



PAN AFRICA CHRISTIAN UNIVERSITY

MASTERS OF ARTS IN LEADERSHIP

END OF SEMESTER EXAMINATION

**DEPARTMENT
LEADERSHIP**

**COURSE CODE
MAL 500**

**COURSE TITLE
LEADERSHIP FOUNDATIONS**

**EXAM DATE
AUGUST 2024
TIME
Duration
3 hours**

INSTRUCTIONS

- Read all questions carefully.

ANSWER **Question ONE** and **one** question from **section B (20 Marks)**

SECTION 1 (Compulsory)

QUESTION ONE

Your organization, *The Gen Z Elite Enterprises*, a corporate marketing outsourcing consultancy firm, recently retired its long serving Chief Marketing Officer (CMO) and the board of directors has constituted an ad hoc committee to recruit the new CMO. You have been appointed the chair of the search committee and part of your

job is to come up with the requisite qualifications for presentation to the committee for consideration. Drawing from an analysis of the class discussion on *Essential Character Qualities for Leadership*, discuss, with relevant examples the key character qualities that should inform the choice of the new CMO. (10 Marks)

SECTION 2 (Answer ONLY ONE Question from this section)

QUESTION TWO

A former colleague in your first posting was recently promoted to the position of Chief Operations Officer of *Tunaweza Company* that has a workforce of 4,362 workers. He confides to you that he is genuinely worried about acceptance by the workforce since he is new both in the locality and the Company itself. Using the five levels of leadership by Maxwell, advise your colleague on how he can address this fear of acceptance by the workforce. (10 marks)

QUESTION THREE

As the Lead Consultant in *We Never Get It Wrong Consulting Firm*, you recently passed a resolution that since the term of the current Chief Executive Officer (CEO) shall be ending in January 2025, there is need to begin scouting for a new one. However, majority of the Directors seem not to be aware of the prerequisites in addition to the academic and experiential qualifications. Using the readings and class discussions in this course regarding *priority functions of leadership*, critically analyze with practical examples the essential competences required of this CEO and how each of these priority functions positively impact on the well-being of the Firm. (10 marks).

QUESTION FOUR

Forever Jinxed Agencies have for the longest time possible been losing their top leadership after a very short span at the helm of the organization due to personal leadership failures. You have just been invited to speak in a workshop for potential future leaders on how to ensure that should they find themselves in the helm do not end up the same path. Discuss the personal leadership failures that future leaders should avoid in order to stay long in an organization. (10 Marks)