



PAN AFRICA CHRISTIAN UNIVERSITY

MASTERS DEGREE IN LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT - LEADERSHIP

COURSE CODE – MAL 500

LEADERSHIP FOUNDATION

EXAM DATE –

TIME –

Duration - 3 HOURS

EXAM STRUCTURE:

- **Section A (10 Marks):** Compulsory question based on a case study.
- **Section B (10 Marks):** Choose **ONE** question from the three provided

SECTION A – COMPULSORY QUESTION (10 MARKS)

Case Study: Organizational Dynamics at Nova Manufacturing Ltd

Nova Manufacturing Ltd is a mid-sized company that produces eco-friendly packaging. Over the past 18 months, the firm has grown rapidly. However, internal challenges have also increased:

- Long-serving employees feel overwhelmed by new digital systems and complain that training is insufficient.
- Younger technical staff report frustration with “slow decision-making” and unclear instructions from managers.
- Team leaders say there is little collaboration across departments, with frequent blame when production targets are missed.

- The introduction of a new performance appraisal system has caused anxiety, and some staff believe the process is unfair.
- Senior leadership insists that “resistance is normal,” but employees argue that communication is inconsistent and morale is low.

You have been contracted to support the leadership team by diagnosing the underlying Organizational Behavior issues.

Question 1 (Compulsory – 10 Marks)

- a) **Identify and discuss** the key behavioral challenges at Nova Manufacturing using the **individual, team, and organizational levels of analysis**.
(5 Marks)
- b) Propose **three practical interventions** grounded in Organizational Behavior concepts (e.g., motivation, communication, leadership, culture, or change) that leadership can implement to improve morale, collaboration, and performance.
(5 Marks)

SECTION B – ANSWER ANY ONE QUESTION (10 Marks)

QUESTION 2 – Leadership in Organizational Behavior (10 Marks)

- a) Compare the **transformational** and **transactional** leadership approaches, highlighting one strength of each in influencing employee behavior. (5 Marks)
- b) Using an organization you have worked with or observed, explain **how a leader applied (or could apply)** transformational leadership to enhance employee motivation and trust. (5 Marks)

QUESTION 3 – Motivation and Human Performance (10 Marks)

- a) Discuss **two motivation theories** covered in this course and explain how each helps leaders understand why employees behave the way they do. (5 Marks)
- b) Using an example, show how a manager can apply **one of these theories** to improve performance or engagement. (5 Marks)

QUESTION 4 – Teams, Communication, and Collaboration (10 Marks)

- a) Explain **Tuckman’s stages of team development** and describe what typically happens in teams during any two of the stages. (5 Marks)

- b) Discuss how **effective communication** can reduce conflict and strengthen teamwork in organizations. Give an example. *(5 Marks)*

QUESTION 5 – Culture and Organizational Change (10 Marks)

- a) Using **Schein's model**, explain how organizational culture influences employees' reactions to change. *(5 Marks)*
- b) Suggest **two strategies** leaders can use to reduce resistance and build acceptance during organizational change. *(5 Marks)*