



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL

LEADERSHIP DEVELOPMENT

MAY-AUGUST 2019 SEMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: POLD701

COURSE TITLE: LEADERSHIP THEORY

EXAM DATE: MONDAY 5TH AUGUST 2019

DURATION: 3 HOURS

TIME: 7:00PM-10:00PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- This paper contains **five (5)** questions.
- Answer Question **ONE** and any other **TWO** questions
- Question **ONE** carries 10 **MARKS** and the rest carry **5 MARKS** each.
- *ALL PAC University's examination rules and regulations apply*

SECTION 1 (compulsory)

1. Many theories exist to help managers and leaders to be effective. Identify examples of appropriate and inappropriate leadership in in Public service. Discuss the reasons for your choice, referencing appropriate management theories to illustrate your answer.

(10 Marks)

SECTION 2 (answer any two questions)

~~Explain how you can develop organizational culture that facilitates personal and team~~

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2. Explain how organizational culture facilitates personal and team interactions that are essential in the development of cohesion in an organization, with the aim of gaining competitive advantage.

~~Explain how you can develop organizational culture that facilitates personal and team~~

3. Chaleff states that “followers need to take a more proactive role that brings it into parity with the leader’s role.” What if the leader resists the follower taking in such a perspective? What if the organization doesn’t support such an influential role for followers? What should the follower do?

(5Marks)

4. a) Discuss four of Bass’s components associated with transformational leadership. Give examples from your own experiences or observations that illustrate the use of two of these factors.

(3 Marks)

- b) Contrast the expectations of transactional and transformational leaders.

(2 Marks)

5. As a HR Consultant you are asked to recommend what you believe to be the 'key elements' of an ethical code of practice and managerial governance system appropriate for an international organization. In your recommendations discuss why ethical decision making in an organization should be kept in line with the stakeholder's values

(5 Marks)