



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP DEVELOPMENT**

SEPTEMBER – DECEMBER 2019

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: POLD705

COURSE TITLE: STRATEGIC LEADERSHIP

EXAM DATE: MONDAY 9TH DECEMBER, 2019

TIME: 7:00PM – 10:00PM

DURATION: 3 HOURS

MODE: ONLINE

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer question **ONE** and **any other TWO** questions

SECTION A (Compulsory)

Strategy & Strategic Leadership

Read the case study below and answer the questions that follow.

Corning Incorporated: The Growth and Strategy Council

It was early February 2008. Charlie Devin's, the Chief Technology Officer (CTO) of a specialty chemicals and materials company, was interrupted mid-sentence as the 5:00pm whistle announcing the end of the work day at Corning Incorporated broke the mid-winter tranquility of the small town of Corning, New York, population 10,300.

The sounding of the whistle came at a timely point in the conversation *Steve* was having with Joe Miller, Corning's CTO. Miller had been explaining that while tradition and history were important at Corning, it did not signify that it was a company set in its ways. On the contrary: Corning was a company That had repeatedly reinvented itself to become one of the world's leading materials companies. It was not a history that the firm took lightly: in 2002 the worldwide telecommunications crash had cut Corning's revenues from \$6.3 billion in 2001 to \$3.1 billion the following year. The company's stock had collapsed, falling from a high of \$100 in August 2000 to \$1.50 in July 2002. The company had to take a \$5.4 billion loss and lay off over 12,000 people.

By 2008, however, with 24,800 employees, 4,400 based in the town of Corning, the Corning Corporation was maintaining its global leadership position in glass for liquid crystal displays - a business with gross margins in the upper 60% range - while telecommunications sales had recovered and the company was at the leading edge in a number of other promising markets. The stock price had recovered, and in February 2008 was trading at \$23, roughly its pre-bubble level. Meanwhile, roughly 70% of the people who left during the downturn in the early 2000s were back working at the company.

Devins, whose own company was struggling with how to manage its innovation strategy, had been urged to visit Corning to learn more about what he had been told was a best practice approach. As Miller explained it, innovation at Corning was centrally managed by a group called the Growth and Strategy Council (GSC). The council, which was headed by a triumverate including Corning's CEO Wendell Weeks, COO Peter Volanakis, and Miller, met once or twice a month to provide advice and guidance to the company's four business segments. Often important strategic decisions including the allocation of resources for various projects within a business segment were made during these meetings.

After hearing Miller describe the GSC and how it enabled innovation at Corning, *Steve* was at the same time impressed and skeptical. He wondered what made it work: Did such a structure fuel political tensions among the businesses? Wouldn't a centralized decision-making body slow the innovation process if not stifle it altogether? Then there was the question of scale. Could a centralized body like the GSC continue to work as well as it had in the coming years, when Corning hoped to double its rate of innovation from one to two businesses a decade to two to four, which were expected to deliver \$1.5 billion in new revenue over a 10-year investment cycle at a cost of \$1 billion? What would it take to keep making it work? And could this be replicated at another company or did Corning have something unique that made the GSC's success indigenous to Corning?

- i. Mintzberg, Ahlstrand, and Lampel (2005) identified 10 schools of strategy - design, planning, positioning, entrepreneurial, cognitive, learning, power, cultural, environmental, and configuration. Briefly explain, with justification, the school of strategy that Corning Incorporated seems to incline towards. (5 Marks)

- ii. With regard to the school of strategy identified in your answer above, briefly discuss whether Miller's concerns are justified or not. (5 Marks)

10 Marks

SECTION B: Answer any TWO questions

(Short Essay- 500 words)

Strategy & Strategic Leadership

1. While using your organization as an illustration, differentiate between leadership and strategic leadership. Explain how you would apply two **strategic leadership competencies** to propel your organization to the next level.

5

Marks

Strategy & Strategic Leadership

2. Scenario: You have been requested to join a strategic team of an organization that has been making losses and is unable to meet its obligations to key stakeholders. Your role as the key strategist is to "resuscitate" the organization before handing it over to a new CEO. Time is of essence because some key creditors and financiers have threatened to seek orders to liquidate the organization's assets to recover their debts.

With regard to the scenario above, identify and describe the strategic approach you will apply in the organization. Briefly discuss the premise of this school of strategy and justify its how applicability to the scenario above.

5 Marks

Strategic Thinking & Strategic Planning

3. "Although some organizations today may survive and prosper because they have intuitive geniuses managing them, most are not so fortunate. Most organizations can benefit from strategic management, which is based upon integrating intuition and analysis in decision making. Choosing an intuitive or analytic approach to decision making is not an either-or proposition. Managers at all levels in an organization inject their intuition and judgment into strategic-management analyses. Analytical thinking and intuitive thinking complement each other.

Operating from the I've-already-made-up-my-mind-don't-bother-me-with-the-facts mode is not management by intuition; it is management by ignorance. Drucker says, "I believe in intuition only if you discipline it. 'Hunch' artists, who make a diagnosis but don't check it out with the facts, are the ones in medicine who kill people, and in management kill businesses."

— Fred R. David, Strategic Management: Concepts and Cases, Instructor Review Copy

With this excerpt in mind, briefly discuss, how you would apply strategic thinking and planning in your organization. Use at least one scenario as an illustration.

5 Marks

