



PAN AFRICA CHRISTIAN UNIVERSITY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTERS OF ARTS IN LEADERSHIP**

JANUARY-APRIL 2017

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: MAL601

COURSE TITLE: Leadership & Culture

EXAM DATE: MONDAY 27th MARCH- SUNDAY 2nd APRIL 2017

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer **question ONE** and Any other **ONE** from **section B**

SECTION A: (Compulsory)

1. We are informed that core values, the vision, and mission shape the culture and generally what an organization values. Values define what members of an organization need to be in order to achieve the organization's vision and/or live out its mission. They also articulate a set of desirable traits or characteristics that people should exemplify as they provide service to the organization and its cause.

Consider the vision, mission and core values of Postal Corporation of Kenya stated below:

Vision

To be among the leading global providers of postal and related services.

Mission

To deliver superior communication, distribution, and financial solutions to customers and create value to our stakeholders.

Our values statement: these value statements constitute a set of beliefs and standards of behaviour that drive PCK's agenda. They are essential and must be upheld as they are key to corporate culture and identity. They include the following:

i) Integrity: we are committed to acting at all times with honesty, fairness, accountability, and transparency in all our operations.

ii) Professionalism: PCK employees of all cadres strive to uphold professionalism in whatever they do. They will stand ethical scrutiny by being committed to high standards of excellence in day-to-day issues operations.

iii) Teamwork: we promote respect and unity of purpose among staff as well as promoting mutual exchange of information and experiences.

iv) Stewardship: we are committed to ensuring effective and efficient utilization of PCK's resources.

v) Entrepreneurship: we are committed to delivering innovative solutions in our key business areas.

- i) Drawing from your readings, describe five ways a leader can influence and embed the desired culture in this organization (**5 Marks**).
- ii) Discuss two challenges a leader is likely to face when embedding desired culture in this organization (**5 marks**)

SECTION B: Answer ANY one question

2. "Leaders often wonder why they can't get traction in making the changes they know are necessary. They articulate a new vision. They change a few policies. They might even replace a few key people. But nothing substantive changes! The problem is that culture is largely invisible to those inside of it. It's like water to a fish or air to a bird. It's simply the environment we live in" (Hyatt, 2017). Drawing from an organization of choice, identify

and discuss five critical steps needed to have an impactful change in culture in organizations.

**(10
marks)**

3. Culture is of great essence in the development of organizations.

a) In relation to the organization you work with, describe the organizational culture

(4 marks).

b). Discuss the role of culture identified above in achieving your organization's objectives

(6 marks)

4. Cultural audits or assessments have become a common practice in organizations today.

Draw from your own experience and readings to answer the following:

(a). Define "cultural assessment" of organizations

(1 mark)

(b) Explain how you would undertake a cultural assessment of an organization

(5 marks)

(c). Discuss two reasons why cultural assessments are valuable

(4 marks).