



PAN AFRICA CHRISTIAN UNIVERSITY

**UNIVERSITY EXAMINATIONS FOR THE DEGREE OF DOCTOR OF
PHILOSOPHY IN ORGANIZATIONAL LEADERSHIP**

END OF TERM EXAMINATION (MAY-JULY 2016)

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: POLD801

COURSE TITLE: LEADERSHIP THEORIES

EXAM DATE: THURSDAY 4th, AUGUST 2016

INSTRUCTIONS

- The examination paper has two sections: A and B.
- Question **One** in section A is **Compulsory**
- Answer **TWO** questions in section B: - FINAL EXAM (40 Marks)
- You are expected to be comprehensive in each of your answer.
- Duration: Three hours

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Exam Purpose and Focus

The exam gives you an opportunity to demonstrate personal mastery of lessons learnt during this course. You will be judged, not by the amount of material you write, but by a demonstration of critical thinking and writing. Special regard will be paid to evidence of a robust scholarly integration of theories, principles and practice.

Exam Procedure

Please note the following carefully:

1. All parts of the exams will be available in the Assignments and Tests Folder in Blackboard from 6am Thursday 4th August and must be completed by midnight Sunday 7th August 2016.
2. Once you open any part of the exam, you must complete that part within the assigned time. After this it will close and you can no longer access it.
3. All essays must be written in the exam platform and NOT on a separate paper. NO ATTACHMENTS or COPY AND PASTE are allowed.
4. Ensure you have reliable internet and adequate time before you start any part of the exam.
5. You MUST NOT refer to any books, notes, or class discussions from your computer or notebooks
6. You MUST NOT share or discuss your answers or exam questions with any member of the class during the exam week, even if they have already done the exam.

SECTION A (Compulsory)

1. Leadership has been perceived differently. Select one leadership perspective and write an essay that demonstrates your understanding of the perspective of leadership and its application in an organization. Your essay should include the following:
 - a. A clear description of the leadership perspective and the aspects that make it stand out from the rest
 - b. How you can apply the leadership approach in your organization to achieve your organization's mission and goals

SECTION B: Answer any TWO questions

Leadership and Culture

2. Angela Merkel, Theresa May, Hillary Clinton and Ellen Johnson Sirleaf are examples of women leaders who have rose to leadership positions in spite of continuous gender bias experienced globally. In some cultures, autocratic styles of leadership are accepted while in others followers are encouraged to speak-out their opinions. Cultural and religious connotations play a big role in revealing the different leadership perspectives.

In this essay, you are expected to analyze leadership from your own cultural perspective and identify the connotations that define leadership from that context. Discuss the similarities (if they exist) with the different scholarly leadership perspectives (traits, behavioral, servant leadership, situational, etc). Explain what has changed from the original perspectives and what additional changes you anticipate.

10 Marks

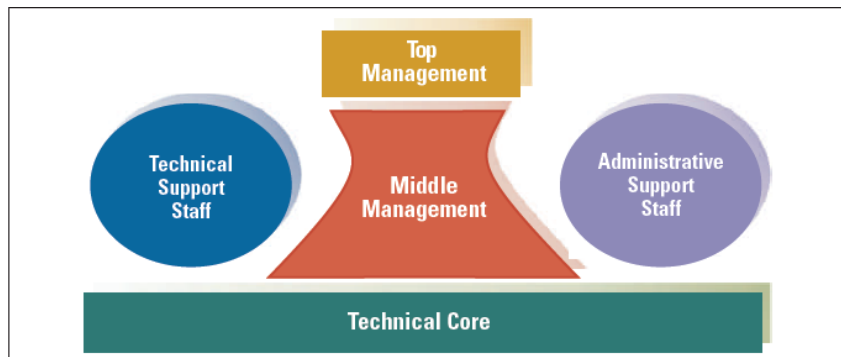
Organizational Theory and Design

3. In any organization, activities are coordinated or disseminated from a position to the respective departments to ensure orderliness and achievement of organizational goals. All organizations contain subsystems that are expected to interact for a common purpose. According to Gareth Morgan, metaphors have a key role in understanding organizations and management. Organizations can be perceived as machines, brains, organisms, cultures, or even psychic prisons among others.

Examine your organization's subsystems (structure, human resources, technology and strategy) and culture and describe it from a metaphoric perspective. Use examples that justify the metaphoric perspective of your organization.

10 Marks

4. Based on the illustration below on Mintzberg's five components of an organization, review your organization and explain the role each of the components. Assess the performance of each and recommend changes that will improve your organization's performance.



Source: Based on Henry Mintzberg, *The Structuring of Organizations* (Englewood Cliffs, N.J.: Prentice-Hall, 1979), 215–297; and Henry Mintzberg, "Organization Design: Fashion or Fit?" *Harvard Business Review* 59 (January-February 1981), 103–116.

10 Marks

Mentorship, Discipleship and Exit Planning

5. "The greatness of a leader is reflected in the quality of the followers." Discuss this statement within the context of the role of mentorship, discipleship and exit planning.

10 Marks