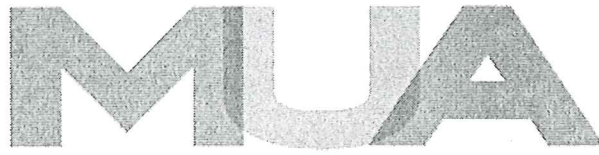


The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

POSTGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND
LEADERSHIP

DML 904: ORGANIZATION DEVELOPMENT AND LEADERSHIP

DATE: 28th JULY 2022

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:

LEADERSHIP AT SOUTHWEST AIRLINES

Let us consider the leadership style of Mr. Herbert Johnson, the chairman of Southwest Airlines. He attempts to create a family feeling among his employees by remembering their names and personally sending out birthday cards. In an attempt to stay competitive in the deregulated airline industry, he asked for, and received considerable concessions from employees and their union. His hands-on leadership style won him the respect and followership of his employees. The austerity measures apply equally to management and employees. His office, for example, is in a barracks-style building. Leading by example from those who follow him, he seems concerned about both the tasks to be done and the people who work for him. His leadership style is also congruent with the airline's policy of providing friendly service and keeping costs low.

Required:

- a) Discuss (2) any two important leadership styles exhibited by Mr. Herbert Johnson as the Chairman of Southwest Airlines. **(10 marks)**
- b) Assess merits and demerits of each of the two (2) leadership styles used by Mr. Herbert Johnson as identified in (a) above. **(6 marks)**
- c) In your opinion, do you think Mr. Herbert Johnson possesses both leadership and managerial qualities as the Chairman of Southwest Airlines? Justify your answer **(4 marks)**
- d) As an employee of Southwest Airlines, would you like to continue working with Mr. Herbert Johnson, and why? **(6marks)**
- e) Based on the above case study, examine the types of followership that are likely to be exhibited by employees of Southwest Airlines. **(4 marks)**

QUESTION TWO

- a) Elucidate the measures organizations should take to preparing for the future of organizational development (6 Marks)
- b) Argue the professional ethics/ethical dilemmas in the client - consultant relationship (4 Marks)

QUESTION THREE

- a) Evaluate the different types of followership clearly showing how they influence organizational development (4 Marks)
- b) Assess the stages in Bridges' transition model of change clearly showing how you can apply the model to manage change in an organization (6 Marks)

QUESTION FOUR

- a) Examine the steps in organizational development (O.D) as proposed by Lawrence and Lorsch (6 Marks)
- b) Propose the intergroup organizational development (O.D) interventions that you can implement in your organization (4 Marks)

