



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL

LEADERSHIP

SEPTEMBER – DECEMBER 2017

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP

COURSE CODE: POLD823

COURSE TITLE: Practice of leadership

EXAM DATE: TUESDAY 5th –FRIDAY 8th DECEMBER 2017

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer Question One (Compulsory) and any other ONE question from section B.



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~~END OF SEMESTER EXAMINATION~~

~~DEPARTMENT
LEADERSHIP~~

~~COURSE CODE
POLD 623~~

● ~~COURSE TITLE~~

~~Practice of leadership (online)~~

~~EXAM DATE~~

~~NOV 2017~~

~~TIME~~

~~Duration~~

~~3 hours~~

~~INSTRUCTIONS~~

● ~~Read all questions carefully.~~

● ~~ANSWER question one and one questions from section B~~

SECTION A: Compulsory (10 marks)

1.A faculty member, Kim Green from the management department was asked to chair a major university committee to plan the mission of the university for the next 20 years. Three other senior faculty and seven administrators from across the campus were also asked to serve on this committee. The president of the university, Dr. Sulgrave, gave the committee its charge:

what should North Cost University be like in the year 2020?Dr. Sulgrave told the committee that the work of the task force was of utmost importance to the future university, and the charge of this committee should take precedence over all other matters. The task force was allowed to meet in the president's conference room and use the president's secretary. The report of the committee was due in 2 months.

The task force members felt very good about being selected for such an important team. The team met on a weekly basis for about 2 hours each time. At first the members were very interested in the task and participated enthusiastically. They were required to do a great deal outside research. They came back to meetings proud to share their research and knowledge. However, after a while the meetings did not go well. The members could not seem to agree on what the charge to the team meant. They argued about what they were supposed to accomplish and resented the time the committee was taking from their regular jobs. Week after week the team met but accomplished nothing. Attendance became a problem, with people skipping several meetings, showing up late or leaving early. Team members stopped working on their commitment assignments. Kim didn't want to admit to the university president that the team did not know what it was doing; instead she got more and more frustrated. Meetings became sporadic and eventually stopped altogether. The president was involved in a crisis in the university and seemed to lose interest in the committee. The president never called for the report from the committee, and the report was never completed.

Questions

1. Critically evaluate the leadership of the President and Kim **(5 Marks)**
2. Collaborative leadership practice is key for success of teams. Assess its prevalence in the above case **(5 Marks)**

SECTION B(10 MARKS)Answer any two questions

2. Indirect levers of influence are of far greater importance to the CEO's role than the direct exercise of power (giving orders, instructions etc.). Critically review this statement using relevant examples **(5Marks)**.

3. Your organization has decided to introduce a cloud-based internet services to further maintain a lead in the market. The company has also projected that there will be high influx of customers following a political announcement that has called for a rejection of services of your competitor. The organization must expand and improve their services to satisfy the customers in the next three months. You have been appointed as the project manager to accomplish this task. Before embarking on this task, the CEO calls you to a meeting to discuss the specific leadership attributes and behaviors you will need to exhibit to see the project to a successful completion. Critically assess this situation and identify two important aspects that leaders must consider in their practice for successful implementation of the project **(5 Marks)**.

4. "The pursuit of new ideas is an inherently ambiguous and risky undertaking ... leaders must understand the politics operating in an organization." Discuss this statement as it relates to effective practice of leadership citing an example from your own experience. **(5 marks)**.

5. Following the recent explosive hurricane named "*Irma*" in Florida, US, Joel Osteen, a senior pastor at the 16,000-capacity Christian Lakewood Church in Houston, was criticised for not offering his 16,000-seat mega church to shelter flooding victims. This followed his initial statement on twitter "*Dear Houstonians! Lakewood Church is inaccessible due to severe flooding. We want to help make sure you are safe. Please see the list below for safe shelters around our city, and please share this with those in need!*" The pastor later opened the doors and explained that the church too had been severely affected by the floods. Drawing from your experience and lessons in class, critically assess the leader's response to this crisis. **(5 Marks)**