INTERNATIONAL ADVANCED DIPLOMA IN LOGISTICS AND TRANSPORT

LEADERSHIP & STRATEGIC MANAGEMENT
ADIP02

JUNE EXAMINATION 2024

Instructions to Candidates

- Duration of examination: **3 hours**
- **Answer Section A (Complusory) Question 1 any FOUR questions in Section B**
- Questions may be answered in any order.
- Allocation of marks is indicated along each question.
- Credit will be given for citing relevant examples.
- Write legibly.

Section A

Question 1 Complusory **40 marks**

CASE STUDY LEADERSHIP DEVELOPMENT

The case highlights the leadership development initiatives at Afro-view Transport, one of the most reputed transport and logistics companies in Zimbabwe. Afro-view Leadership Institute (ALI) established in 2001 was fully dedicated to this initiative and every year over 100 potential leaders were groomed. There was a systematic selection process to shortlist candidates for the three-year leadership development program at ALI.

The interventions and leadership development program were based on the 'nine-pillar' model and was formulated by incorporating the best practices in leadership development followed by successful global companies. According to a study in 2020, it was estimated that by 2030 most global organizations would lose 40% of their top executives. On 20 August 2023, Dr F Muvirimi, the Co-founder of Afro-view, who turned 60, the retirement age at Afro-view, stepped down from the post of Chairman.

a) Evaluate how successful would the leadership development initiatives at Afroview Transport be in grooming future leaders who could fit into the shoes of its founders. **(10 marks)**

b) Examine some of the reasons that could result in 40% of organizations losing their top executives. **(10 marks)**

c) Identify and reflect on the strategies that organizations can employ to identify and retain talent in logistics and transport organizations. **(10 marks)**

d) Proffer recommendations to Afro-view Board of Directors on the best succession planning model. **(10 marks)**

Section B

Answer any THREE questions.

Question 2

Discuss the applicability of the critical thinking skills process to leaders in logistics and transport industry. **(20 marks)**

Question 3

'Leadership is the same as management'. Discuss. **(20 marks)**

Question 4

Explain the importance of communicating the vision and mission statements in transport and logistics organizations. **(20 marks)**

Question 5

Evaluate the assertion that 'Zimbabwean logistics and Transport organizations are good at crafting strategies but fell short in the implementation'. **(20 marks)**