



PAN AFRICA CHRISTIAN UNIVERSITY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION**

JANUARY-APRIL

CAMPUS: ROYSAMBU-EVENING

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: ORL 602 ON-LINE

COURSE TITLE: STRATEGIC LEADERSHIP

EXAM DATE: APRIL 2022

TIME: 6.00PM- 9.00PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer question 1 and any other three questions.

SECTION A: Question One (Compulsory)

Jeff Bezos is the founder of Amazon and Blue Origin; a for-profit aerospace engineering and space exploration company. Jeff Bezos has managed to grow an empire and run one of the top companies in the world. Bezos currently has a net worth of \$110 billion, and for a while, he was the richest man in the world. Bezos studied physics and computer science at Princeton, but later found his calling on Wall Street. In the late 1990s, he founded Amazon, which was initially an online bookseller, but it later transitioned into a seller for many other goods. Today, Amazon is a force in e-commerce, cloud computing, logistics, and many other verticals with over 575,000 full-time employees. Amazon partners with carrier and parcel services to deliver goods to addresses. Bezos is known to be a transformational and task-oriented leader. In order for Bezos to transform his company, he looked and still searches for ways to become innovative. He is a leader known for planning and delivering results through creativity. With Bezos' long-term goals and the public's needs and wants, a connection is made to help serve customers. Because of his ability to innovate and envision, he had been able to help his company grow and expand over time.

Required

- a) Describe four individual characteristics that have propelled Jeff Bezos to the list of renown strategic leaders in the corporate world (4 marks)
- b) Critically analyze the impact of strategic leadership on organizational performance in today's dynamic global market. (6 marks)

SECTION B: Answer any three Questions

Question Two

- a) Describe four causes of CEO turnover giving relevant examples in global companies (4 marks)
- b) High executive turnover affects a company's overall performance. Explain three strategies used by agile organizations to reduce this trend. (6 marks)

Question Three

- a) Briefly describe four types of boards commonly found in multinational companies (4 marks)

- b) Explain three factors which can greatly enhance Boards of Directors' vigilance on top manager performance (6 marks)

Question Four

- a) Explain any four key components of executive compensation giving relevant examples in the corporate world (4 marks)
- b) Describe three factors used in determining executive compensation in today's competitive global market (6 marks)

Question Five

- a) Discuss four factors that influence executive discretion in a given situation giving relevant examples (4 marks)
- b) Explain the three elements of top management teams in successful organizations (6 marks)

Question Six

- a) Differentiate transactional leaders from transformational leaders citing relevant characteristics of each type. (4 marks)
- b) Explain the role of adaptive leadership as a bounce back strategy being used by organizations to mitigate the effects of COVID-19 Pandemic (6 marks)

THE END