systems, organizational design and globalization all affected the culture Cosmos Plastics . Wafula was successful with this transformation and contributed greatly to the company's success.

Recently Wafula announced his plans to retire. You have been hired as his replacement and with the international launch on the horizon you have big shoes to fill. You feel you are more than capable of handling the Operations Manager position and characterize yourself as a 21st century manager.

Required:

- a) Compare and contrast the school of thought that best describes Wafula's management style when he first joined Cosmos and that which best describes his management style once the shift took place in the late 1980s and early 1990s. (6 marks)
- b) As a 21st century manager, discuss the new considerations you will make in managing the Company as contrasted with Wafula's style. (4 marks)

Question Two

Those organizations having internal structures that match demands from the surrounding have the best chance to survive. Discuss. (5 marks)

Question Three

Discuss organizational design issues of a large, decentralized organization that you are familiar with (5 marks)

Question Four

One of the elements that is reflected in the way that an organization does business is its culture. Examine the applicability of culture to organization design (5 marks)

Question Five

You have been appointed to lead the Research and Development department of a large science-based organization. You find a high level of conflict between scientists in this unit. Examine the possible reasons for this conflict and your proposals for resolution. (5 marks)