



PAN AFRICA CHRISTIAN UNIVERSITY
MASTERS DEGREE IN LEADERSHIP
END OF SEMESTER EXAMINATION
DEPARTMENT - LEADERSHIP
COURSE CODE – MAL 500 (DEGREE)
COURSE TITLE – LEADERSHIP FOUNDATION
EXAM DATE –
TIME –
Duration - 3 HOURS

Total Marks: 20

EXAM STRUCTURE:

- **Section A (10 Marks):** Compulsory question based on a case study.
 - **Section B (10 Marks):** Choose **ONE** question from the three provided.
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SECTION A: COMPULSORY QUESTION (10 MARKS)

Case Study-Based Question

Case Study: Leadership Challenges at Rafiki Global Enterprises

Rafiki Global Enterprises is a multinational organization that has seen exponential growth over the past decade. However, internal leadership challenges threaten to destabilize its operations. Employees report a lack of clear direction, with some managers focusing **on maintaining structures rather than innovating for the future**. A recent leadership audit revealed that while some leaders rely on rigid control mechanisms, others struggle to align their teams with the company's vision. This has resulted in decreased motivation, high turnover, and tension between departments.

Additionally, cultural diversity within the company is not well managed, with some leaders failing to acknowledge diverse perspectives. The executive leadership team now seeks to redefine leadership within the organization to create a more adaptive, effective, and ethical leadership culture.

Question:

- a) Using transformational leadership theory, **evaluate the leadership challenges at Rafiki Global Enterprises and recommend three practical leadership interventions** that could address these issues (5 Marks)
 - b) **Discuss how transformational leadership** can be applied in real-world scenarios to drive organizational change, enhance team performance, and foster an inclusive and innovative corporate culture. (5 Marks)
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SECTION B: CHOOSE ONE QUESTION (10 MARKS)

Q2. Leadership Theories and Philosophies (10 Marks)

(a) **Compare and contrast** the key principles of **servant leadership and transformational leadership** within the context of a growing technology startup facing leadership transition. How do these two models influence employee engagement and innovation? *(5 Marks)*

(b) Using an example from a real or hypothetical organization, **analyze how an effective leadership philosophy can shape organizational culture and performance.** *(5 Marks)*

Q3. Ethical Leadership and Decision-Making (10 Marks)

(a) Ethical dilemmas often arise in leadership. Identify **two major ethical challenges** faced by leaders today and suggest **principles that leaders can use to navigate these dilemmas.** *(3 Marks)*

(b) Discuss the role of **values-based leadership** in promoting ethical decision-making. How do leaders ensure that their values align with their organizational mission and influence ethical behavior at all levels? Provide a detailed analysis of a leader who has successfully implemented values-based leadership in their organization, highlighting specific actions and measurable outcomes. *(7 Marks)*

Q4. Leadership and Organizational Change (10 Marks)

(a) **Discuss the role of adaptive leadership** in navigating organizational change. How does an adaptive leader approach resistance to change within an organization? *(5 Marks)*

(b) Consider an organization undergoing a major transformation (e.g., digital transformation, restructuring, or cultural shift). **Outline a leadership plan that would ensure smooth transition and employee engagement.** *(5 Marks)*