



**PAN AFRICA CHRISTIAN UNIVERSITY**

**DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL LEADERSHIP**

**END OF SEMESTER EXAMINATION**

**DEPARTMENT  
LEADERSHIP**

**COURSE CODE  
POLB 808**

**COURSE TITLE  
LEADING INNOVATION AND CHANGE**

**EXAM DATE  
December 2018**

**TIME  
Duration  
2 hours**

**INSTRUCTIONS**

- Read all questions carefully.
- ANSWER **question one** and **two** questions from **Section 2 (20 Marks)**

## SECTION 1

1. The pressures for change which lead to new strategic direction include a combination of both internal and external forces.

- i. Use at least two specific examples based on your organization to distinguish between internal and external organizational forces that drive change

**5 Marks**

- ii. By using specific examples, demonstrate how you would apply at least two leadership competencies to successfully implement change

**5 Marks**

## SECTION 2

2. Read the excerpt below and answer the question that follows:

*Hofstede identified the following cultural dimensions: Power Distance, related to the different solutions to the basic problem of human inequality; Uncertainty Avoidance, related to the level of stress in a society in the face of an unknown future; Individualism versus Collectivism, related to the integration of individuals into primary groups; Masculinity versus Femininity, related to the division of emotional roles between women and men; Long Term versus Short Term Orientation, related to the choice of focus for people's efforts: the future or the present and past; Indulgence versus Restraint, related to the gratification versus control of basic human desires related to enjoying life.*

(Source: Hofstede(2011) <https://doi.org/10.9707/2307-0919.1014> )

Evaluate, with specific examples, the impact of one of Hofstede's cultural dimensions on adoption of an innovation in a specific society.

**5 Marks**

3. Everett M. Rogers defines diffusion as "...the process by which (1) an innovation (2) is communicated through certain channels (3) over time (4) among the members of a social system." In this definition, he identifies four main elements of the diffusion process which are identified in every diffusion study.

Assess any two of the four main elements of the diffusion process in relation to either a successful or an unsuccessful innovation that you know.

**5 Marks**

4. Read the excerpt below and answer the question that follows:

"Every famous corporation has a legendary founder. A maverick who knew what the people of the time needed and how to give it to them in a way that revolutionised their whole industry. Look at Ray Kroc, who founded not just McDonalds but the whole concept of takeaway food. Or Anita Roddick, who founded the world's first ethical cosmetics megabrand, the Body Shop. People like them go down in history. But who is creating history today? Wellness is now one of the fastest-growing global industries, as identified by Gallup. But the golden age of the mega-brand is waning. The fastest

growing wellness companies are not mega-brands. They are start-ups, quite often founded by people with absolutely no background in business. The Hollywood star Jessica Alba has had astronomical success with The Honest Company, which did what no mega-brand was doing: it cornered the market for organic bath and beauty products for the whole family. Mass brands are made with chemicals. All of them were ignoring what young, middle-class American families wanted. Alba leveraged her name, e-commerce and niche positioning to win \$1.7 billion (£1.3 million) in 2017.”

(Source: an excerpt from *Going extinct: why corporate giants die*, by Nandu Nandkishore and James Michael Lafferty, London Business School)

With reference to the excerpt above, demonstrate with specific examples how evolutionary and revolutionary change can be applied in an organization to ensure that it does not “die.”

**5 Marks**

5. To many, innovation and change have been equated, while to others innovation and creativity have been used interchangeably. Gary Oster states that "Creativity differs from creation in that creation has a tangible output. The process of creativity has no final product other than the enjoyment that comes with being creative" yet all humans are endowed with creativity.
  - iii. Demonstrate, with specific examples, the difference between creativity, innovation and change. **3 Marks**
  - iv. Justify why creativity, innovation and change are important for an organization to thrive. **2 Marks**