



PAN AFRICA CHRISTIAN UNIVERSITY

MASTERS DEGREE IN LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT - LEADERSHIP

COURSE CODE – POLD 701

LEADERSHIP THEORIES

EXAM DATE –

TIME –

Duration - 3 HOURS

Total Marks: 20

Exam Structure:

- **Section A (10 Marks): Compulsory Case Study**
- **Section B (10 Marks): Choose ONE question from three provided**

SECTION A: COMPULSORY CASE STUDY (10 MARKS)

Leadership Challenges in Multicultural Organizations

You are a newly appointed leadership consultant for a multinational faith-based development organization operating in East Africa. The organization struggles with leadership effectiveness due to:

- Cultural clashes and gender-based biases in leadership perceptions
- Poorly aligned structures that limit adaptive responses to community needs
- Conflicting expectations from global partners who demand standardization, versus local communities who expect contextual responsiveness

The senior leadership team **is committed to servant leadership and mentorship** but is unsure how to reconcile these ideals with the complex, culturally sensitive work environment.

Question:

Using Northouse's Leadership Theories (2016) and Daft's Systems and Organizational Culture (2012):

1. **Analyze** how cultural and gender dynamics influence leadership acceptance and effectiveness in this organization. (5 Marks)
2. **Propose a theory-driven leadership strategy** that integrates servant leadership and systems thinking to address these challenges. (5 Marks)

SECTION B: CHOOSE ONE QUESTION (10 MARKS)

Q2: Leadership Paradigms in Practice (10 Marks)

- a) **Critically compare** transformational, charismatic, and servant leadership paradigms in fostering follower commitment and organizational change. (7 Marks)
- b) **Provide a real-world example** where one of these paradigms was most effective—and explain why. (3 Marks)

Q3: Leadership Ethics and Cultural Identity (10 Marks)

- a) **Critically evaluate** how race, gender, and culture shape perceptions of ethical leadership practice within organizations. Use examples from organizational case studies or relevant leadership literature. (5 Marks)
- b) Drawing on biblical or servant leadership frameworks, **discuss the tensions and opportunities** for ethical leadership in multicultural and cross-cultural settings. (5 Marks)

Q4: Adaptive Leadership and Systems Thinking (10 Marks)

- a) **Analyze how** leaders can respond effectively to uncertainty and systemic barriers in global development organizations. (5 Marks)
- b) **Provide an example** (case study or observed organizational scenario) where adaptive leadership principles addressed a complex challenge. (5 Marks)