



PAN AFRICA CHRISTIAN UNIVERSITY

**DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP**

END OF SEMESTER EXAMINATION

**DEPARTMENT
LEADERSHIP**

**COURSE CODE
POLD 705**

**COURSE TITLE
STRATEGIC LEADERSHIP**

**EXAM DATE
DECEMBER 2025**

**TIME
Duration: 3 hours**

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question One (Compulsory) and any other two questions

Question One (Compulsory)

For decades, the Kenya Postal Corporation (KPC) served as a vital communication and logistics institution, connecting people across the country. However, with the rise of digital communication, e-commerce, and private courier competition, KPC began losing relevance and revenue. By 2020, the organisation faced financial distress, a demotivated workforce, and a declining customer base. The Board appointed a new Postmaster General (PMG) with a mandate to revitalise KPC and reposition it as a competitive player in the digital economy.

The PMG began by engaging the senior leadership team in a strategic thinking retreat to assess KPC's external environment and internal capabilities. Through systems thinking and environmental scanning, the team identified emerging opportunities in digital logistics, last-mile delivery, and financial technology integration. They crafted a transformational vision, "To become the digital logistics backbone of Kenya and the wider East African region."

However, the PMG emphasised that this vision would only succeed if leaders at all levels could think strategically, not just operationally. The team adopted scenario planning, stakeholder mapping, and design thinking approaches to anticipate future trends and redefine the organisation's value proposition. Turning the vision into reality required a shift from planning to executional excellence. The PMG prioritised three flagship initiatives: Digitising postal services through a new e-Post platform. Converting post offices into e-commerce fulfilment hubs. Launching a youth innovation challenge to crowdsource ideas for service transformation.

To ensure traction, the PMG established cross-functional action teams, each accountable for measurable outcomes. Leadership accountability was enforced through balanced scorecards and quarterly review sessions. However, the PMG also recognised that strategic action involves adaptive learning, refining plans as challenges and new insights emerge. For instance, when the first digital roll-out faced resistance from postal agents, leadership adjusted the roll-out strategy to include training, incentives, and change champions.

The most critical task was influencing mindsets and stakeholders. The PMG spent considerable time communicating the strategic narrative to employees, policymakers, and partners. Through strategic influence, she secured government buy-in for policy reforms to allow digital partnerships, inspired employees through visible commitment, and built alliances with tech firms and logistics start-ups. The PMG modelled transformational leadership behaviours, empathy, clarity, and courage, that helped re-energise a culture of innovation and accountability. Within three years, KPC's revenues began to stabilise, customer satisfaction improved, and the corporation regained its relevance in the logistics ecosystem.

Question (10 marks)

Strategic leadership is often described as "the bridge between strategy formulation and execution." Use the case of the Kenya Postal Corporation transformation to critically evaluate this statement by integrating strategic leadership concepts. (750-1000 words)

Section B - Answer any two questions from this section

Question Two (5 marks)

Drawing on any three schools or models of strategic planning, critically assess their relevance and limitations in today's volatile organisational context (500 words).

Question Three (5 marks)

"Exerting influence is central to strategic leadership, yet influence extends beyond formal authority." Using relevant examples, analyse how strategic leaders shape organisational culture, stakeholder expectations, and long-term direction (500 words).

Question Four (5 marks)

Biblical or values-based frameworks can inform strategic leadership. Discuss the tensions and opportunities emerging as leaders attempt to integrate spirituality and strategic leadership (500 words).

Question Four (5 marks)

"Innovation is the test of strategic leadership." Integrating theoretical insights with organisational practice, analyse this assertion by critically examining how leaders balance exploration and exploitation in fostering innovation (500 words).