



PAN AFRICA CHRISTIAN UNIVERSITY

MASTERS OF ARTS IN LEADERSHIP

END OF SEMESTER EXAMINATION DEPARTMENT:

LEADERSHIP COURSE CODE:

MAL 500 COURSE TITLE:

LEADERSHIP FOUNDATIONS

INSTRUCTIONS

- Read all questions carefully before attempting

Answer question one and any one question from Section B.

Section A:

Question 1 – Compulsory elucidate.

The cranky CEO [who] didn't trust anybody under 30[?] Since most of his direct reports were Baby Boomers, born before 1964, they tended to agree with their chief's assessment. Which means none of the organization's leaders were communicating very well with the people who composed one-third of the company's workforce. MacKay came on the scene convinced that the company was heading for extinction if it didn't make peace with the young workers. "With this mindset," she writes, "our CEO was in for a tough time attracting, retaining and developing top prospects for the long term." [Source: Financial post 2023].

- Using the knowledge and experience gained in your leadership class, evaluate the leadership crisis in the case above (4 marks).
 - Drawing from an appropriate leadership theory or practice discuss how the CEO could have appropriately handled the situation to influence performance and a good work environment (6 Marks)
- b) Section B: Answer any one question. 2. In most African organizations, adaptive leadership is barely visible. Using appropriate illustrations, discuss how a leader can practice adaptive leadership in their day-to-day practice [10 marks]

3. The Leader-member exchange (LMX) theory conceptualizes leadership as a process that is centred on the interactions between leaders and followers. LMX theory makes "the dyadic relationship between leaders and followers the focal point of the leadership process.

" i) Using your knowledge and experience evaluate how this leadership perspective enhances better performance in organizations. [6 marks]

ii) Using examples discuss its relevance for today's leader. [4marks]

4. Emotionally intelligent leaders are "inspiring, care for integrity, are good communicators, capable of building relationships". Evaluate the need for this leadership attribute in today's workplace using examples from your own experience [10 marks]