



PAN AFRICA CHRISTIAN UNIVERSITY
END OF SEMESTER EXAMINATION FOR DIPLOMA IN
LEADERSHIP AND MANAGEMENT

MAY-AUGUST 2017

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: DLM109

COURSE TITLE: BECOMING AN EFFECTIVE LEADER

EXAM DATE: TUESDAY 25TH JULY 2017

TIME: 5.30PM-8:30PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Write your **student number** on the answer booklet provided.
- Answer ALL Questions in Section A and any ONE Question from Section B

SECTION A : Answer ALL questions in this section

1. a) Define the term “Leadership” (2 marks)
- b) Describe **three** of the following types of leadership according to Gary Wallis (6marks)
 - i. Political or electoral leadership
 - ii. Military leadership
 - iii. Intellectual leadership
 - iv. Socially transformative leadership
- c) Explain the importance of “Opportunities” in a SWOT analysis (2 marks)
2. a) Explain why clarifying the Vision and Mission of an organisation is important for effective leadership (4 marks)
- b) Define the term “Goal” and give **two** reasons for the importance of goal-setting (6 marks)
3. a) Explain how leadership differs from management in **two** of the following activities according to John Kotter (6 marks)
 - i. Creating agenda
 - ii. Developing a human network for achieving the Agenda
 - iii. Executing the Agenda
- b) Describe the Contingency Theory of leadership, taking into account the main areas of focus of the theory (4marks)

SECTION B Answer ONE Question from this section

3. A person must apply management principles to become an effective leader. Explain **five** of the following Henri Fayol Principles of Management (10 marks)
 - a. Division of work
 - b. Discipline
 - c. Unity of command
 - d. Unity of direction
 - e. Scalar chain
 - f. Equity
 - g. Initiative
 - h. Remuneration of personnel
4. Explain the importance of any **five** of the following key activities that are necessary to becoming an effective leader (10 marks)
 - i. Delegate wisely
 - ii. Set goals
 - iii. Communicate
 - iv. Make time for employees
 - v. Recognize achievement
 - vi. Think about lasting solutions
 - vii. Don’t take it too seriously
5. Describe any **five** of the following stages in the process of delegation (10 marks)
 - a) Clarification of objectives and suitable patterns of organization
 - b) Agreement on terms of reference and acceptance of authority and responsibility
 - c) Guidance, support and training and patterns of communication
 - d) Effective monitoring and review procedures
 - e) Freedom of action within agreed terms of reference
 - f) Related reward system