



MAL 602: LEADERSHIP AND CHANGE
ONLINE CLASS EXAMINATION

Instructions

- i) This exam paper contains FOUR questions, each of which is marked out of 10 marks.**
 - ii) Answer Question 1 (COMPULSORY) from Section A and any other one question from Section B.**
 - iii) Read each question carefully before attempting.**
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Section A
Compulsory
Question 1

Read the case study and answer the following questions.

Adam Crozier joined ITV as a new CEO from Royal Mail. He had identified a business that had failed to respond to the changing digital environment in the TV industry and needed to scale back after a failed diversification strategy by the existing leadership team. His external perspective and experience of other industries helped identify a much clearer sense of strategic direction which has resulted in ITV achieving significant change in recent years.

- a) Discuss the three factors which are stated in the above case study which had led to failure at ITV. (3 marks).**
- b) Giving an example of your choice, evaluate other relevant factors in favour of preference for new external leadership for successful organizational change. (7 marks).**

Section B

Optional Questions. Answer one question.

QUESTION 2

Suppose that you have been posted to an organization whose performance has been on decline while any change initiatives have been resisted. Although, your main task is to initiate and

sustain change successfully, it is equally important to understand the causes of failure in this organizations.

- a) Discuss the major causes of failure in this organization. **4 marks.**
- b) Evaluate appropriate measures you would take to prevent resistance to change. **6 marks.**

QUESTION 3

Leadership buy-in is a relatively common practice in modern organizations.

- a) Explain the necessity of leadership buy-in **(2 marks)**
- b) Discuss strategies of leadership buy-in. **(8 marks).**

QUESTION 4

Azari company has been experiencing challenges in coping up with rapid technological changes which have affected performance of all sectors of the company. During a recent meeting, the management of the company identified culture change as the main obstacle to innovation and change in the organization. Evaluate how you would carry out successful culture change in Azari company. **(10 marks).**