



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF ARTS IN LEADERSHIP
MASTER OF ARTS IN MARRIAGE AND FAMILY THERAPY
MASTER OF ARTS IN BIBLICAL THEOLOGY
MASTER OF ARTS IN DIVINITY
MASTER OF ARTS DEGREE IN THEOLOGY, PENTECOSTAL &
CHARISMATIC STUDIES
MASTER OF ARTS IN CHILDREN AND YOUTH MINISTRY
DECEMBER 2018 EXAMINATIONS

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP

COURSE CODE: MCY500 | MDV500 | MBT500 | MAL500

COURSE TITLE: LEADERSHIP FOUNDATIONS

EXAM DATE: FRIDAY 7TH DECEMBER 2018

DURATION: 3 HOURS

TIME: 5:30PM-8.30PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- **Answer question one and any two questions from Section B.**
- *Write clearly and legibly.*
- *ALL PAC University's examination rules and regulations apply*

Question 1 [COMPULSORY] Read the following case and answer questions below

Sample these statements from the Star Newspaper, (Nov, 2018)

“Interior CS Fred Matiang'i has told Kenyans to be prepared, 'even if they will have to walk to work' until the government is satisfied matatus have complied with the law.

"Kenyans let's come to terms with this. We are not doing this campaign for a month it is now going to be our way of life," he said.

"They can keep them at home as long as they want because we are not changing our position," Matiang'i said.

"You are not licensed to blackmail people...you cannot continue with such a business...It is time to re-look those licenses," Matiang'i added.

Though not known to many, Matiang'i may go into history books as one among Kenyan cabinet ministers who meant what they said and stopped at no obstruction until they had their way. Matiang'i, since his appointment as ICT boss in 2013, introduced changes that were met by high resistance, but he emerged triumphant.

It will be remembered that no nonsense Matiang'i midwived the painstaking process that saw the country transit to digital TV signal transmission. In 2013, while serving as the ICT boss, Matiang'i said enough was enough and switched off analogue signal transmission. The country had severally postponed the migration with the citizenry citing unpreparedness for change. Local mainstream channels for instance NTV, KTN and Citizen put up a spirited fight against the migration, but the CS was not shaken. Silently, the trio among other broadcasters, complied with shift and Kenya is currently enjoying digital viewership.

In 2015, President Uhuru Kenyatta executed cabinet reshuffles and redeployed Matiang'i in the troubled Education Ministry. Matiang'i's appointment in the docket came at a time cheating and impunity in both primary and secondary schools had thrived. He introduced radical changes in the sector which several school heads opposed. They even snowballed to anti-Matiang'i protests that saw several schools go up in flames. It was rumored that a section of school heads and managements were behind the arson schemes. Among the changes he introduced in schools made Headteachers directly in charge of examinations and not county education officers as before. He scraped off social events during thirds term in a move to minimize candidates contacts with outsiders ahead of exams. He reduced maximum duration

of KCSE exams to four weeks compared to the initial six weeks. Matiang'i ordered for release of both KCSE and KCPE results within one month after completion as opposed to three months the earlier regime subscribed to. The former Nairobi University don also did away with unnecessary results moderation periods despite heated opposition from KNUT and KUPPET. Currently, levels of sanity in schools have improved and those flouting the rules are arraigned.

When Matiang'i directed all primary and secondary school buses be painted yellow, a section of players in the education sector thought the don was joking. Some assumed that his threats to clampdown on non-compliant buses were barks from toothless village dog. He, however, made good his threats despite opposition from school heads who decried lack of finances. Nowadays, all school buses are visible one kilometer away. Thanks to their characteristic yellow paint. The order was issued in January 2018 and all schools complied after expiry of the 90 days grace period he had issued. Source: <https://www.tuko.co.ke/author/muyela-roberto.html>

Using the knowledge gained from a relevant leadership theory/model and practice, describe and assess CS Matangi's leadership practice [10 Marks]

Section B. Answer one question

Question 2.

Drawing from your experience at the work place/ observations, and using appropriate illustrations, discuss how servant leadership influences performance within an organization [10 marks]

Question 3.

Although identified many years ago, the Path goal theory, which explains the influence process of leaders in organizations remains applicable in many organizations today.

- a) Using your knowledge and experience describe how this theory works to enhance performance in an organization. [6 marks]
- b) Using examples discuss how effective this approach is for use by today's leaders. [4marks]

Question 4.

Emotional Intelligence (EI) is closely linked to effective leadership. Discuss this statement using relevant examples from your own experience [10 marks]