



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP

DECEMBER 2018 EXAMINATIONS

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP

COURSE CODE: POLD823

COURSE TITLE: PRACTICE OF LEADERSHIP

EXAM DATE: MONDAY 3RD DECEMBER 2018

DURATION: 3 HOURS

TIME: 8:00AM-11:00AM

MODE: ONLINE

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- **ANSWER ANY FOUR QUESTIONS**
- *Write clearly and legibly.*
- *ALL PAC University's examination rules and regulations apply*



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NOV 2017

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INSTRUCTIONS

- Read all questions carefully.
- ANSWER **question one** and **one** questions from **section B**

SECTION A: Compulsory (10 marks)

The local cancer center has a health team designed to coordinate the care of children with cancer. The team is composed of a physician, Dr. Sherif (clinical oncologist), a radiologist,

Dr. Jacky Kanyi, a nurse practitioner, Jane Wanza, a social worker, Cathy Kaleche, a physical therapist, Nancy Kamunde; a child life worker, Janet Kalee. The team members meet on a weekly basis to discuss the 18 children under their care and agree on the best course of treatment for each child. Cathy Kaleche, the social worker, is the head of the team and is responsible for case management of each child. However, when the team meets, Drs Sherif and Kanyi dominate the conversation. They feel that their medical background gives them greater knowledge and skill in treating cancer in children. They welcome input from the women on the team. When it comes to making a decision, however, they insist on doing it their way for the good of the patient. Cathy (the social worker), Janet (the child life worker), Nancy (the physical therapist) and Jacky Kanyi, the nurse practitioner resent this behavior because they are health care workers who spend the most time with the children and feel that they know best how to handle their long-term care. As a result, the patients feel as if no one cares or understands them. The team is also having trouble working together and no one on the team is satisfied with the outcome.

- a) Critically evaluate the effectiveness of this team **(5 Marks)**
- b) Discuss with reasons two important leadership practices that are necessary for improving the functioning of this team. **(2 Marks)**
- c) Assess Cathy Kaleche's effectiveness as a team leader. (3 marks)

SECTION B (10 MARKS) Answer any two questions

- 2. Emotional Quotient (intelligence) is far much a predictor of leadership success than Intellectual Quotient (IQ). Assess this statement using examples from your own experience **(5 Marks)**
- 3. Credibility is one of the most important influence practices a leader can engage in today's organizations and world. Evaluate this statement using relevant examples. **(5 Marks)**.
- 4. 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 **(5 Marks)**.
- 5. Organizations and leaders must forever take the learning path to successfully attain vision. Assess this statement using examples from your own experience. **(5 Marks)**

