

The
Management
University
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POSTGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF DOCTOR OF PHILOSOPHY IN
MANAGEMENT AND LEADERSHIP**

DML 901: THEORIES OF MANAGEMENT AND LEADERSHIP

DATE: 4TH AUGUST 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 50

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

THE CHALLENGES OF MODERN MANAGEMENT AND LEADERSHIP

The business environment is evolving rapidly due to globalization, technological advancements, and changing workforce demographics. Organizations face increasing complexity in both management and leadership, requiring a balance of traditional theories and modern strategic approaches. A case study on StellarTech, a global consulting firm, provides insights into how the firm navigated the challenges of operational efficiency, leadership transitions, organizational development, and strategic control. StellarTech was founded in the early 2000s and quickly expanded internationally. Initially, it thrived under a centralized management model, emphasizing strong operational control, efficiency, and structured decision-making. However, as markets evolved, this approach became a limitation. Employees began demanding more participatory decision-making, and rapid technological disruptions required agile strategic responses.

Despite being an industry leader, StellarTech faced a significant crisis when emerging competitors leveraged advanced digital tools, artificial intelligence, and remote work models to offer more flexible and innovative services. While StellarTech remained profitable, it became apparent that its traditional management approaches were hindering adaptability. Internal surveys revealed declining employee morale and increasing turnover rates, particularly among younger talent who sought more autonomy and technological integration in their work processes.

Recognizing these challenges, StellarTech's board appointed a new CEO, Dr. Emily Carter, to spearhead a transformation strategy. Dr. Carter implemented a multi-faceted plan focusing on:

(a) Encouraging participatory leadership and decentralized decision-making: Empowering mid-level managers to take strategic initiatives without excessive hierarchical oversight.

(b) Operational efficiency and digital transformation: The company adopted a new cloud-based management system, enabling real-time collaboration, advanced data analytics, and improved coordination across its global offices to streamline operational workflows. (c) Revamping organizational development and workforce restructuring: The firm restructured its workforce policies, introducing hybrid work models, process automation, continuous professional development programs, and a culture of innovation through cross-functional teams.

However, these initiatives were met with resistance from long-serving executives who were accustomed to traditional corporate structures. Some employees also feared that increased reliance on technology would lead to job redundancies. The transition posed further challenges in aligning new strategic priorities with the company's deep-rooted corporate culture.

Required:

- a) Analyze how both leadership transformation and operational efficiency impacted StellarTech's management effectiveness.

(7 Marks)

- b) Examine the role of digital management systems in enhancing coordination, strategic planning, and operational efficiency within an organization.

(8

Marks)

- c) Using the POSDCORB framework, assess how StellarTech could refine its management processes to improve decision-making, resource allocation, and efficiency.

(5 Marks)

- d) Discuss the key organizational development and operational challenges faced by StellarTech and propose viable solutions.

(5 Marks)

- e)** Critically assess how the Balanced Scorecard can help StellarTech evaluate the effectiveness of both its leadership and management transformation strategies.

**(5
Marks)**

QUESTION TWO

- a)** Critically analyze how classical and contemporary management theories influence strategic decision-making and operational efficiency in organizations.

(5 Marks)

- b)** Discuss how an organization can effectively manage conflict and resolution strategies within a dynamic work environment.

(5 Marks)

QUESTION THREE

- a)** Analyze the impact of ethical leadership and management principles on decision-making and corporate governance.

(5 Marks)

- b)** Discuss how neural leadership theories contribute to the evolution of modern management strategies and operational agility.

(5 Marks)

QUESTION FOUR

- a)** Assess the role of transformational leadership in enhancing both organizational change and operational efficiency. **(5**

Marks)

- b)** Critically examine the role of Artificial Intelligence in modern management, decision-making, and operational control.

(5 Marks)

