



PAN AFRICA CHRISTIAN UNIVERSITY

MASTERS DEGREE IN LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT - LEADERSHIP

COURSE CODE - MAL 601

COURSE TITLE - LEADERSHIP AND CULTURE IN ORGANIZATIONS

EXAM DATE -

TIME -

Duration - 3 HOURS

Total Marks: 20

SECTION A: COMPULSORY QUESTION (10 MARKS)

Case Study-Based Question

Case Study: Leadership and Cultural Transformation at the Ministry of Land

The Ministry of Lands has traditionally operated with high power distance, bureaucratic hierarchy, and slow service delivery, creating frustration among citizens. A newly appointed leader aims to shift the culture towards transparency, efficiency, and inclusivity by implementing servant leadership principles, digital transformation, and open-door policy initiatives.

However, the leader faces resistance from senior officials, employees accustomed to rigid structures, and citizens who distrust government services.

Question:

Using Schein's Organizational Culture Model or Hofstede's Cultural Dimensions, analyze. Provide real-world examples and leadership strategies to support your answer.:

- i. The existing culture within the Ministry based on artifacts, espoused values, and basic assumptions. *(3 marks)*
- ii. The key cultural challenges the leader will face in changing the organization. *(3 marks)*
- iii. Strategies to ensure successful cultural transformation while balancing power distance, uncertainty avoidance, and resistance to change. *(4 marks)*

SECTION B: CHOOSE ONE QUESTION (10 MARKS)

Q2: Leadership Theories and Cultural Application (10 Marks)

Leadership is shaped by both personal style and organizational culture.

- (a) Compare and contrast transformational leadership and situational leadership in the context of leading a diverse, multicultural organization. *(5 marks)*
- (b) How can leaders use cultural intelligence to adapt their leadership styles to different organizational and national cultures? Provide examples of leaders who successfully adapted to different cultural environments. *(5 marks)*

Q3: Ethical Leadership and Culture (10 Marks)

Leaders in organizations are often challenged by ethical dilemmas, especially when working across diverse cultural landscapes.

- (a) Analyze three ethical challenges that arise when leading a culturally diverse workforce. *(3 marks)*
- (b) Critically examine how ethical values influence leadership decision-making in culturally diverse organizations, highlighting the challenges that would arise in balancing different cultural perspectives on ethics? *(7 marks)*

Q4: Technology and Cultural Change in Leadership (10 Marks)

Technology has transformed leadership and organizational culture in the digital age.

- (a) Discuss how digital transformation is reshaping organizational culture, using Hofstede's model to analyze cultural reactions to technology adoption. *(5 marks)*
- (b) How can leaders balance technology and tradition, while managing cultural change? Provide a real life example of an organization that successfully integrated digital leadership into its culture. *(5 marks)*