PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL LEADERSHIP DEVELOPMENT

SEPTEMBER – DECEMBER 2019

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: POLD823

COURSE TITLE: PRACTICAL LEADERSHIP

EXAM DATE: WEDNESDAY 11TH DECEMBER, 2019

TIME: 7:00PM – 10:00PM

DURATION: 3 HOURS

MODE: ONLINE

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer question **ONE** and **any other TWO** questions

SECTION A (COMPULSORY)

Fanaka Board Directors recently appointed you to the position Chief operations Officer of their new branch at Tembea Pole Pole region . Thehe Board has given you the go ahead to recruit employees, but their greatest worry is whether you shall succeed in this new endeavor. Since you do not want to start on a note of pessimism from your employers, develop and present to them a strategy that shall guide you in hiring, motivating, managing, and terminating team members. **(20 marks)**

SECTION B (CHOOSE two QUESTIONs

2. You have recently begun an organization known as *Everywhere We Shall Succeed* but nine months down the line, the organization appears to be on a downward spiral and all indications are that, unless something is done urgently, the organization will close shop. create and present a strategy., **(5marks)**

3. You have recently been appointed the CEO of Ulimwengu Multinational Company. During the last staff meeting, it was reported that the main challenges facing this company are low profits, high employee turnover and a hostile clientele. Appraise this situation and provide a plan that you can use to steer the organization back to its competitive status. **(5marks)**

4. Ideal Intelligence Trading Company was last week put into receivership by the Capital Markets Authority due to its bad debts. You have been appointed the receiver manager with two key responsibilities namely: - recover all debts owed by the Company by its debtors and refund shareholders their contributions with an 18% interest. Review your role as a leader and demonstrate how you can achieve these two objectives. **(5 marks)**

5. Umpteenth Investments has for the last 8 months opened several branches in various parts of the country. However, something seems to be terribly wrong as most of the branches in the interior parts of the country are operating at a loss. A well-coordinated audit by the Board points to some malfunction in team working and team building, team roles and dynamics; culture as the key impediment to the progress of the Company. The Board has hired you to lead the process of recovery by identifying a strategy that can steer the company to profitability. Demonstrate how you will apply effective strategies in multi-cultural environments that shall guarantee the revival of these branches. **(5 Marks)**