

**UNIVERSITY OF FORT HARE**  
**DEPARTMENT OF BUSINESS MANAGEMENT**  
**DEGREE EXAMINATION**  
**2024**  
**ENTREPRENEURSHIP 3B: LEADERSHIP**  
**BEN321/E**  
**SUPPLEMENTARY EXAMINATION PAPER**

**Internal Examiners:**

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**External Examiner:**

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MARKS	100
DURATION	3 hours

(The final mark will be given as a percentage)

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**INSTRUCTIONS**

1. SECTION A (25 MARKS) IS COMPULSORY
2. CHOOSE ONE QUESTION FROM EACH OF THE FOLLOWING SECTIONS:
  - a. Section B (25 marks)
  - b. Section C (25 marks)
  - c. Section D (25 marks)
3. LABEL your ANSWER BOOKS correctly.
4. Enter the correct question number for each answer.
5. Enter the numbers of the questions answered on the front cover of your answer books.
6. Indicate the number of answer books handed in on the front cover of each book.
7. Write legibly.
8. **Mark allocation guide: One fact = minimum of one mark**

<b>This paper consists of SEVEN pages, including the cover page</b>
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## **SECTION A - COMPULSORY**

### **QUESTION 1 [25 marks]**

In this module, you completed a Portfolio of Evidence documenting your knowledge and skill in various topics about leadership.

1.1. Explain the strengths and development areas you have identified within your leadership skills, style and approach while completing this Portfolio of Evidence.  
(10)

1.2. Provide a plan of action for yourself in this account. Indicate how you will continue to grow your leadership strengths and how you will develop each of the identified leadership development areas.  
(15)

**[25 marks]**

**Please turn over.**

**SECTION B – Choose ONE question from the two options provided.**

**QUESTION 2 [25 marks]**

Stress has become an integral part of our lives. There are various types of stress.

- 2.1 Outline the various types of stress and indicate how each impact on our lives. (6)
- 2.2 In this module, we explored several ways to more effectively manage stress and live 'in the flow' of life. Explain at least three ways that can be achieved. (9)
- 2.3. Discuss five outcomes of not effectively managing one's stress. Include at least an example of how each of these five outcomes can impact a person's life, both personally and at work. (10)

**[25 marks]**

**OR**

**QUESTION 3 [25 marks]**

- 3.1 Explain how external control systems imposed by organizations influence employee behaviour. Provide three examples of how these systems are used to achieve organizational goals. (10)
- 3.2 Discuss the concept of internal self-control systems according to Manz (2001). How can internal self-control lead to more effective employee performance compared to external control systems? Provide examples to support your argument. (15)

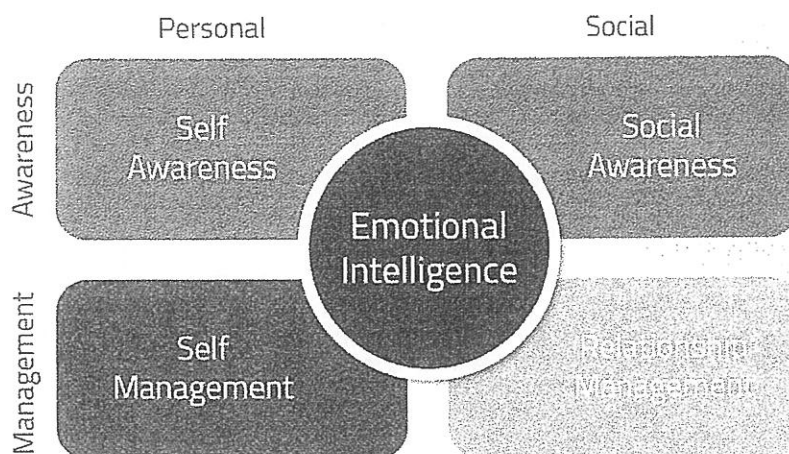
**[25 marks]**

**Please turn over.**

**SECTION C – Choose ONE question from the two options provided.**

**QUESTION 4 [25 marks]**

The Goleman Emotional Intelligence model is shown below:



[https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.disruptiveleadership.institute%2Fgoleman\\_emotional\\_social\\_intelligence%2F&psig=AOvVaw0pZvpO7VTcKPnc2daZqUop&ust=1727367388691000&source=images&cd=vfe&opi=89978449&ved=0CBcQjhxqFwoTCMi0zpS\\_3qgDFQAAAAAdAAAAABAE](https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.disruptiveleadership.institute%2Fgoleman_emotional_social_intelligence%2F&psig=AOvVaw0pZvpO7VTcKPnc2daZqUop&ust=1727367388691000&source=images&cd=vfe&opi=89978449&ved=0CBcQjhxqFwoTCMi0zpS_3qgDFQAAAAAdAAAAABAE)

- 4.1 Draw this model in your answer book and indicate at least three skills required in each quadrant. (12)
- 4.2 Explain the importance of each quadrant and the skills within each quadrant for effective leadership. Provide practical examples to support your reasoning. (13)

**[25 marks]**

**OR**

**QUESTION 5 [25 marks]**

5.1 Describe the five key behavioural traits of charismatic leaders. Provide examples of how each trait can influence followers.

(10)

5.2 Compare and contrast the characteristics, behaviours, and effects of charismatic leadership with those of transformational leadership. Use specific examples to explain how each leadership style influences followers and the outcomes of an organisation.

(15)

**[25 marks]**

**Please turn over.**

**SECTION C – Choose ONE question from the two options provided.**

**QUESTION 6 [25 marks]**

Read the case study and answer the questions that follow.

**Case Study: The Team Development Journey of "Project Ubuntu"**

Background: In 2023, a group of five university students in Cape Town, South Africa, from different faculties and backgrounds, came together to create a social entrepreneurship project called Project Ubuntu. The aim of the project was to develop a mobile app that connected small-scale local farmers from rural areas with urban markets to help them sell their produce directly to consumers, thus supporting local agriculture and reducing food insecurity.

The team consisted of:

- 1) Thandi (the team leader), a final-year business management student with leadership experience.
- 2) Sipho, an IT student, responsible for the technical development of the app.
- 3) Aisha, a marketing student, in charge of branding and outreach.
- 4) Lebo, a law student, providing legal guidance, including compliance with local regulations.
- 5) Karabo, an environmental science student, offering expertise on sustainable agriculture.

The project was part of a university competition where teams from different institutions were tasked with launching social entrepreneurship initiatives over the course of one year.

- 6.1 Using the case study as a base for your answer, explain the key stages of team development these team members should have gone through over this year to become a high-performance team.

(5)

- 6.2. Indicate the team dynamics at each stage. Provide examples of how this could have been unfolded. (10)
- 6.3 Indicate the leadership challenge at each stage of the team development. (10)
- [25 marks]**

**OR**

**QUESTION 7 [25 marks]**

- 7.1 Identify and describe two challenges servant leaders may face in the African context and propose solutions. (5)
- 7.2 Explain how servant leadership principles align with Ubuntu philosophy. Provide examples of African leaders who have demonstrated these principles. (8)
- 7.3 Explain the key characteristics of Servant Leadership according to Greenleaf's model and discuss how these characteristics can contribute to building a sense of community within an organisation. (12)
- [25 marks]**

**THE END**

