**PAN AFRICA CHRISTIAN UNIVERSITY**

**PhD IN ORGANIZATIONAL LEADERSHIP**

**END OF SEMESTER EXAMINATION**

**DEPARTMENT**

**LEADERSHIP**

**COURSE CODE**

**POLN 820**

**AUGUST 2025**

**COURSE TITLE**

**COLLABORATIVE LEADERSHIP & PARTNERSHIP**

**(ONLINE)INSTRUCTIONS**

- Read all questions carefully.
- ANSWER **Question ONE** and **two** questions from **section B (20 Marks)**

**SECTION A (Compulsory)QUESTION ONE**

The Southern African Development Community (SADC) is a Regional Economic Community comprising 16 Member States; Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi,Mauritius,Mozambique,Namibia,Seychelles,South Africa, United Republic of Tanzania, Zambia and Zimbabwe. The mission of SADC is to promote sustainable and equitable economic growth and socio-economic development through efficient, productive systems, deeper cooperation and integration, good governance and durable peace and security; so that the region emerges as a competitive and effective player in international relations and the world economy.

In view of the above scenario:

a) Discuss the relevant additional collaborative strategies and partner engagements that can be employed to strengthen the Southern African Development Community trade block that provides mutual benefits to every member country in an equitable manner. **(5 Marks)**

b) Evaluate the relevant negotiation strategy that the Southern African Development Community member states can use in this endeavor to ensure that no East African member state feels that they are getting a raw deal.

**(5 marks)**

**SECTION B (Answer TWO Questions in this section)**

**QUESTION TWO**

As the Head of Risk Management of Allied Industries and Manufacturers, you have realized that most of the collaborative agreements the company has entered into for the last five years have drained most of the company profits accrued from other ventures. You have requested the Chief Executive Officer to call for a special Board of Directors' meeting to expound on what should be done to avoid further dwindling of the company's profit portfolio. Articulate to the board the key considerations of managing collaborative delivery, monitoring and measuring collaborative programs that the company can employ to get back on its track. **(5 Marks)**

**QUESTION THREE**

You were recently promoted to the position of Chief Operations Officer in your organization and you have noticed that quite a sizeable number of the staff at work do not relate well with each other. Part of the reason is that they do not see the need for synergy and collaboration as everyone thinks they can go it alone. Using your experience from this course, discuss the measures you shall put in place to enable them understand the value of collaboration as a fundamental capability in society for leadership practice. **(5 Marks)**

**QUESTION FOUR**

Based on your learning in this course, evaluate the key issues and their underlying dynamics that have played against the quest for effective partner selection processes in organizations and measures for resource and cost optimization amongst Nations. **(5 Marks)**

**QUESTION FIVE**

Appraise the realities of collaborative contracts in today's business environment. **(5 Marks)**