



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ACCOUNTING, FINANCE AND HUMAN CAPITAL MANAGEMENT

EXAMINATION PAPER

MODULE CODE : CHR 423
MODULE TITLE : LEADERSHIP AND ETHICS
DURATION : 3 Hours
LEVEL : 4.2
DATE : 11 APR 2025

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue
2. Answer question number **one (1)** in section A (Compulsory) and any other three (3) questions in section B
3. The number of marks for each question or part question is shown in brackets []
4. Begin each question on a new page.
5. **DO NOT OPEN THIS PAPER UNTIL THE INVIGILATOR INSTRUCTS YOU.**

SECTION A

CASE STUDY

In the late 1990s, Zimbabwe faced significant economic challenges and a lack of communication infrastructure. Amidst this turmoil, a visionary named Luyanda recognized a crucial opportunity, the power of communication could uplift communities and drive progress. His dream was to revolutionize telecommunications, and he set forth on a journey that would not only change the nation but also redefine ethical leadership in business.

In 1998, after overcoming numerous obstacles—including government resistance and regulatory challenges Luyanda launched TechWorld a telecommunications company. With a commitment to ethical practices, he established the company with a mission to connect people and provide equitable access to communication. Luyanda's leadership emphasized integrity, transparency, and respect for all stakeholders, laying the groundwork for a responsible business model.

The early days were filled with difficulties. TechWorld faced fierce competition and bureaucratic hurdles, but Luyanda's resilience and ethical approach set a strong foundation. He believed that ethical leadership meant standing firm in his values, even when faced with adversity. This commitment attracted a dedicated team who shared his vision for a more connected and just society.

As TechWorld rolled out its services, it became a game changer in Zimbabwe. Luyanda's focus on customer service and community engagement was a reflection of his ethical leadership. He ensured that the company prioritized the needs of its customers, particularly in underserved areas, demonstrating that businesses can thrive while adhering to ethical standards.

Despite the successes, TechWorld faced numerous challenges. Economic instability and hyperinflation threatened its growth. However, Luyanda's ethical leadership shone through. He remained committed to innovation and diversification, expanding

TechWorld's services to include renewable energy and agricultural support, reflecting a dedication to sustainable development and societal well-being.

Luyanda firmly believed that businesses should actively contribute to society. Under his leadership, TechWorld engaged in various corporate social responsibility initiatives, investing in education, healthcare, and environmental sustainability. This commitment reinforced the idea that ethical leadership involves not just profit-making but also uplifting communities and addressing social issues.

As the years passed, TechWorld became more than just a telecommunications company; it became a beacon of hope and ethical leadership in Zimbabwe. Luyanda's transformational leadership style; marked by resilience, empowerment and a commitment to ethics was instrumental in shaping the company's culture and success. His leadership demonstrated that ethical behavior can coexist with profitability, leading to long-term sustainability.

Today, TechWorld continues to thrive, adapting to new technologies and market demands while upholding its ethical standards. Luyanda's vision remains alive, inspiring a new generation of leaders to prioritize integrity and social responsibility. The company's journey reflects the power of ethical leadership in driving innovation and connecting people in a rapidly changing world.

QUESTION ONE

- i) Assess Luyanda's vision for TechWorld and explain how it reflects the principles of ethical leadership. Use specific examples from the case study. **[10 marks]**

- ii) Examine the role of corporate social responsibility in TechWorld's operations and explain Luyanda's commitment to Corporate Social Responsibility reflects his ethical leadership approach. **[10 marks]**

- iii) Identify and discuss two significant challenges Luyanda faced as a leader and indicate how he managed to navigate these challenges while maintaining ethical integrity. **[5 marks]**

SECTION B

QUESTION TWO

Compare the following leadership styles and discuss its key characteristics of each style providing examples of a leader who represents each style

- I) Situational leadership **[10 marks]**
- II) Transformational leadership **[10 marks]**
- III) Servant Leadership **[5 marks]**

QUESTION THREE

Analyze how power dynamics within an organization can affect leadership styles and decision-making. Provide examples of how power imbalances might impact team performance and morale. **[25 marks]**

QUESTION FOUR

As a Human Resources Manager, you have been asked to assess the leadership challenges faced by a nonprofit organization in Zimbabwe. Discuss the leadership considerations and competencies required to lead a mission-driven, resource-constrained organization effectively and provide recommendations on how the leadership team can foster greater collaboration and innovation to achieve its goals. **[25 marks]**

QUESTION FIVE

Evaluate the role of ethical leadership in preventing and addressing abuse of power within organizations. In your answer explain how leaders can establish clear ethical guidelines, promote transparency and foster a culture of accountability to mitigate the risks of power being misused. **[25 marks]**

QUESTION SIX

Examine the role of emotional intelligence in effective leadership and explain how a leader's emotional intelligence impact team dynamics and decision-making. **[25 marks]**

END OF EXAMINATION QUESTION PAPER

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