The Management University of Africa

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POSTGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND LEADERSHIP

DML 904: ORGANIZATIONAL DEVELOPMENT AND LEADERSHIP

DATE: 3RD APRIL 2024

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 carefully and answer questions (a), (b) and (c)

LIFELONG LEARNERS INC.

Juma just couldn't take it anymore. He got up from his cubicle and put on his coat. "Where are you off to?" asked his coworker Wei. "I just need to get away from here for a few minutes," replied Juma, "I'm going for a walk and I'll be back in 20 minutes." As he walked around the corridors of St. John's, he wondered how to fix the problems his strategy team was having realizing their goals. Three months previously he and four others had been taken away from some of their regular duties at the headquarters of LifeLong Learners Inc. to form a special project team. The company offered customized courses to mid-sized businesses. Their instructors travelled to the company site to teach anything from occupational health and safety to leadership development.

Recent developments in online education, however, were starting to make their services redundant. Many of their clients could now buy similar courses online and have their employees complete them any time they liked. Many employees at LifeLong Learners thought in-class instruction was more effective, but the market didn't seem to agree. A special strategy team was formed to determine whether the company should begin to offer online courses and, if they did, how best to implement the change. The strategy team was to report to the CEO and the chairman of the board of LifeLong Learners. When the team first met, they spoke with the CEO and the chairman of the board in separate meetings. The CEO told them she had serious concerns about online education. She was concerned they were moving too fast in an uncertain direction. "If we do go into online education," she stated, "it will be important to have all the details sorted out and a good quality control process before we begin. We'll only get one chance to get it right; otherwise, our reputation will suffer."

The chairman of the board had a different perspective. "I am very excited about this initiative," he said, "and I think we should plunge in, find out what works, and correct as we go along. The most important thing is to have a product out the door as quickly as possible to begin to claim the online market." Three months later, the team seemed mired in inertia. Three of the members had devised an online development course contract, and wanted to invite employees to submit proposals and begin development right away. The three supporting the initiative were Juma, Katie, and William. Juma had emigrated from Jamaica four years ago and seen many successful online learning initiatives that reached out to students in remote areas in his home country. He thought LifeLong Learners was ridiculous for waiting so long to get started, something he explained to his colleagues at every opportunity. Katie and

William had both been born and raised in St. John's and they also couldn't understand the slow pace. "Results, results, results," William was fond of saying.

Well, after three months they had no results to speak of. In fact, they couldn't even get the entire team to agree to move forward and try something. The other two team members were very concerned that no formal process had been under taken to fully assess the market. There hadn't been any professional legal consultation around creating the online course development contract either. "We can't just make something up," complained Wei. "This will set a precedent that will impact us all moving forward. I'm not sure online education is right for us, but if it is we should have a detailed plan formalized before we move ahead. We can't just figure this out as we go. Resources have to be in place first, not to mention training." Wei had emigrated from China two years ago, and he struggled to understand the careless attitude displayed by Juma, Katie, and William. He secretly worried about their commitment to the project's success because they wanted to move forward so hastily. The final member of the team, Ranj, had moved to St. John's from the Philippines seven years ago. He agreed with Wei's assessment, but was very concerned about saying so and contradicting the chairman of the board; nor did he want to contradict the CEO. So when the team had discussions, he would often abstain from commenting much. This afternoon's meeting had been the final straw for Juma. Not only would Wei and Ranj not agree to support their new contract, they were threatening to complain to the chairman that he was being difficult and disrespectful—all just because he had forcefully reminded them of the importance of doing something soon. Juma knew the team was disintegrating. After a long walk to clear his head she decided he needs to act.

Required

a) The case reveals lack of cohesiveness among the team members. Describe TEN characteristics an effective team should exhibit. **(10 Marks)**

b) If you were the team leader, explain FIVE techniques you would employ to ensure effective team development. **(10 Marks)**

c) With reference to the above case study, discuss the advantages and disadvantages of work teams. **(10 Marks)**

QUESTION TWO

a) Your initial diagnosis found that your client organization is highly under-organized. Propose FIVE interventions to this client that would help to make them more organized. **(5 marks)**

b) Your consulting firm has secured a contract in a foreign country. Identify FIVE main factors they must take into consideration in order to succeed in the assignment. **(5 Marks)**

QUESTION THREE

a) Since a new chief executive officer joined your organization a few months ago, there has been a lot of conflict between managers affecting work outcomes. Advice the CEO on the need to engage an internal organizational development expert to address the problem. **(4 Marks)**

b) Examine three main areas that must be addressed during the contracting step in organizational development process. **(6 Marks)**

QUESTION FOUR

a) Interviews are an effective method for collecting data in OD. Evaluate the advantages and disadvantages to the OD practitioner. **(4 Marks)**

b) Survey feedback is a major technique in the history and development of OD.

i. Explain the term survey feedback. **(1 Mark)**
ii. Describe FIVE main features of a survey feedback process. **(5 Marks)**