



PAN AFRICA CHRISTIAN UNIVERSITY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF LEADERSHIP/MASTER OF EDUCATION
LEADERSHIP**

JANUARY-APRIL 2026

CAMPUS: ROYSAMBU-EVENING (ON -LINE)

**DEPARTMENT: LEADERSHIP & ORGANIZATIONAL
DEVELOPMENT**

COURSE CODE: MAL/MEL 601

COURSE TITLE: LEADERSHIP AND CULTURE

EXAM DATE: APRIL 2026

TIME: 6.00PM- 9.00PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer question 1 and any other one question from section B.

SECTION A: Question One (Compulsory) (10 Marks)

You have been appointed as the new CEO of PQR Technological company. The multinational firm's performance has been going down, sales and profit margins dwindling down due to the cut-throat competition from other global giants, global economic recess and uncertainties in the use and application of Artificial Intelligence in business transactions. An internal audit points to low employee morale, departmental silos, competition and inadequate collaboration between cross cultural teams. As the incoming CEO, ejecting new energy and to maintaining the momentum of

excellence in PQS's various portfolios abroad calls; for re-examination of the strategic direction, leadership style, resource mobilization and allocation, and the cultural framework already in place.

Required:

- a) Discuss key strategies you would use to jump start the performance of PQR company by applying Schein's Three Levels of culture change Model. (5 marks)
- b) Assess the role of one of the leadership styles in the creation of a favorable organizational culture for enhanced performance. (5 marks)

SECTION B: Answer One Question from this section (10 marks).

Question Two.

- a) Citing relevant examples, explain five Ethical frameworks at the disposal of leaders to arrive at complex moral decision that have become common in the 21st century workplace. (5 marks)
- b) Guided by examples from your professional experience, critically examine the role of culture in organizational effectiveness. (5 marks)

Question Three

- a) Assess the role of technology in mitigating cultural nuances in feedback and conflict resolution in cross cultural teams. (5 marks)
- b) Citing relevant examples, discuss five strategies used by successful leaders in fostering diversity, equity and inclusion in organizations. (5 marks)

Question Four

Developing culturally adaptive leadership skills is likely to define the successful leaders in the near future. Analyze five emerging global leadership trends that will dominate the leadership of cross-cultural teams and the corresponding adaptive skills for global leaders. (10 Marks)

THE END