

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 904: ORGANIZATIONAL DEVELOPMENT AND LEADERSHIP

DATE: 7TH APRIL 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:

Horizon Textiles Ltd., a mid-sized garment manufacturing company in Nairobi, Kenya, employed 250 workers and had built a reputation for producing affordable uniforms for schools and hospitals. The company was once a family-run business, where workers felt valued and turnover was very low. However, in 2021, the company appointed a new Operations Manager, Mr. Juma, to streamline processes and increase profitability. Although Juma had strong technical knowledge in production management, he lacked interpersonal skills and showed little interest in building positive leader-follower relationships.

His leadership style soon became a source of conflict across the organization. From the beginning, Juma adopted a highly authoritarian approach. He rarely consulted employees before making decisions, often dismissed their suggestions, and communicated primarily through abrupt memos and reprimands. Supervisors and workers described him as “cold and unapproachable.” When machine operators raised concerns about frequent equipment breakdowns, Juma brushed them off, claiming they were “just making excuses to avoid work.” As a result, productivity suffered, and small mechanical issues grew into costly repairs.

Juma insisted on personally approving even minor purchasing requests, such as replacement needles and fabrics. This slowed down production and signaled a lack of trust in supervisors. Employees felt disempowered and demotivated. In staff meetings, Juma often interrupted workers mid-sentence, belittled their ideas, and focused only on pointing out mistakes rather than recognizing achievements. Several employees reported feeling humiliated. When one of the sewing section team leaders lost her husband and requested additional leave, Juma denied the request, saying, “Work must go on, personal issues can’t interfere with targets.” The incident spread quickly among staff, further damaging morale.

Within a year of Juma's appointment, Horizon Textiles began experiencing serious challenges. Skilled machine operators resigned, citing stress and lack of respect. Recruitment costs soared. Output dropped by 15% due to low motivation, absenteeism, and frequent production stoppages. Distrust between staff and management deepened. Workers withheld ideas and solutions, fearing ridicule. Clients complained about delays in delivery, and some schools shifted to competitors. The company's Board of Directors grew concerned as profits declined and employee grievances mounted.

Required:

a) a) Describe critical incidents in the case that demonstrate the breakdown in leader-follower relations at Horizon Textiles Ltd.

(10 Marks)

b) Describe FOUR main challenges the organization faced as a result of Juma's style of leadership.

(8 Marks)

c) Examine the implications of Juma's leadership weaknesses on employee motivation, performance, and organizational effectiveness. **(4 Marks)**

d) Evaluate the importance of leader-follower relationships in achieving organizational effectiveness citing evidence from this case study. **(8 Marks)**

QUESTION TWO

a) Organization Development interventions begin with entering into a relationship between the practitioner and the client. Discuss three key activities involved in entering an OD relationship.

(3 Marks)

b) Collaborating with people through virtual teams can be very challenging. Propose appropriate strategies that can be applied to enhance their effectiveness.

(7 Marks)

QUESTION THREE

a) Explain the advantages and disadvantages of using unobtrusive data in Organization Development processes.

(5 Marks)

b) Discuss FIVE main components of the group process that promote effective interactions and task accomplishment.

(5 Marks)

QUESTION FOUR

a) Before selecting an Organization Development (OD) practitioner, managers need to evaluate several key considerations. Discuss five critical areas that should guide this selection process, illustrating your answer with practical examples.

(5 Marks)

b) Change can generate deep resistance in people and in organizations. Discuss the main reasons why individuals resist change.

(5 Marks)