



PAN AFRICA CHRISTIAN UNIVERSITY

DOCTOR OF PHILOSOPHY IN LEADERSHIP

END OF SEMESTER EXAMINATION

**DEPARTMENT
LEADERSHIP**

**COURSE CODE
POLD 701**

**COURSE TITLE
LEADERSHIP THEORY**

**EXAM DATE
AUGUST 2021**

**TIME
Duration
3 hours**

SECTION A (Compulsory)

1. The 21st century has created a new context for leadership. This is because today people do not believe that financial results and profits is the measure for a leader and organizations success, but their impact on the social contexts. Leaders are also gauged by their response to technology, changing demographics, changing employee expectations, and generally their response and pace towards the shifts in the organization. Leaders who fail to focus on these aspects are considered to be very narrow and fail to perform to the level expected. Source : Volini et al. (2019).

You have been hired as a consultant by an incoming CEO in the wake of these new expectations.

- a) Using an appropriate theory, discuss and justify key aspects or practices of leadership suitable for this expectation.
- b) Discuss some of the challenges that new leaders are likely to face in meeting these contextual demands and the likely measures for mitigation.

SECTION B: Answer any TWO questions

2. Followers are today more attracted to authentic leaders than charismatic leaders. Discuss this statement based on your knowledge and experiences about leading organizations today.

5 Marks

3. As consultant you have been tasked with the responsibility of training leaders on team leadership. Discuss its practicality in today's organizations characterized by the 'working from home' phenomenon. ***5 Marks***

4. Some scholars contend that transformational leaders are very responsive to change, build a better team culture and enhance organization performance. Evaluate this statement using practical illustrations. ***5 Marks***

5. Successful leadership has been conceived in different ways within the literature. Discuss this statement using examples from your own experience.

5 Marks