

UNIVERSITY OF FORT HARE
BUSINESS MANAGEMENT DISCIPLINE
Department of Applied Management, Administration and
Ethical Leadership
MAIN EXAMINATION
2025
ENTREPRENEURSHIP 3B: LEADERSHIP
BEN321/E

Internal Examiners:

Assoc Prof J. Townes
Ms T Sigwela

External Examiner:

Dr S. Watson

MARKS
DURATION

100
3 hours

(The final mark will be given as a percentage)

INSTRUCTIONS



1. SECTION A (25 MARKS) IS COMPULSORY
2. SECTION B (25 MARKS) IS COMPULSORY
3. SECTION C - CHOOSE TWO QUESTIONS FOR 50 MARKS:
4. LABEL your ANSWER BOOKS correctly.
5. Enter the correct question number for each answer.
6. Enter the numbers of the questions answered on the front cover of your answer books.
7. Indicate the number of answer books handed in on the front cover of each book.
8. Write legibly.
9. **Mark allocation guide: One fact = one mark**

This paper consists of TEN pages, including the cover page.

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.

What have you learned about your leadership skills, style and approach while completing this Portfolio of Evidence?

[25 marks]

Please turn over.



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SECTION B - COMPULSORY

QUESTION 2 [25 marks]

There are numerous successful South African women entrepreneurs and corporate leaders. Some are in C-suite positions within major organisations, others are launching new business ventures or helping to drive innovation on the African continent.

Amongst others, this illustrious band of women includes Khensani Nobanda, Mhlali Ndamase, Zandile Mkwana, Ayanda Mbanga, Sonto Poee, and Lettie Mashau.

In this question, the focus is on Sonto Poee, who is the founder of Nativechild.



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(Ntozakhe, 2021)

“Nativechild is a locally manufactured natural-based hair and body care brand. Last year the organisation received the best SED (small enterprise development) supplier award for the top performing business in its category from Clicks. The brand has been supplying Clicks with ten of its products since 1 December 2020.

Sonto Poee is a beauty entrepreneur who identified a gap in the market for natural hair products and launched the business in 2015. The brand’s products are responsibly sourced, 100% plant based and include hair care and accessories for women and children, and body care. All products are locally developed and manufactured.

In an interview, Poee spoke about the brand’s mission.

“We are not just haircare and bodycare brand.

“We are a conscious brand, very much aware of the impact of cosmetics on the environment and people and we are at the forefront of brands who genuinely care about the people we serve and our planet.”

Adding to an already successful year, Poee opened her first beauty bar and salon in Cresta Mall in early October despite prevailing challenging economic conditions.”

(SME Update, 2021)

In the above extract, mention is made of a 'conscious brand'. Poee is very aware of the impact she and her brand is having on the environment and people. Based on this information, respond to the following questions:

- 2.1. Identify and explain the five types of power that leaders such as Poee have available to them. **Tip:** Explain them in your own words - do not just list them. (10)
- 2.2. Discuss the consequences of each type of power on employee behaviour. (10)
- 2.3. Given the information provided in this extract, provide your suggestion of the type(s) of power she has used to build her organisation and her reputation thus far. Provide practical examples to support your argument. (5)



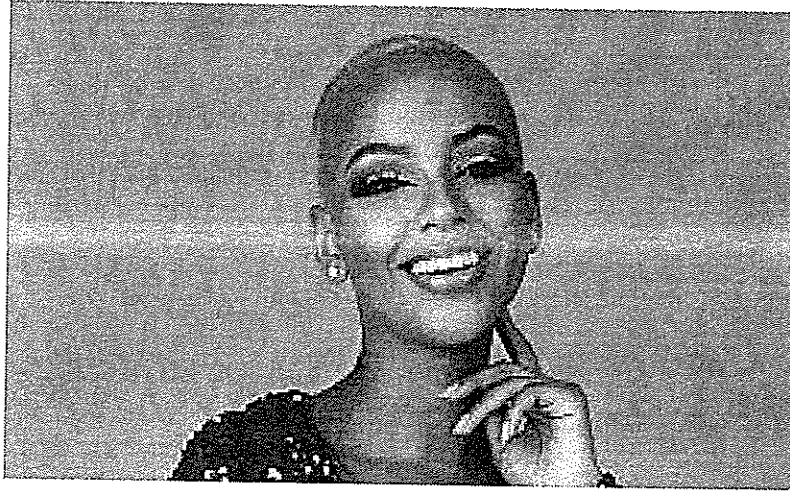
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[25 marks]

SECTION C – Choose TWO questions from the options provided.

QUESTION 3 [25 marks]

Based on this information provided on Mhlali Ndamase respond to the following questions:



(Israel, 2022)

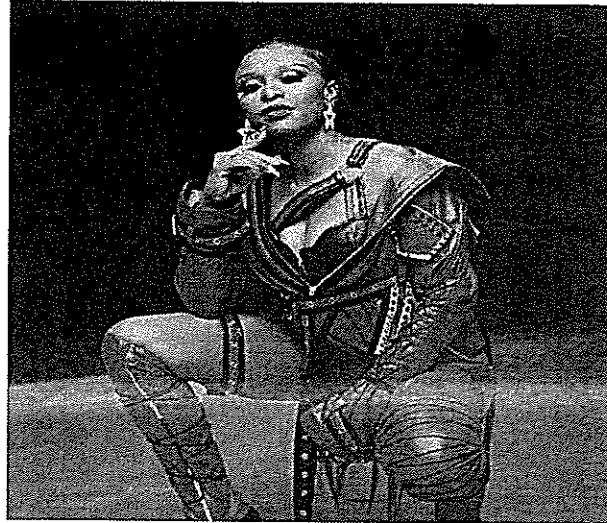
This year Ndamase confirmed herself to be one of South Africa's top influencers. UK-based media company Hopper HQ revealed that the South African beauty and lifestyle vlogger was among the highest-paid Instagram users from all over the world. She made the list with businesswoman and reality TV star, Kylie Jenner, who appeared at the top as the highest paid Instagram user, making R16.6 million per post. Ndamase reportedly makes \$1,800 (R25,000) per post.
(SME Update, 2021)

- 3.1. In your opinion, are leaders made or born? Justify your response. (10)
- 3.2 Explain whether Mhlali Ndamase is an effective leader? Or is she just a famous person? Justify your answer. (5)
- 3.3. The module's prescribed textbook (i.e., chapter 6) discusses various leadership traits. Discuss these traits in light of the information you have gained regarding Mhlali Ndamase. In your opinion, which traits does Ndamase display and which do not? Justify your responses. (10)

[25 marks]

QUESTION 4 [25 marks]

Based on this information provided on Ntombezinhle Jiyane aka DJ Zinhle, respond to the following questions:



(Verma, 2022)

The disk jockey and music producer who has produced hits like *“Umlilo”* and *“My Name Is”*, reminded us of the importance of having diversified income streams. DJ Zinhle, who is co-author of *“Meeting Your Power”*, in October this year launched Jiyane Atelier, a decor and design company with long-time friend Brandon Reynolds. it is not easy to understand the second sentence. what happened in October this year?

She is also the owner of the bespoke watches and jewellery brand, Era by DJ Zinhle. Recently DJ Zinhle hosted a pop-up store for Era by DJ Zinhle at Mall of Africa in Midrand, Johannesburg. DJ Zinhle also received a nomination at the All African Music Awards (AFRIMAs) in the “African DJ of the Year” category.

(SME Update, 2021)

- 4.1 Discuss the influencing tactics available to leaders. In your opinion, which ones does DJ Zinhle use? Which ones does she not use? Justify your answers. (10)
- 4.2 In your opinion, is Ntombezinhle Jiyane a charismatic leader? Explain this leadership style. Motivate your answer. Provide practical examples to substantiate your argument. (15)

[25 marks]

OR

QUESTION 5 [25 marks]

Another well-known South African woman in business and leadership is Dr Precious Moloi-Motsepe. Based on this information provided on Dr Precious Moloi-Motsepe and other research about her, respond to the following questions:



(Karras, 2022)

“Dr. Precious Moloi-Motsepe is the co-founder and CEO of the Motsepe Foundation as well as the founder and CEO of the African Fashion International.

Dr. Moloi-Motsepe is a philanthropist and businesswoman. Upon completion of her medical degree from the University of the Witwatersrand, and postgraduate studies in child and women’s health at Stellenbosch University, she established one of the first women’s clinics in Johannesburg.

About the Motsepe Foundation

Dr. Moloi-Motsepe co-founded the Motsepe Foundation with her husband Dr. Patrice Motsepe in 1999. The goal of the Motsepe Foundation is to contribute towards eradicating poverty and to sustainably improve the living conditions and standards of living of poor, unemployed and marginalised people in South Africa, Africa and the world.

The Foundation is one of the largest Foundations in South Africa and on the continent, in terms of the donations allocated since its founding. Located in South Africa, the Foundation has a geographic reach across sub-Saharan Africa and has formed global networks with partners operating across various continents.

The work of the Foundation is aligned to 12 of the 17 Sustainable Development Goals (SDGs) outlined by the United Nations. As part of their overall commitment, the Motsepe Family joined the Giving Pledge, a group of families that have made long term substantial financial commitments to global development.

Education

Access to quality education is a central mission of the Foundation, and this is upheld through the distribution of university bursaries to academically deserving students across South Africa who are in financial need, as well as school infrastructure development.

The bursaries, guided by Dr. Moloi-Motsepe, are focused in skills areas that are acknowledged to be necessary for the growth of South African and African industries: Science, technology, engineering, the arts and mathematics (STEAM), as well as entrepreneurship, medicine, law and agriculture. The school infrastructure programmes, which operate in high density areas, have constructed ablution facilities, communal gathering spaces, and fully equipped computer and science labs.

Growing her transformative impact within the University landscape in South Africa, Dr. Moloi-Motsepe is a founding member of the South African Universities Chancellors Forum (SAUCF).

Women Empowerment

Dr. Moloi-Motsepe is a recipient of the Elizabeth Tshabalala Award for her promotion of women's health and cancer awareness. She has also published a resource guide, the Little Black for Women, to disseminate vital information on health, education, and economic and legal empowerment to marginalised women.

In 2016 Dr Moloi-Motsepe founded the Gender Equality, Wellness and Leadership (GEWAL) department within the Motsepe Foundation. Through GEWAL, Dr Moloi-Motsepe has been an advocate for Gender Responsive Budgeting Initiatives, which was adopted by the South African parliament in 2018. Through the annual International Women's Day Summit, Dr Moloi-Motsepe brings together globally influential leaders and grassroots organisations that work with vulnerable women to inspire greater efforts for the advancement of women in leadership and gender equality across all industries.

Opportunity and Job Creation

Dr Moloi-Motsepe initiated the job creation and skills development fund through the Foundation. This fund allocates strategic investments toward sectors that show potential for sustainable job creation and assists in alleviating the skills mismatch that has prevented economic mobility for the youth.

Through a partnership with the Schwab Foundation for Social Entrepreneurship, Dr Moloi-Motsepe advocates for the social and solidarity economy and supports

social entrepreneurs through education sponsorships to attend the Harvard Kennedy School.

Dr Moloi-Motsepe is also the founder and CEO of African Fashion International (AFI), a globally affiliated enterprise that champions African creatives and facilitates their entrance into global markets. In 2017 Dr Moloi-Motsepe received the Fashion 4 Development Franca Sozzani Award at the United Nations in New York, for her efforts in promoting African fashion designers and supporting the empowerment of disadvantaged women along the supply chain”.

(Motsepe Foundation, 2022)

- 5.1 Define self-leadership and discuss the various self-leadership strategies. In your opinion, which ones does Dr. Moloi-Motsepe use? Which ones does she not use? Justify your answer.

(10)

- 5.2 Debate whether Dr. Moloi-Motsepe is a servant leader? Explain this leadership style. Provide practical examples to substantiate your argument.

(15)

[25 marks]

OR



QUESTION 6 [25 marks]

Identify and describe a leader that you admire. This does not need to be a famous person.

- 6.1. Explain and justify why you admire this person's leadership style. (5)
- 6.2. What characteristics, traits, attributes, and behaviours does this person display? Or not display? (10)
- 6.3. What leadership style does this person display? Provide practical examples. (10)

[25 marks]

OR

QUESTION 7 [25 marks]

Read the case study and answer the questions that follow.

Case Study: Ethics and Leadership in South Africa - The Case of Eskom

In recent years, Eskom, South Africa's largest electricity supplier, has faced numerous challenges regarding ethical leadership and corruption. Allegations of mismanagement, nepotism, and bribery have plagued the company. At the heart of these issues lies a failure of leadership that disregards the principles of transparency, accountability, and ethical behaviour, ultimately leading to poor service delivery and significant financial losses.

One of the most high-profile scandals involved former executives accused of colluding with the Gupta family, a wealthy Indian-South African business family, to influence state contracts for their financial benefit. This "state capture" scandal led to the misallocation of resources, power outages (load shedding), and public outcry for better corporate governance. The lack of effective whistleblowing mechanisms further aggravated the issue, as many employees feared retaliation or saw no purpose in reporting misconduct.

Despite these challenges, Eskom's crisis serves as a pivotal learning point for the country. The introduction of stricter governance codes and the subsequent actions by President Cyril Ramaphosa's administration to hold individuals accountable represent steps toward rebuilding public trust. However, the balance between corporate survival and the implementation of ethical standards remains fragile.

7.1. What are the potential consequences of unethical behaviour in leadership at Eskom, and how can such behaviour undermine organisational integrity and employee morale?

[5]

7.2 Discuss the impact of ethical decision-making in the context of Eskom's crisis on South Africa's economy. What ethical strategies should be implemented to ensure a culture of accountability and transparency in the future?

[20]

[25 marks]

THE END