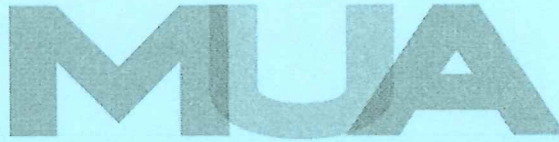


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**POST GRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF MASTER OF LEADERSHIP AND MANAGEMENT**

**MML 5204: CRISIS MANAGEMENT**

**DATE: 29<sup>TH</sup> JULY 2024**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 60**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

## QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

### Equifax and the Data Breach

On July 29 2017 Equifax discovered a massive data breach which affected the personal information of up to 143 million Americans, including social security numbers and driver licenses. The company believed that the hack had taken place several weeks earlier, even as early as mid-May.

Equifax waited until September to make a public announcement of the problem.

The data thieves knew where to target. Equifax is one of three nationwide credit-reporting companies that track and rates the financial history of U.S. consumers. The companies are supplied with data about loans, loan payments and credit cards, as well as information on everything from child support payments, credit limits, missed rent and utilities payments, addresses and employer history, which all factor into credit scores.

Subsequent events only made the situation worse:

The website and consumer telephone lines set up by Equifax so that people could get information and sign up for credit protection were overwhelmed and it took weeks to get them working effectively.

It was reported that three executives sold nearly \$2m in shares after the breach was discovered but before being publicly revealed.

Equifax subsequently twice upped its estimate of the numbers of consumers impacted – by 2.5 million in October 2017 and by 2.4 million in February 2018.

**Required:-**

- a) Examine the impact of the Data Breach crisis to Equifax. (10 marks)
- b) From this Equifax and the Data Breach case, describe the role of leadership during this crisis. (8 marks)
- c) From the lesson learned from data breach crisis, what should the leadership of Equifax do to mitigate against future crisis. . (12 marks)

**QUESTION TWO**

- a) Define crisis management and describe the four main stages that a crisis goes through. (9 marks)
- b) Discuss SAFER-R Model of crisis intervention. (6 marks)

**QUESTION THREE**

- a) Analyze the five components of the meta-leadership model. (10 marks)
- b) A crisis management plan is vital for every organization. Discuss (5 marks)

**QUESTION FOUR**

- a) Describe five steps of communication during crisis management. (5 marks)
- b) Examine the roles of public relations professionals in issue and crisis management. (5 marks)
- c) Discuss the five steps in post-crisis brand building.. (5 marks)

