



PAN AFRICA CHRISTIAN UNIVERSITY

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

SEPTEMBER-DECEMBER

CAMPUS: ROYSAMBU-EVENING

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: ORL 602

COURSE TITLE: STRATEGIC LEADERSHIP

EXAM DATE: DECEMBER 2020

TIME: 5.30PM- 8.30PM

INSTRUCTIONS

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

SECTION A: Question One (Compulsory)

Strategic leaders have the potential to express a strategic vision for the organization, or a part of the organization, and to motivate and persuade others to acquire that vision. Strategic leaders create organizational structure, allocate resources and express strategic vision. Strategic leaders work in an ambiguous environment on very difficult issues that influence and are influenced by occasions and organizations external to their own.

- a) Identify **four** factors influencing top executive discretion in relation to organizational outcomes.
(4 marks)
- b) Analyze the merits and demerits of embracing strategic leadership in today's dynamic global market.
(6 marks)

SECTION B: Answer any three Questions

Question Two

- a) Explain four types of CEO succession giving occasions when each is appropriate
(4 marks)
- b) Discuss the impact of a high executive turnover to a company's overall performance.
(6 marks)

Question Three

- a) Describe four key roles played by boards of directors in enhancing firm performance.
(4 marks)
- b) Assess the challenges faced by Boards of directors in executing vigilance on top managers.
(6 marks)

Question Four

- a) Explain four economic determinants of executive compensation in the corporate world
(4 marks)
- b) Describe the current global trends in executive compensation giving relevant examples
(6 marks)

Question Five

- a) Explain the behavioral traits of successful leaders giving relevant examples.
(4 marks)
- b) “Leaders are made, not born. Describe the process of developing leaders in the corporate world.
(6 marks)

Question Six

- a) Discuss four leadership styles adopted by strategic leaders citing relevant examples.
(4 marks)
- b) Organizations rise or fall on the basis of who is at the top. Assess the impact of leadership to organizational growth and sustainability.
(6 marks)

THE END