

The
Management
University
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POST GRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF MANAGEMENT AND
LEADERSHIP

MML 5204: CRISIS MANAGEMENT

DATE: 9TH APRIL 2026

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:

FINTRUST DIGITAL BANK AND THE CYBERSECURITY CRISIS

FinTrust Digital Bank is a fast-growing digital financial services provider operating across Africa and parts of Europe. The bank offers mobile banking, digital lending, and credit-scoring services to over 25 million customers. In early 2025, FinTrust implemented a new cloud-based data analytics platform to improve customer profiling and fraud detection.

In March 2025, the bank detected unusual system activity that later proved to be a major cyber security breach. Sensitive customer data including national identification numbers, transaction histories, and biometric authentication records had been accessed by unauthorised external actors. Internal investigations revealed that the breach had gone undetected for several weeks.

Despite early alerts from the IT security team, senior management delayed public disclosure while attempting to contain the breach internally. When the incident became public through investigative media reports, FinTrust faced severe backlash from customers, regulators, and investors. The bank's customer support systems were overwhelmed, regulatory investigations were launched, and several senior executives were accused of failing to act ethically and transparently. Public trust in the bank declined sharply, and customer attrition increased significantly.

Required:

- a) Analyse and explain the organisational, legal, and reputational impacts of the cyber security crisis on FinTrust Digital Bank.

(10 marks)

- b) Using relevant crisis leadership theories, evaluate the role and effectiveness of leadership during the FinTrust crisis.

(8 marks)

- c) Assess the importance of developing and institutionalising crisis preparedness and response plans for FinTrust Digital Bank.

(12 marks)

QUESTION TWO

- a) Critically explain the concept of crisis management and analyze the four key stages of the organizational crisis lifecycle, illustrating your answer with contemporary examples.

(9 marks)

- b) Evaluate the SAFER-R Model of Crisis Intervention and assess its relevance for managing employee and stakeholder psychological and organizational responses during crises.

(6 marks)

QUESTION THREE

- a) Examine and illustrate the five components of the Meta-Leadership Model and explain how they enhance cross-boundary coordination and decision-making during complex organizational crises.

(10 marks)

- b) Analyse and support the five strategic advantages of having a formal, organization - wide crisis management plan and justify their impact on organizational resilience.

(5 marks)

QUESTION FOUR

- a) Evaluate five essential steps in effective crisis communication, including their application in real organizational contexts.

(5 marks)

b) Discuss the roles of public relations professionals in issue management, crisis response, and stakeholder trust restoration.

(5 marks)

c) Design five practical post-crisis brand recovery strategies an organization could implement to restore reputation and stakeholder confidence. **(5 marks)**