

School of Business

WRITTEN EXAMINATION

Course Leadership and Organizational Development A1N 15 credits

Examination Written exam

Course code FÖ719A

Credits for written examination 7.5 credits

Date 2024-10-04

Examination time 14.15-19.30

Examination responsible Thomas Andersson

Teachers concerned Sandor Ujvari, Johanna Frödelius, Miranda Kanon, Karl Ydén

Aid at the exam/appendices

Other

- Instructions
- ☒ Take a new sheet of paper for each teacher.
 - ☒ Take a new sheet of paper when starting a new question.
 - ☒ Write only on one side of the paper.
 - ☒ Write your name and personal ID No. on all pages you hand in.
 - ☒ Use page numbering.
 - ☒ Don't use a red pen.
 - ☒ Mark answered questions with a cross on the cover sheet.

Grade points F 0-29, E 30-36, D 37-42, C 43-48, B 49-54, A 55-60

Examination results should be made public within 18 working days

Good luck!

Total number of pages 6 (including this page)

PART 1 THOMAS ANDERSSON (12 points)

Question 1 (4 points)

Briefly describe the following concepts:

- a) Utilitarianism
- b) Emotional intelligence

Develop and explain the following statements:

- c) Female managers tend to have less room of maneuver than male managers.
- d) In Kohlberg's model on moral development, it is only on level 3 (postconventional) an ethical development of society is possible.

Question 2 (2 points)

Choose an appropriate leadership theory or leadership approach to describe Swedish leadership, either based on its characteristics or its strengths/weaknesses. Make clear connections between which aspects of Swedish leadership you link to the chosen theory/approach.

Question 3 (4 points)

There are many ways to define leadership. When reviewing many different leadership definitions, Northouse ends up in a definition based on four central components. Please describe these four components of leadership.

Question 4 (2 points)

Describe how the concepts management and leadership both have similarities and differences.

PART 2 KARL YDÉN (12 points)

Question 5 (4 points)

Explain the meaning of "situation" in the theory of the Situational Approach/Situational Leadership. What is the situation that leadership should be adapted to, and what subfactors does the situation consist of according to the theory?

Question 6 (4 points)

The Northouse book contains more than a dozen leadership theories/approaches, and most of them have been developed during the past 30 years. Some of the approaches are criticized for a lack of empirical research. What do you think are the main reasons for the relatively large number of new leadership theories/approaches during the past 30 years?

Question 7 (4 points)

Followers/subordinates have gained more focus in leadership research in recent decades. What perspectives/arguments does Northouse provide for why "followership" is important to study?

PART 3 MIRANDA KANON (6 points)

Question 8 (2 points)

Explain the difference between prescriptive (normative) theory and descriptive theory. Provide examples of leadership theories and categorize them as either prescriptive or descriptive.

Question 9 (4 points)

In Leader-Member Exchange theory (LMX), leadership is described as a process that emerges through interaction between the leader and the follower. What does this mean? What does the theory suggest can influence how this process develops? Provide a detailed justification for your answer.

PART 4 JOHANNA FRÖDELIUS (15 points)

Question 10 (5 points)

You are considering changing a product's packaging and want to gather customer attitudes towards the planned change. Which model would be helpful in this situation if you want to collect information about both spoken and unspoken needs? Justify your answer.

Question 11 (6 points)

Based on the quality dimensions, explain which dimension you consider the most important and which you consider the least important for the following goods and services. Justify your answer.

1. Car
2. Smartphone
3. Haircut
4. Restaurant visit

Question 12 (4 points)

Explain the concept of "the Japanese miracle" and its connection to lean management.

PART 5 SANDOR UJVARI (15 points)

Question 13 (15 points)

- a) Lean is sometimes described as the pursuit/reduction of waste. What are the more fundamental reasons that can be addressed rather than only the wastes? Provide examples from the seminar with the Lean Game, or an imaginary example.
- b) Why are errors and variation important in Six Sigma and what differences are there to work according to Six Sigma and according to the PDSA-cycle? Show with a simple imaginary example.
- c) Six Sigma is used for business development. Within Six Sigma, a method called CTQ (Critical to Quality) is used. What is CTQ and how can it be used? Show with an example.
- d) You work at a manufacturing company and have been tasked with developing a new product using the four steps of customer-centered planning. Invent a product and briefly explain how you would go about developing it, providing examples based on your fictional product.