



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

**DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP**

DECEMBER 2018 EXAMINATIONS

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP

COURSE CODE: POLD806

COURSE TITLE: STRATEGIC LEADERSHIP

EXAM DATE: THURSDAY 6TH DECEMBER 2018

DURATION: 3 HOURS

TIME: 5:00PM-Midnight

MODE: ONLINE

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- ANSWER **question one** and any other **one** question (**20 Marks**)
- *ALL PAC University's examination rules and regulations apply*

SECTION A (COMPULSORY)

New Revelation Church recently changed its leadership when the Founder leader unexpectedly retired, citing the need to grow the younger generation into leadership positions. However, the new leader,

a young Pastor in his early forties has lately been pestering the Church's Board of Deacons to come up with a strategic plan to guide the church in the next 10 years. Even so, majority of the members in the Board of Deacons have vehemently opposed the idea arguing that the Holy Spirit has been leading them for the last 40 years and the church has experienced tremendous growth and hence no reason to come up with a strategic plan. As a Leadership Consultant, using biblical research,

a) Reveal and apply the Biblical perspective of strategic leadership. (5 Marks)

b) Justify why it is necessary to develop this strategic plan for the Church. (5 Marks)

SECTION B (CHOOSE ONLY ONE QUESTION)

You have recently begun an organization known as 'Jitunze na Raha za Ulimwengu' but six months down the line, the organization appears to be on a downward spiral and all indications are that, unless something is done urgently, soon or later you shall close shop.

Create and present the vision of the organization to followers and other stake-holders in a manner that inspires followers to perform and achieve organizational goals and objectives to resuscitate the Organization. (10 marks)

You have recently been appointed the CEO of 'Ningejua Zamani' Multinational Company. During the last staff meeting, it was reported that the main challenges facing this company are low profits, high employee turnover and a hostile clientele. Appraise and apply at least four of the various schools of strategic planning that in your opinion shall give this company a turn-around in the next three years. (10 marks)

Total Anathema Trading Company was last week put into receivership by the Capital Markets Authority due to its bad debts. You have been appointed the receiver manager with two key responsibilities namely: - recover all debts owed by the Company by its debtors and refund shareholders their contributions with an 8% interest. By applying strategic thinking techniques, demonstrate show how you can achieve these two objectives. (10 marks)

Tia Bidii Utafanikiwa Investments has for the last 8 months opened several branches in various parts of the country. However, something seems to be terribly wrong as most of the branches in the interior parts of the country are operating at a loss. A well-coordinated audit by the Board points to culture as the key impediment to the progress of the Company. The Board has hired you to lead the process of recovery by identifying a strategy that can steer the company to profitability. Demonstrate your ability to apply effective strategies in multi-cultural environments that shall guarantee the revival of these branches. (10 Marks)