

PAN AFRICA CHRISTIAN UNIVERSITY

PHD IN ORGANIZATIONAL LEADERSHIP AND DEVELOPMENT

END OF SEMESTER EXAMINATION

**DEPARTMENT
LEADERSHIP**

**COURSE CODE
POLE 800**

**COURSE TITLE
Leadership of Education Institutions**

**EXAM DATE
DEC 2020**

**TIME
Duration
3 hours**

INSTRUCTIONS

- Read all questions carefully.
- ANSWER **question one** and **two** questions from **section 2 (20 Marks)**

SECTION A

Question one [Compulsory]

Brian Filipo had a clear vision when he began as deputy principal at Brockville School. His background in ICT teaching and sales has allowed him to see ICT in practice in various schools. He promptly discussed his dream with the board. Then, he began implementing a new technology suite, including computers, interactive whiteboards, a new school website, a student management system, and a wireless connection within 14 months. On reflection, Brian thinks that he brought in the changes too quickly. The technical nature of ICT means that staff require in-depth support, such as training sessions on new software, troubleshooting guides for common issues, and regular updates on the purpose and benefits of the changes. He now recognizes the importance of ensuring that teachers understand the purpose of any change implementation (*Adapted from Educational leaders, NZ*)

- i) Drawing from leadership lessons learned in class, evaluate Brian's strategy in this case, giving reasons why a pause was necessary. **(5 marks)**
- ii) Discuss leadership actions that would enhance the effectiveness of this endeavour **(5 Marks)**

SECTION B: Answer any TWO question

2. Many universities across the globe are facing a downturn. A leading consultant has emphasized that universities have ignored their environment and lack strategic thinking. Using concepts learned in this course, discuss the importance of strategy, strategic thinking, and strategic planning in leading and managing university institutions. **(5 marks)**
3. Many educational institutions today include employees and students with diverse demographic and socio-cultural characteristics. Leaders should leverage diversity as an advantage for their institutions. Discuss this statement using examples from experience and how leaders can implement this. **(5 Marks)**
4. The relationship between educational institutions and their stakeholders is critical to attaining educational goals and effective service delivery. Drawing from experience and an education context of choice, critically assess two leadership actions that can work. **(5 Marks)**