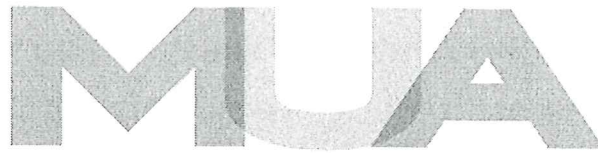


The
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POSTGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND
LEADERSHIP

DML 904: ORGANIZATIONAL DEVELOPMENT AND LEADERSHIP

DATE: 8TH AUGUST 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 below carefully and answer the questions that follow:

John Rogers assumed the role of CEO at Trust Bank during a period of uncertainty in the financial sector. Traditional leadership models had failed to inspire trust and unity among employees, resulting in low morale and performance. Rogers recognized the need for a paradigm shift and embraced the principles of servant leadership. CEO John has transformed the culture and performance of his company through servant leadership principles. As the head of a large multinational corporation, he embodies the values of humility, empathy, and service to his employees and stakeholders. His leadership style has resulted in increased employee satisfaction, higher productivity, and sustainable growth for the organization.

John prioritizes the well-being and development of his employees. He actively listens to their concerns, values their input, and fosters an environment of trust and collaboration. By investing in the personal and professional growth of his team members, he cultivates a sense of belonging and loyalty within the organization.

Instead of micromanaging, John empowers his employees to make decisions and take ownership of their work. He provides them with the necessary resources, support, and guidance to succeed, while allowing them the autonomy to innovate and problem-solve independently. This sense of empowerment fosters creativity, initiative, and a shared sense of responsibility among team members. John leads by example, embodying the values and behaviors he expects from others. He demonstrates humility, integrity, and a commitment to serving the greater good. His actions inspire trust, respect, and admiration among his colleagues, motivating them to uphold the company's values and pursue excellence in their work.

John instills a culture of service throughout the organization, where employees are encouraged to contribute to the community and make a positive impact beyond the workplace. He leads by example through corporate social responsibility initiatives and encourages employees to volunteer, participate in charitable activities, and support causes that align with the company's values.

John's servant leadership has had a profound impact on the company, resulting in enhanced employee engagement, greater customer satisfaction, and improved financial performance. His ability to prioritize people over profits, empower others, lead by example, and foster a culture of service has created a workplace where individuals thrive and the organization flourishes.

Required:

- a) Discuss the importance of empowering others in servant leadership, using examples from John's leadership style. **(10 Marks)**
- b) From the case above, describe the practices that demonstrate servant leadership by the CEO. **(8 Marks)**
- c) Examine the impact of John's leadership style on the overall performance of the organization. **(12 Marks)**

QUESTION TWO

- a) A strong tendency exists among organization members to return to what is learned and well known during periods of change. Describe FIVE practical approaches you would recommend to sustain the momentum for change in an organization. **(5 Marks)**
- b) Describe the advantages and disadvantages of observation as a method of data collection for an organizational development practitioner. **(5 Marks)**

QUESTION THREE

- a) Intervention success depends heavily on the organization being ready for planned change. Illustrate three main indicators of readiness for change exhibited in organizations. **(4 Marks)**
- b) The contracting phase clarifies the client's and the practitioner's expectations about how the OD process will take place. Identify three main areas that must be addressed to increase likelihood of fulfilment of expectations. **(6 Marks)**

QUESTION FOUR

- a) Interpersonal and group process approaches aim at helping members of groups assess their interactions and devise more effective ways of working. Describe three most enduring interventions used by organizational development practitioners. **(6 Marks)**
- b) Discuss the criticisms that have been leveled on the way planned change has been practiced over the years. **(4 Marks)**