



**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 other TWO questions (20 Marks)
- *ALL PAC University's examination rules and regulations apply*

PART ONE : ANSWER THE COMPULSORY QUESTION

The public service transportation sector in Kenya has undergone numerous attempts to reform it. Hon. Michuki during his tenure as a transport minister; exercise extensive reforms however these reforms were short lived particularly due to the culture in the sector.

In the recent past weeks, Dr. Fred **Matiang'i** is the Cabinet Secretary, Ministry of Interior and Coordination of National Government; has undertaken the task to champion transformation of the PSV sector in Kenya. He is conscious that the strategic change of this sector is a difficult task.

He intimated that "We have pain across the sector and PSV has grown into a monster. There is need to restore order," adding that reforming the sector will not be a walk in the park.

As Louis V. Gerstner, former CEO of IBM once noted, "Culture isn't just one aspect of the game, it is the game." Without a deep and accurate assessment of their organization's culture, boards and management teams will find it very challenging to initiate and implement strategic change.

Demonstrate how Dr. Matiang'i can ensure lasting reforms in the Public Service Vehicle sector considering one of the greatest challenges to the success of the transition of the public transportation system is the Matatu culture.

(10

Marks)

PART TWO: ANSWER ANY TWO QUESTIONS

A school of thought refers to intellectual tradition collectively drawn by a group of people who share common characteristics of opinion or outlook of a philosophy, discipline, belief, social movement, economics, culture, or art. In strategic management the Ten Schools of Thought model by Henry Mintzeberg is a framework that can be used to categorize the field of Strategic Management.

Provide a critical view of the following schools of thought:-
Configuration school of thought, cultural school of thought and cognitive school of thought.

(5 Marks)

Two main positions exist in relation to strategic thinking and strategic planning. According to Henry Minzberg-

strategic thinking and planning involve distinct though processes. On the other hand, Michael Porter believes that strategic thinking is achieved by utilizing analytical tools.

Support these points of view. (5 Marks)

There are lots of people shaping decisions, and so if we want to predict correctly, we have to pay attention to everybody who is trying to shape the outcome, not just the people at the pinnacle of the decision-making pyramid.' Bruce Bueno de Mesquita

In recent years, leaders in the public services have attempted to involve staff at all levels of their organization, and other stakeholders from outside it, in decision making, to enable them to target their services better and increase participation and commitment.

Elucidate how this can best be done and the difficulties that might be encountered.(5 marks)

Effective leadership is a key factor in the strategic success of an organization today; Effective leadership leads to positive influence on followers. To influence followers effectively, leaders must use their behavior patterns in an effective manner. When leaders fail to use needed behaviors or use behaviors in an inappropriate way, followers are not influenced to achieve group or organizational goals (Howell & Costley, 2001).

Explain what is meant by strategic success and describe four major factors that influence strategic success in an organization.

(5 marks)