



PAN AFRICA CHRISTIAN UNIVERSITY

MASTERS OF ARTS IN LEADERSHIP

END OF SEMESTER EXAMINATION

**DEPARTMENT
LEADERSHIP**

**COURSE CODE
MAL 503**

COURSE TITLE

RESULTS-BASED LEADERSHIP

EXAM DATE: FRIDAY MAY 13TH, 2022

TIME: 18.00 - 21.00 HOURS

Duration

3 hours

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer question one which is compulsory in section A and any one question in section B (20 Marks)

SECTION A (Compulsory)

QUESTION ONE

The financial results for Kenya Airways for the period ending June 2021 indicated that the company was not performing well. For example, the Group's total revenue reduced by 9% while at the same time, the frequency of flights to different destinations reduced by 65% as compared to 2019. Additionally, the number of passengers who were uplifted by the airline reduced by 20% as compared to the same period in the previous year leading to a reduction of passenger revenue by 17%.

Requirements

- a) Drawing from your understanding of performance management and results based leadership, discuss the factors that could have contributed to the poor performance of Kenya Airways (6 marks)
- b) Analyse the essential characteristics of a leader suitable to steer Kenya Airways back to its positive performance path (4 marks)

SECTION B (Answer ONLY ONE Question from this section)

Question Two

The new management team recently appointed by the government to revive Mumias Sugar Company has invited you to give a presentation on how to improve the company's performance. Draw from performance management theories to discuss measures for improving the performance of the organization (10 marks)

Question Three

Your Chief Executive Officer has just learned that you recently went through a results-based leadership training. He has asked you to give a presentation to all staff members on a topic entitled "Performance management systems and their application in the workplace". Discuss the contents of your presentation (10 marks).

Question Four

Drawing from your experience and knowledge gained from results-based leadership class, analyse one of the performance management models (10 marks)

End