



PAN AFRICA CHRISTIAN UNIVERSITY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP**

MAY – AUGUST 2017

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: POLD801

COURSE TITLE: LEADERSHIP THEORIES

EXAM DATE: MONDAY 31st JULY 2017-THURSDAY 3RD AUGUST 2017

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer Question **One** (Compulsory) and any other **two** questions
- You are expected to be comprehensive in each of your answer.

SECTION A: (Compulsory)

“Each of us approaches leadership with a unique set of beliefs and attitudes about the nature of people and the nature of work. This is the basis for our philosophy of leadership” Peter G. Northouse

Against the backdrop of the different leadership theories, examine your personal philosophy of leadership and discuss your leadership inclination and how you have applied it in your organization.

Your essay should include the following:

- a. A description of your leadership philosophy
- b. A description of the theoretical perspective to which you incline and how your personal leadership philosophy is aligned to it.
- c. How you apply it in your organizational context
- d. Successes and challenges

Note:

This essay is not about what you aspire to be, but who you are today

10 Marks

SECTION B: Answer any TWO questions

Leadership and Culture

According to Bruce Winston, the simplicity of leadership is that it starts with values.

In this essay, you are expected to answer the question below by exhibiting a scholarly critique of “Christian leadership”

Can “Christian leadership” be confined to a theory of leadership?

5 Marks

Organizational Theory and Design

“Organizations are hard to see. We see tall buildings, a computer workstation or a friendly employee; but ‘the organization’ is an abstract notion” Richard Daft.

While using your organization as illustration, discuss Daft’s statement. Describe your organization’s subsystems and culture from a metaphoric perspective. Use examples that justify the metaphoric perspective of your organization.

5 Marks

While using your organization as an illustration, briefly discuss the relationship between leadership theory and organization theory.

5 Marks

Followership

“Followers and leaders both orbit around the purpose, followers do not orbit around the leader” Ira Challef

In light of this statement by Challef, briefly discuss the “paradox of followership.”

Use practical examples from a contemporary organization that you know.

5 Marks