



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF ARTS IN LEADERSHIP
APRIL INTER TERM 2019

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP

COURSE CODE: MAL503

COURSE TITLE: RESULT BASED LEADERSHIP

EXAM DATE: THURSDAY 18th APRIL 2019

DURATION: 3 HOURS

TIME: 5:00PM-8:00PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- **Answer question ONE and any other ONE question**
- *Write clearly and legibly.*
- *ALL PAC University's examination rules and regulations apply*

SECTION A (Compulsory)

Organization Results and Motivational Theories

1. Motivational theories can be incorporated in the design of organizational performance management frameworks in order to realize positive organizational results.
 - i. Identify one motivational theory and briefly explain its key pillars (4 Marks)
 - ii. Use practical examples to demonstrate how you would apply this theory in your organization to achieve desired results (6 Marks).

10 Marks

SECTION B: Answer any ONE question: (Short Essay; Maximum of 500 words)

Stakeholder Management

2. Mintzberg states that an organization comprises five components – Technical Core, Technical Support, Administrative Support, Middle Management and Top Management.

With reference to your organization (or an organization that you know),

- i. Describe two of the components in your organization (4 Marks).
- ii. Evaluate how each component contributes towards achievement of your organization's desired results (6Marks).

Leadership Perspectives and Organization Results

3. Leadership has been defined from several theoretical perspectives. Identify one leadership theory and answer the following questions:
 - iii. Explain at least two tenets of the theory (4 Marks)
 - iv. By using practical examples demonstrate how you would apply this theoretical perspective to achieve the desired results in an organization (6 Marks).

10Marks

4. You have been tasked by the executive leadership of your organization to lead a team in implementing a performance management framework. Your task is to guide the team in identifying the most suitable framework for your organization.
 - i. Analyze one performance management framework (4 Marks)
 - ii. Discuss how you would apply it in your organization to achieve the desired results in four key areas (6 Marks).

10 Marks