

EdD Organizational Leadership
Sample Questions
September 2006

Directions

This examination is designed to assess mastery of the Ed.D. in Organizational Leadership concepts that must be understood by all doctoral students. The examination is to be research based. Therefore, responses must be supported with appropriate citations from the literature and those citations must be included in a reference list. The examination is "open-book," so feel free to use whatever scholarly written materials you might need while answering the questions. However, you should not consult with or collaborate with any other individual in writing your answers.

The exam consists of five (5) questions. One question is general to the discipline of your degree, one question examines the implementation of your theoretical knowledge, one question focus on the application of your theoretical knowledge, one question focus on your knowledge of theoretical frameworks within the field of organizational leadership, and one question focuses on research. Each question requires a full response with references from different authors, properly cited. The object of this examination is to demonstrate your comprehensive knowledge, ability to cite authorities to support discussion of complex topics in your field, preparation for doing doctoral research, and readiness for undertaking a doctoral dissertation.

Detailed instructions for how to complete and submit the exam are posted online. As the instructions online indicate, the exam must be completed and returned within one week. Responses returned after that will be subject to retake. Your Dean/Program Chair must approve circumstances that do not allow completion of the examination within the prescribed time period. Furthermore, answers **MUST** be in correct APA format, and you will be asked to submit your answers directly to Turnitin.com.

Your answers will be graded by at least two readers. You can view the grading criteria by clicking the link at the bottom of this page.

Based on their review of the responses to this examination, the readers will recommend one of three dispositions:

- (1) Pass
- (2) Pass with Revision
- (3) Fail

Sample questions:

1. Rob Iger, CEO of Disney, recently reported the hand animator group, of approximately 50 people, was being terminated. The reason given was that retaining these employees is costly and out of line with present art production work, most of which is now done by computers. Many of these employees have worked for Disney for years, and some are over the age of 55. Everyone, however, was quite upset over the news. The employees have the strong support of several Board Members of the corporation, who believe that Walt, the founder, would never have done such a thing to "the family".

As you answer the following questions, be sure to state any assumptions you are making about this particular case.

- A. What are the leadership issues and concerns that should be considered in this dilemma? What leadership theories or approaches might be the most appropriate in thsi scenario?

- B. How should such a change be communicated to employees and other stakeholders? What legal issues should be considered in a situation such as this (i.e., notices, unemployment issues, etc.)?
- C. What are the implications and ramifications of such leadership decisions (on the people involved; on the diversity of the organization; from an ethical perspective; as related to teamwork; on productivity, etc.)?
- D. What leadership recommendations you have for Michael Eisner, in order to provide good leadership, in this situation, in a professional manner. What change strategies should he implement, and why? Be sure to explain the value of each strategy you choose to describe.

Research

A. The Project

1. Identify a research project, the results of which could illuminate a comparison of the two institutions relative to something about the challenge or the change indicated. Indicate what type of research it is (descriptive, historical, etc.), and provide a very brief background for the study.

B. The Research Report Components

1. Provide the following:
 - a. a research problem
 - b. a hypothesis
 - c. a plan for a literature review (do not do a review)
 - d. a research design including:
 - 1) Population
 - 2) Sampling plans
 - 3) Methodology
 - 4) Data collection processes
 - 5) Protection of privacy
 - 6) Reliability, validity and generalizability plans
 - 7) Presentation and interpretation plans

[CompOLRubrics.xls](#)