PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY

END OF SESSION EXAMINATION FOR THE DEGREE OF

MASTER OF ARTS IN LEADERSHIP

AUGUST 2019

CAMPUS: VALLEY ROAD

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: MAL501

COURSE TITLE: STRATEGIC LEADERSHIP

EXAM DATE: FRIDAY 16th AUGUST 2019

DURATION: 2 HOURS

TIME: 5:00PM-7:00PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- *Write clearly and legibly.*
- This exam script consists of **two (2)** sections.
- Answer **Question ONE in Section A** and **ONE** question from **Section B**
- *ALL PAC University's examination rules and regulations apply*

SECTION A: (COMPULSORY)

QUESTION ONE

Strategy development, also known as strategic planning, is fundamental to creating and running a business. Simply put, it's a game plan that sets specific goals and objectives but like a game plan, it is capable of being changed in response to shifting market dynamics. Further, strategic planning has been identified by many schools of thoughts as a key driver of organizational change and its usually done at various levels. Consequently, it has been championed by many strategic leaders who have in some instances experienced transformation in leaps and bounds. Others have seriously failed at the implementation phase costing the organizations great fortunes. Locally, there are great examples of such companies who have reaped humongous benefits from their strategic leadership the likes of Kenya commercial Bank, Equity Bank and Safaricom Limited. Equally companies like Nakumatt Supermarket, Uchumi Supermarkets, National Bank of Kenya, Kodak have not lived to the dreams of the founding fathers centering on strategic leadership and have experienced operational and financial performance challenges.

a. Explain three strategy Levels implemented by successful organizations **(3 Marks)**
b. Jordan Bank is pursuing a bank license to launch in Kenya. Using Michael porter five forces model provide a brief to the Board of Management on the suitability of their strategic decision **(5 Marks)**
c. Discuss four possible contributing factors resulting to success in strategy implementation employed by Kenya commercial Bank, Equity Bank and Safaricom Limited. **(2 marks)**

<u>SECTION B : Answer any one question</u>

QUESTION TWO

There are various schools of thought on the strategy formulation process which all agree that strategy formulation follows a definite process that has various outputs. Mwenda and Pole Co Limited is seeking a professional consultant to guide a strategic plan development process and the CEO has appointed you as a strategy guru to provide a summary of the key processes or steps and the expected output. **(10 Marks)**

QUESTION THREE

Strategic leaders enable their organizations to navigate the storms and headwinds in the ever-changing operating environment. Discuss how a strategic leader would support their organization whose political environment is facing imminent changes following changes at the country's' top leadership to benefit of the organization. **(10 Marks)**

QUESTION FOUR

Organization culture has been identified as a key contributor in maintaining strategic stability or supporting management. Further, culture defines uniqueness in the way organization do the same things – it differentiates an organization from another, a nation from another, an ethnic community from another. Discuss how strategic leaders can build a strong cultural environment to support strategy implementation. **(10 Marks)**

QUESTION FIVE

a. Discuss why monitoring and evaluation of a strategy under implementation is critical to any organization. **(5 Marks)**

b. What are the characteristics of a good vision statement of an organization? . **(5 Marks)**