

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 2024-11-14

Examination time 8.15-13.30

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) The glass ceiling
- b) Assigned leadership

*Briefly* develop and explain the following statements:

- c) Leadership traits and leadership skills are two very common perspectives on leadership, but they fall outside of Northouse's definition of leadership.
- 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)**

"Imprecise and unclear" is characterizing Swedish leadership according to Jönsson (1995). He does not, however, see it as a weakness, but as a competitive advantage for Swedish working life. Please elaborate.

### **Question 3 (4 points)**

Describe the toxic triangle. Please use it to analyze an actual or fictive situation.

### **Question 4 (2 points)**

Link each of the following two statements to a leadership approach and justify your choice: "Leaders are born" and "Leaders are made".

## **PART 2 KARL YDÉN (12 points)**

### **Question 5 (4 points)**

Northouse describes when leadership research began to focus on the behavioral dimension instead of leader traits. Describe the two types of behaviors considered to define leadership/managerial behavior and provide a couple of examples of practical actions that you would classify under each one of these behavior types.

### **Question 6 (4 points)**

The leadership theory "Path-Goal" (PGT) considers both  
1) the personality/psychological needs of employees and  
2) the type of task to be completed  
in recommending leadership behavior (either Directive leadership, Supportive leadership, Participative leadership, or Achievement-oriented leadership).

Choose two of the leadership behaviors (Directive leadership, Supportive leadership, Participative leadership, Achievement-oriented leadership) and explain, for each of them, what PGT says they are suitable for in terms of employee characteristics and task type.

### **Question 7 (4 points)**

When followers/followership were put into focus, several researchers developed similar four-quadrant models/typologies to distinguish between different kinds of followers/followership. Freely choose one of these typologies and describe the different types of followers/followership it distinguishes between.

**PART 3 MIRANDA KANON (6 points)**

**Question 8 (2 points)**

Define transformational leadership. How does it differ from transactional leadership?

**Question 9 (4 points)**

Describe the four key behaviors of transformational leaders (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration). Provide an example of each.

#### **PART 4 JOHANNA FRÖDELIUS (15 points)**

##### **Question 10 (6 points)**

Explain the meaning of Total Quality Management (TQM). Based on a relevant model of TQM, identify and explain key values that an organization aiming to improve quality should consider.

##### **Question 11 (6 points)**

Customer satisfaction is vital to quality development, but does the customer always know best? Answer this question by explaining the three types of customer needs, and discuss how each type relates to quality.

##### **Question 12 (3 points)**

There are countless products available to customers worldwide, but these products can generally be divided into three main categories. Describe these product categories and provide a relevant example for each category.

## **PART 5 SANDOR UJVARI (15 points)**

### **Question 13 (15 points)**

- a) Describe Lean and how it is supposed to improve operations and quality. Also describe what the more fundamental reasons that can be addressed rather than only the seven wastes? Provide examples from the seminar with the Lean Game, or an imaginary example.
- b) Describe Six Sigma and how it is supposed to improve operations and quality. What differences are there between problems that are suitable to solve using Six Sigma or using for instance the PDSA-cycle? Show with a simple imaginary example.
- c) Six Sigma is used for business development. Within Six Sigma, a method called Control Chart is used. What is Control Chart 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. First describe these four steps and briefly explain how you would go about developing it.