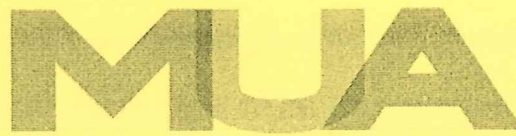


The
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF MASTER OF LEADERSHIP AND MANAGEMENT / MASTER OF
BUSINESS ADMINISTRATION**

MML 5103/SMO 509: TRANSFORMATIONAL LEADERSHIP

DATE: 8TH April 2019

DURATION: 3 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:

HER VISION OF A MODEL RESEARCH CENTRE

Rachel Adams began as a researcher at a large pharmaceutical company. After several years of observing how clinical drug studies were conducted, she realized that there was a need and an opportunity for a research centre not connected with a specific pharmaceutical company. In collaboration with other researchers, she launched a new company that was the first of its kind in the country. Within 5 years, Rachel had become president and CEO of the Independent Centre for Clinical Research (ICCR). Under Rachel's leadership, ICCR has grown to a company with revenues of \$6 million and profits of \$1 million. ICCR employs 100 full-time employees, most of whom are women.

Rachel wants ICCR to continue its pattern of formidable growth. Her vision for the company is to make it a model research centre that will blend credible science with efficient and cost-effective clinical trials. To that end, the company, which is situated in a large urban setting, maintains strong links to academia, industry, and the community.

Rachel and her style have a great deal to do with the success of ICCR. She is a freethinker who is always open to new ideas, opportunities, life, and she is not afraid to take risks. Her optimistic approach has had a significant influence on the company's achievements and its organizational climate. People employed at ICCR claim they have never worked at a place that is so progressive and so positive in how it treats its employees and customers. The women employees at ICCR feel particularly strongly about Rachel's leadership, and many of them use Rachel as a role model. It is not by accident that the majority (85%) of the people who work at ICCR are women. Her support for women's concerns is evident in the type of drug studies the company selects to conduct and in her service to national committees on women's health and research issues. Within ICCR, Rachel has designed an on-site day care program, flex time scheduling for mothers with young children, and a benefit package that gives full health coverage to part-time employees. At a time

when most companies are searching for ways to include more women in decision making, ICCR has women in established leadership positions at all levels.

Although Rachel has been extremely effective at ICCR, the success of the company has resulted in many changes that have affected Rachel's leadership at the company. Rapid growth of ICCR has required that Rachel spend a great deal of time traveling throughout the country. Because of her excessive travel, Rachel has begun to feel distant from the day-to-day operations of ICCR. She has begun to feel as if she is losing her handle on what makes the company tick. For example, although she used to give weekly pep talks to supervisors, she finds that she now gives two formal presentations a year. Rachel also complains of feeling estranged from employees at the company. At a recent directors' meeting, she expressed frustration that people no longer called her by her first name, and others did not even know who she was. Growth at ICCR has also demanded that more planning and decision making be delegated to department heads. This has been problematic for Rachel, particularly in the area of strategic planning. Rachel finds that the department heads are beginning to shift the focus of ICCR in a direction that contradicts her ideal model of what the company should be and what it is best at doing. Rachel built the company on the idea that ICCR would be a strong blend of credible science and cost-effective clinical trials, and she does not want to give up that model. The directors, on the other hand, would like to see ICCR become similar to a standard pharmaceutical company dedicated primarily to the research and development of new drugs.

Required

- a) Assess what is in Rachel's leadership that clearly suggests that she is engaged in transformational leadership (8 marks)
- b) In what ways has the growth of ICCR had an impact on Rachel's leadership? (6 marks)
- c) Given the problems Rachel is confronting as a result of the growth of the company, what should she do to re-establish herself as a transformational leader at ICCR? (6 marks)
- d) Contrast trait and behavioural theories of leadership (10 marks)

QUESTION TWO

- a) Transformational leadership represents the essential quality for successful management of transformational organizational changes. Evaluate five characteristics of transformational leadership (5 marks)
- b) Adaptive leadership is the activity of mobilizing people to tackle the toughest problems and do the adaptive work necessary to achieve *progress*. Distinguish between adaptive challenges and technical problems (4 marks)
- c) Good governance is integral to the very existence of a company. Discuss three objectives of corporate governance (6 marks)

QUESTION THREE

- a) Mentoring involves a developmental relationship between a more experienced "mentor" and a less experienced partner, and typically involves sharing of advice. Discuss the role of the mentee (6 marks)
- b) Explain the seven 7 core leadership challenges of the 21st century (7 marks)
- c) Explain the concept of green management (2 marks)

QUESTION FOUR

- a) E-Transformation technologies, for the past few years, have been evolving towards the goal of information integration and system interoperability. Discuss your understanding of e-Transformation (5 marks)
- b) Explain the five core principles to support cultural change during large-scale transformation (10 marks)