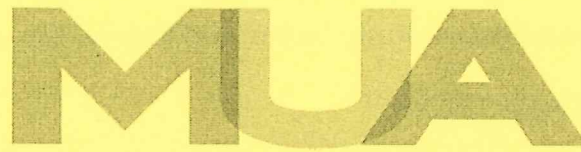


The
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POSTGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

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

DML 904: ORGANIZATION DEVELOPMENT AND LEADERSHIP

DATE: 30TH NOVEMBER 2019

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 attached case study below and answer the questions that follow

LINCOLN CASE STUDY

With a clear commitment to progressive solutions for its millions of clients, Lincoln actively focuses on cultivating a forward-thinking work environment where employees collaboratively and strategically approach the best ways advance the company. To facilitate this model Lincoln has engaged in multifaceted leadership development programs and initiatives—with Emergenetics playing a key role in formulating and bolstering leaders, building and strengthening teams, and working through challenges. Emergenetics has been used at Lincoln for over 15 years, and according to Bob Culver, Vice President of Business Strategy and Learning, most officers in the company are tuned into Emergenetics personally as well as with their teams. “We use Emergenetics quite often...it is such an integral part of our culture that people are just aware of it. While not a hiring tool, Emergenetics helps Lincoln create a way to see, based on their profiles, how new hires will fit in with current management and teams. Emergenetics allows management to realize the importance of considering applicants that bring diverse thinking and behaving attributes. “Our total management team has strong preferences in Expressiveness and Assertiveness—with Emergenetics training we realized the importance of having all types of profiles on the team, which has helped us continue to see things from a balanced and diverse perspective,” said Culver. Lincoln fosters leadership from the ground-up, working with entry level managers and continuing the process with officers and senior management. According to Culver, Emergenetics is an ideal tool for leadership development, as it translates managers’ self-awareness into more productive leadership styles.

Teamwork is an essential component of Lincoln’s corporate structure and Emergenetics plays a pivotal role in evaluating the ongoing viability and efficacy of teams. According to Culver, teams can overcome potential issues by focusing on each member’s Emergenetics Profile and ensuring there is the diversity of thought to approach work

from all angles. Lincoln employs a variety of tools and processes to strengthen the way work is done and ultimately increase effectiveness. With Emergenetics as an integral part of this mix, Culver noted the coalescence with Emergenetics and other products. "By using Emergenetics alongside different tools, like Emotional Intelligence, mind mapping, and others, our employees can get a more unique and complete picture of themselves.

Required:

- a) Citing examples, examine how this company managed to sustain momentum for the organizational changes that were under way? **(10 Marks)**
- b) Assume that you were the CEO of the above organization and you have noted some resistance to change. Using Kurt Lewins Model as one of the models that can help organization manage a strategic change, explain how you will use this model to manage the change. **(10 Marks)**
- c) Most organizations are adopting various organizational development interventions. As a manager discuss organizational development interventions that you can utilize in the above organization clearly giving relevant examples. **(10 Marks)**

QUESTION TWO

- a) Elaborate the need for organizational development **(5 Marks)**
- b) Highlight the characteristics of organizational development **(5 Marks)**

QUESTION THREE

Discuss key issues in client consultant relationship in organizational development **(10 Marks)**

QUESTION FOUR

- a) Compare and contrast leadership and followership in organizational development (3 Marks)
- b) Examine the qualities of a good followership (3 Marks)
- c) Briefly discuss the different types of followership (4 Marks)