



PAN AFRICA

CHRISTIAN UNIVERSITY

MASTERS OF ARTS IN LEADERSHIP

END OF SEMESTER EXAMINATION

**DEPARTMENT
LEADERSHIP**

**COURSE CODE
MAL 503**

COURSE TITLE

RESULTS-BASED LEADERSHIP SPECIAL EXAM

EXAM DATE: April 2025

TIME: 18.00 - 21.00 HOURS

Duration

3 hours

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer question one which is compulsory in section A and any one question in section B (20 Marks)

SECTION A (Compulsory)

QUESTION ONE

The financial results for Kenya Airways for the period ending June 2021 indicated that the company was not performing well. For example, the Group's total revenue reduced by 9% while at the same time, the frequency of flights to different destinations reduced by 65% as compared to 2019. Additionally, the number of

passengers who were uplifted by the airline reduced by 20% as compared to the same period in the previous year leading to a reduction of passenger revenue by 17% (Financial Report, 2023).

Requirements

- a) Using your understanding of performance management and results based leadership, discuss three factors that could have contributed to the poor performance of Kenya Airways during the period under review (6 marks)
- b) Critically analyze two essential result-based leadership qualities of a leader suitable to steer Kenya Airways back to positive performance path (4 marks)

SECTION B (Answer ONLY ONE Question from this section)

Question Two

The new management team recently appointed by the government to revive Mumias Sugar Company has invited you to give a presentation on how to improve the company's performance. Explain how you will approach the presentation guided by one of the performance management theories you learned in this unit (10 marks)

Question Three

Your Chief Executive Officer has just learned that you recently went through a results-based leadership class where the main focus was on performance management. He has consequently asked you to give a presentation to all staff members on a topic entitled "Aims of Performance Management". Analyze the contents of your presentation (10 marks).

Question Four

Drawing from your experience from the knowledge that you gained from results-based leadership class and well as from an organization you are familiar with, discuss the process of performance management (10 marks)

End