



PAN AFRICA CHRISTIAN UNIVERSITY

PhD IN ORGANIZATIONAL LEADERSHIP

END OF SEMESTER EXAMINATION

**DEPARTMENT:
LEADERSHIP AND GOVERNANCE**

COURSE CODE: POLD821

**COURSE TITLE:
Contextual Issues in Leadership**

EXAM DATE: August 2017

TIME: 3 Hours

INSTRUCTIONS

- The examination paper has two sections: A and B.
- Answer all questions in Section A (**Compulsory**)
- Answer any **TWO** questions in section B

Section A: Long Essay (between 800 and 1000 words)

Leaders go through many transitions in their careers. Each brings new crises and challenges—from taking over a damaged organization to having to fire somebody to passing the baton to the next generation. These moments can be wrenching—and can threaten your confidence—but they’re also predictable. Warren G. Bennis, professor and founding chairman of the University of Southern California’s Leadership Institute, reflects on leadership, recounting his own experiences as a young lieutenant in the infantry in World War II, as the new president of a university, and as the mentor to a unique nursing student. Bennis also describes the experiences of other leaders he has known throughout his career.

Drawing on more than 50 years of academic research and business expertise—and borrowing from Shakespeare’s seven ages of man—Bennis says the leader’s life unfolds in seven stages. “The infant executive” seeks to recruit a mentor for guidance. “The schoolboy” must learn how to do the job in public, subjected to unsettling scrutiny of every word and act. “The lover with a woeful ballad” struggles with the tsunami of problems every organization presents. “The bearded soldier” must be willing—even eager—to hire people better than he is, because he knows that talented underlings can help him shine. “The general” must become adept at not simply allowing people to speak the truth but at actually being able to hear what they are saying. “The statesman” is hard at work preparing to pass on wisdom in the interests of the organization. And, finally, “the sage” embraces the role of mentor to young executives.

TASK

From the seven stages above, identify and discuss the contextual issues facing leadership in each stage and prescribe appropriate strategies that a leader can use to counteract negative influences at each stage.

10 marks

Section B: Answer ANY 2 questions (Short Essays - maximum 500 words)

2. Negotiation is one of the main roles of a leader in whichever organizational set-up. An intercultural negotiation demands more insight on different values of the negotiating parties. Using examples, discuss how negotiation can be hindered by different dimensions of national cultures

5 marks

3. The courage to challenge status quo depends on the leader's personality as well as the follower. Organization's sustainability is dependent on its innovativeness and readiness to change. Self-leadership is called upon to encourage participation of the follower as well as challenging them as they know the problems of the organization and they are crucial resources of the organization. Using an organization well known to you, discuss at least 3 dimensions of courageous followership that could assist the leader to transform the organization.

5 marks

4. Technology is one of the main factors influencing change in management. Electronic communication enormously increases the amount of information accessible to its users but it does not increase their capacity to absorb this information, nor does it change their value systems. Discuss this in relation to intercultural differences using examples from an organization you work/worked with.

5 marks

5. Change requires organizational set-up that will help it assimilate. Morality and ethics deeply ingrained into the organizational culture can assist in change assimilation. Using examples, discuss positive morals and ethics that leaders need to engrave onto the organizational culture for success in change management.

5 marks