

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

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MARKS
DURATION

100
3 hours

(The final mark will be given as a percentage)

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**

**This paper consists of EIGHT 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.

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

QUESTION 2 [25 marks]

There is great debate about the question: are leaders made or born?

2.1 This debate is closely linked to the trait theorists' approach to leadership. Briefly outline this theoretical approach to leadership.

(5)

2.2 Outline the argument for the side of this debate that states that leaders are made.

(10)

2.3. Outline the argument for the side of this debate that states that leaders are born.

(10)

[25 marks]

OR

QUESTION 3 [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.

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

[5]

3.2 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]

Please turn over.

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

QUESTION 4 [25 marks]

Read the case study and answer the questions that follow.

Case Study: Multicultural Leadership Challenges in a South African Manufacturing Company

Background: ABC Manufacturing is a mid-sized company based in Johannesburg, South Africa, with around 400 employees from diverse cultural and ethnic backgrounds. The company produces automotive components for local and international markets and has grown significantly since its establishment in the early 2000s. As the company expanded, it became increasingly important for leadership to navigate the challenges of managing a multicultural workforce.

The leadership team, led by CEO Thabo Maseko, a skilled but relatively unknown business leader, began experiencing friction among employees from different ethnic, racial, and linguistic backgrounds, particularly as more immigrants from neighbouring African countries joined the workforce. These challenges affected the company's productivity and team cohesion.

Workers from different cultural backgrounds had conflicting communication styles. For example, the local Zulu-speaking workforce often felt disrespected by the direct communication styles of workers from Nigeria, leading to misinterpretation and tensions on the factory floor. South Africa's 11 official languages and the presence of workers from across Africa created communication challenges. The company's meetings were often conducted in English, but not all employees were proficient, leading to misunderstandings, frustration, and inefficiency.

There were perceptions of favouritism within the company. Some of the black South African employees felt that immigrant workers were given more responsibility or higher positions due to their perceived willingness to work longer hours. This led to resentment and accusations of discrimination. Employees from different cultural backgrounds had different expectations regarding leadership styles. Some workers valued a more

hierarchical and authoritative leadership style, while others preferred more collaborative and participatory approaches.

4.1 Using the case study as a base for your answer, explain the key leadership challenges Maseko must face in his leadership position. (10)

4.2 Provide advice to Maseko on how to effectively deal with these challenges. (15)

[25 marks]

OR

QUESTION 5 [25 marks]

5.1 Briefly explain four different power sources available to leaders and discuss how each can or is applied by African leaders. (12)

5.2 Leaders use various tactics to influence and mobilize subordinates, each with its own advantages and limitations. Discuss any **five** influence tactics explaining their advantages, and limitations in different leadership situations. How should leaders determine the most appropriate tactic for a given situation? (13)

[25 marks]

Please turn over.

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

QUESTION 6 [25 marks]

6.1 Advise your sibling and friend on the meaning of change and how it can impact their lives. Your younger sibling and her friend are discussing the challenges of being in the first year with you. Describe, in detail, the meaning of change and how it can impact one's life.

(10)

6.2 Provide these two first years with advice on how to deal with change. Outline the change management model you suggest they apply and provide examples to help them understand the practical application of this model.

(15)

[25 marks]

OR

QUESTION 7 [25 marks]

Read the case study and answer the questions that follow.

Case Study: Self-Leadership in the Context of South Africa's Socio-Economic Challenges

South Africa is currently grappling with several socio-economic challenges, including high unemployment, inequality, corruption, and widespread poverty. The government is working to address these issues through various policies and initiatives, but individual citizens and leaders also have a role to play. In this context, self-leadership becomes a vital skill for individuals seeking to rise above challenges, manage stress, and contribute to the country's development.

Sarah, a 28-year-old South African, recently graduated with a degree in Business Management. Despite the high unemployment rate, Sarah secured a job in a small business consultancy firm. Her role involves helping small businesses become more efficient, while also improving their digital presence. However, she faces a range of challenges in the workplace, such as a lack of resources, poor infrastructure, and

corruption in the local business environment. Additionally, her company is understaffed, and employees are often overworked.

Despite these challenges, Sarah has been able to thrive due to her self-leadership abilities. She takes the initiative to solve problems creatively and is disciplined in managing her time. Sarah also practices self-awareness by identifying her strengths and weaknesses and regularly seeks feedback from her colleagues to improve her performance. Additionally, she is motivated by a personal vision of contributing to the growth of small businesses in South Africa, viewing this as a means to help alleviate poverty and unemployment.

Sarah's success has caught the attention of her superiors, and she has been promoted to lead several key projects. However, she continues to face internal and external pressures, including managing difficult clients, balancing work-life commitments, and dealing with the uncertainty of the South African economy.

7.1 Evaluate how Sarah's self-leadership strategies have contributed to her success in the context of South Africa's socio-economic environment. Discuss four specific self-leadership practices Sarah uses and how each helps her navigate her work challenges.

(10)

7.2 In South Africa's current socio-economic landscape, individuals often face external pressures, such as economic instability, corruption, and limited opportunities. Drawing from Sarah's case, analyse the importance of self-leadership in overcoming these barriers. How can self-leadership at an individual level contribute to broader social change in South Africa?

(15)

[25 marks]

THE END