



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

**UNIVERSITY EXAMINATIONS FOR THE DEGREE OF MASTER
OF ARTS IN LEADERSHIP**

DECEMBER 2018 EXAMINATIONS

CAMPUS: ROYSAMBU/ KISUMU CORHORT

DEPARTMENT: LEADERSHIP

COURSE CODE: MAL506

COURSE TITLE: GOVERNANCE AND ETHICS

EXAM DATE: FRIDAY 14th DECEMBER, 2018

TIME: 6:00PM-9:00PM

MODE: ONLINE

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- **Answer Question ONE and Any other ONE Question**
- *ALL PAC University's examination rules and regulations apply*
- You are expected to be comprehensive in each of your answer.
- Duration: Two hours
- FINAL EXAM (20 Marks)

Exam Purpose and Focus

The exam gives you an opportunity to demonstrate personal mastery of lessons learnt during this course. You will be judged, not by the amount of material you write, but by a demonstration of critical thinking and writing. Special regard will be paid to evidence of a robust scholarly integration of theories, principles and practice.

Exam Procedure

Please note the following carefully:

1. All answers must be written in the Examination Answer Booklet and NOT on a separate paper.
2. You MUST NOT refer to any books, notes, or class discussions from your computer or notebooks
3. You MUST NOT share or discuss your answers or exam questions with any member of the class during the exam week, even if they have already done the exam.

SECTION A (Compulsory)

Strategy & Strategic Leadership

1. Ciulla (2014) emphasizes the need for leaders to be considerate of their ethical practices and stresses on the importance of Ethics in Leadership.

Identify one Ethical perspective of leadership and answer the following questions:

- i. Briefly describe some the Key ethical principles (4 marks).
- ii. Explain how the ethical leadership principles identified above can be applied in your organization to foster a healthy work environment (6 marks).

10 Marks

SECTION B: Answer any ONE question

(Short Essay; Maximum of 500 words)

Performance Management

2. Whilst there are many definitions of integrity, it is a critical component of leadership.
 - i. Discuss how a leader can be perceived to exhibit high levels of integrity in the life of a leader (4 Marks)
 - ii. Explain how you would integrate the principles and values of integrity within your organization (6 Marks).

10Marks

3. Culture and values play a pivotal role in shaping the life and character of a leader. Citing examples from your own experience within an organization;
 - i. Discuss the underlying influence of culture on leadership (4 Marks)
 - ii. Explain three ways you can transform an organizational culture from toxic to a healthy culture (6 Marks).

10 Marks

4. You have been requested to lead a team in drafting a code of ethics for your organization with the aim of fostering a more transparent, accountable and enhanced ethical practices within your organization.
 - i. Discuss how you would conduct the assignment and explain the key variables you would consider in crafting the code of ethics.

10 Marks