



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL

LEADERSHIP

SEPTEMBER – DECEMBER 2017

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP

COURSE CODE: POLD808

COURSE TITLE: LEADING INNOVATION AND CHANGE

EXAM DATE: TUESDAY 5th –FRIDAY 8th DECEMBER 2017

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question **One** (Compulsory) and any other **ONE** question

SECTION 1(compulsory)

1. Read the case study below and answer the question that follows:

The modern legacy brand that teaches us how to keep reinventing

Brompton Bicycle, the British fold-up bike maker, began in Andrew Ritchie's bedroom in 1975. The inventor eventually designed a brand synonymous with British engineering excellence. The bike's compactness has reshaped how people travel around urban cities. Today, it's combining the best of British design with an electric twist: Brompton's e-bike. The firm has worked with the best-in-engineering class, Williams Racing of the Formula 1 group, to create a detachable lithium-ion battery that powers the ride if needed.

Will Butler-Adams OBE, Brompton's chief executive, says that the new bike will double the size of the business in the next three to five years. High value is placed on heritage brands such as the British Brompton outside the UK; the firm exports around 80% of what it produces.

Butler-Adams berated the UK's pessimism towards Brexit during an All-Party Parliamentary Manufacturing Group's 'Exporting after Brexit' debate in the House of Commons in early 2017. He said: "Brexit is overrated. All this worrying is causing everyone to stagnate. What matters to my business is launching new products." And that is exactly what he's doing.

(Source: <https://www.london.edu/faculty-and-research/lbsr/4-lessons-from-some-of-britains-innovation-beacons#.WgNgwNCWY2w>)

- i. With reference to the case study above, briefly discuss the difference between creativity, innovation and change, and explain how the concepts have been applied by Brompton Bicycle.

10 Marks

SECTION 2 (answer one question from this section)

2. Everett M. Rogers defines diffusion as "... the process by which (1) an innovation (2) is communicated through certain channels (3) over time (4) among the members of a social system." In this definition, he identifies four main elements of the diffusion process which are identified in every diffusion study.

Briefly discuss any one of the four main elements of the diffusion process in relation to either a successful or an unsuccessful innovation that you know.

5 Marks

3. Read the excerpt below and answer the question that follows:

"Amazon is the single best example of a serial business model innovator," says Julian Birkinshaw, Professor of Strategy and Entrepreneurship at London Business School and Academic Director of the Deloitte Institute of Innovation and Entrepreneurship. "It's a company that has relentlessly built new businesses alongside its existing ones. Some of

these new businesses have been complementary; some have cannibalised the existing ones. Protecting existing earnings is not a priority.”

(Source: an excerpt from *Amazon: a master of reinvention* by Julian Birkinshaw and Kathy Brewis)

With reference to the excerpt above, briefly discuss the type of innovation applied by Amazon. Explain why “Protecting existing earnings is not a priority” to the innovator.

5 Marks

4. In relation to your organization (or an organization you are aware of), discuss two changes that have revolutionized the organization. Briefly explain at least three leadership competencies that are necessary for effective change management. **5 Marks**
5. Discuss the difference between evolutionary and revolutionary change (also referred to as incremental and radical change). Explain under which circumstances evolutionary and revolutionary change is applied in organizations. **5 Marks**