



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

COURSE CODE : CBM 221
COURSE TITLE : LEADERSHIP
DURATION : 3 HOURS
LEVEL : 2.2
DATE : 12 APR 2023
SPECIAL REQUIREMENTS : NONE

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Answer any **FOUR (4)** questions.
3. Begin each question on a new page.
4. The number of marks for each question or part question is shown in brackets [] .
5. Credit will be given for logical, systematic, and neat presentations.

QUESTION ONE

The Automobile Association (AA), which is a British motoring association, makes use of transactional leadership model. The company formed in 1905s and it has experienced significant growth over decades. However, as of 2004, the company was suffering from decline in membership and productivity. The company therefore, switched to a transactional leadership model. One of the actions that the company engaged in was firing people who were considered to be adding no value to the organisation. In addition to this, the working hours for employees were reviewed to ensure increased efficiency. Discuss transactional and transformational leadership models and show how the two can be applied to improve performance in the Zimbabwean companies. **(25 marks)**

QUESTION TWO

Suppose you are engaged as a leadership consultant to assist a newly established company on business and leadership cycles. What would you advice the company to do in terms of leadership during the introduction, growth, maturity and decline of business. **(25 Marks)**

QUESTION THREE

In today's business world, leaders should be heedful of the changes that are taking place in the global environment. As a manager, how do u utilise the discovery and creation theory to ensure your organisation is successful. **(25 Marks)**

QUESTION FOUR

Succession planning is important for the going concern of the organisation. Discuss the steps leaders should follow in succession planning process. **(25 Marks).**

QUESTION FIVE

Critically evaluate the importance of environmental scanning to successful leadership. **(25 Marks).**

THE END