



**The Chartered
Institute of Logistics
and Transport**

INTERNATIONAL ADVANCED DIPLOMA IN LOGISTICS AND TRANSPORT

LEADERSHIP & STRATEGIC MANAGEMENT

ADIP02

FEBRUARY 2023

SUPPLEMENTARY EXAMINATION

Instructions to Candidates

- Duration of examination: **3 hours**
- **Answer SECTION A Question 1 (Compulsory) and any other 3 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 COMPLUSORY CASE STUDY

After Fred finished his fifth Zoom meeting of the day, he sat for a few minutes and reflected on this new world of managing. His team was working from home and so was he. The face-to-face contact that was a key part of his leadership style was now denied to him and it looked like it would continue to be unavailable for some time to come. The question he was facing was the same one many thousands of other managers like him were asking: “How can I be effective as a leader of a virtual team while keeping my team safe in this COVID—19 world?”

The good news is that over the last 20 years, there has been a trend of employees moving to increasingly virtual work environments and much has been learned about how to lead virtual teams. This trend has grown exponentially with the emergence of the COVID-19 pandemic when many organizations went from having a modest percentage of team members working virtually, to the entire staff working from home. A 2020 survey of 2,865 employees by Global Workplace

Analytics found that 67% of those surveyed in the US were working from home for the first time due to the COVID-19 pandemic. As an indication of how well this was working, the same survey reported that only 19% of the respondents wanted to continue working from home full time in the future. Clearly, the transition has not been a smooth one for many.

Previous studies of virtual teams have documented how challenges for both leaders and employees working remotely can be daunting. The suddenness of this change made it difficult or impossible to adequately prepare leaders to lead in a virtual work environment. Employees may feel lower levels of trust with and support from their manager and their organization as a result of working remotely. Moreover, since strong cultures are created by interactions with others in that culture and the visible reinforcements of cultural values found in an office's signs, symbols, and artifacts, working from home inevitably diminishes the employees' connections to the corporate culture's values, beliefs and norms. Perhaps most importantly, the loss of frequent informal communication creates the need for leaders to employ new communication tools and techniques for their virtual employees.

Source: S.A. Newman, R.C. Ford, *Five Steps to Leading Your Team in the Virtual COVID-19 Workplace, Organisational dynamics (2020)*

SECTION A

Question 1 Compulsory

- a) Given the COVID-19 pandemic and the challenges leaders are facing to achieve performance with Virtual Teams, explain some of the methods leaders in the logistics industry have improvised in Zimbabwe. **(20 marks)**

- b) Discuss to what extent such measures have been a success. **(20 marks)**

SECTION B

Answer any THREE questions

Question 1

Discuss the difference between transactional and transformational leadership in the context of logistics and Transport. **(20 marks)**

Question 2

Evaluate the objectives and benefits of succession planning in logistics and transport organisations. **(20 marks)**

Question 3

Discuss the factors that are hindering strategy implementation in the transport and logistics industries in Zimbabwe? **(20 marks)**

Question 4

'Transport Parastatals in Zimbabwe are well-known for crafting excellent strategic plans but they fall short in the implementation and evaluation'. Examine this statement in detail giving practical examples. **(20 marks)**