



PAN AFRICA CHRISTIAN UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

END OF TERM EXAMINATION

DEPARTMENT: BUSINESS

COURSE CODE: ORL 602

COURSE TITLE: STRATEGIC LEADERSHIP

EXAM DATE: MONDAY 4th APRIL 2016

TIME: 2.00PM-5.00PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question One(Compulsory) and any other Three questions
- Write your **student number** on the answer booklet provided

Question One

Doug Conant: Providing Effective Strategic Leadership at Campbell Soup Company

Doug Conant was brought in as Chief Executive Officer of Campbell Soup six years ago. During that period he has cultivated diverse employees at all levels of the organization, empowered them and ensured successes are celebrated. Much of the success that Campbell has experienced in the last six years under Doug Conant's leadership as CEO can be traced to recognizing and utilizing the values generated with a diverse workforce and ensuring employee involvement in decision making. This has been paramount for the successful turnaround orchestrated by Conant of a beleaguered soup company into one of the food industry's best performers.

Conant readily gives credit to others for the firm's achievements and continuously deflects praise about his role in Campbell's turnaround. He's anxious to celebrate what's right about employees' work and attitudes rather than what's wrong. Framing inspiring vision and mission statements were among the first actions he took as CEO. He believes strongly in workforce empowerment, saying "Our goal as a company is to cultivate an empowered employee population that brings new and richer perspectives to their jobs and enables us to better understand, anticipate and respond to the changed marketplace."

Mr. Conant admits that he doesn't have all the answers and that the key to "new and richer perspectives" of Campbell Soup lie within its diverse employee base. Several principles guide Conant's work as a strategic leader. Using a personal touch to interact with people, working with individuals to jointly determine performance expectations and creating opportunities for every person to succeed are some of the direction-providing principles Conant follows as a strategic leader. In addition, employees are encouraged to be creative and innovative.

Required

- a) In view of Doug Conant's success, critically examine the case for external CEO succession.(12 marks)
- b) Discuss the ways in which the CEO has cultivated corporate culture characteristics and managerial actions that encourage an entrepreneurial mindset.(12 marks)
- c) How has diversity in management helped in the turnaround of Campbell Soup Company? (10 marks)
- d) Highlight how the CEO and the organization can sustain the momentum of success in the long run (6 marks)

Question Two

- a) Explain the strategic responsibilities of the board of directors (12 marks)
- b) Before core competencies can serve as building blocks for a firm's competitive advantage, they must be **distinctive**. Describe the conditions that must be satisfied for core competencies to be classified as distinctive. (8 marks)

Question Three

- a) Discuss ways in which Strategic leadership influences and impacts organizations.

(14 marks)

- b) How can strategic leaders infuse ethical values into the organization's culture? (6 marks)

Question Four

- a) One of the responsibilities of a strategic leader is to ensure balanced organizational Controls. Discuss the necessity for controls, citing their importance to an organization. (12 marks)
- b) The balanced scorecard is widely used as a useful set of performance targets for controlling organizations' performance. Describe the contents of balanced scorecard citing their potential benefits to an organization. (8 marks)

Question Five

- a) Describe the key components of strategic leadership (10 marks)
- b) By indicating where emphasis is laid, distinguish between Theory O and Theory E in reference to styles of strategic leadership (10 marks)

Question Six

- a) As a corporate governance expert, an organization has hired your services to advice on how to make the board of directors more effective. Describe the areas you would lay emphasis on.(12 marks)
- b) What would the strategic leadership need to do to shape and reinforce new culture that is more appropriate for the achievement of the objectives for the organization (8 marks)