

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
GRADUATE SCHOOL OF BUSINESS
MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE
LEADERSHIP AND LEADERSHIP STYLES (MLC502)
EXAMINATION QUESTION PAPER
DURATION: 3 HOURS 30 MINUTES

 **OCT 2023**

Instructions and Information to Candidates

1. Section A is compulsory and carries 40 marks.
 2. Answer 'Question 1' from Section A and any three (3) questions from Section B.
 3. The paper carries six questions.
 4. All Questions in Section B carry equal marks of 20 each.
 5. The use of cell phones is not allowed in the examination.
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SECTION A: [COMPULSORY]

QUESTION 1

CASE STUDY: PHILIP MATARANYIKA, THE MAN WHO HAS DEMYSTIFIED DEATH - NYARADZO FUNERAL SERVICES

Death has a different meaning in the African context. Owning and operating a funeral business was once taboo. One man who can attest to this is Nyaradzo Group Chief Executive Officer (CEO) Philip Mataranyika. Twenty years ago, he wanted to launch a funeral company, but he knew the resistance that will come his way. Commemorating its 20 years of existence, Mataranyika travelled the memory lane, revealing the resistance he faced. "When we got Nyaradzo registered with all the paperwork needed to operate as a funeral assurance company by March 2001, there was one big elephant in the room: how I would break the news to my mother," the entrepreneur reminisced. When his mother heard the news, she protested vehemently against the idea to his in-laws, accusing her son of "inviting misfortune to the company." Her protests to unleash a stillbirth to the funeral business were futile, and the concern was birthed. Back then, the funeral business was a big no for the indigenous people. Venturing into such could attract rebuke and reproach from departed spirits. At the onset, the main objective of forming Nyaradzo was to provide funeral services in sync with the perceived African culture. But they had to overcome the cultural barrier first, and today more subsidiaries have been added to the group.

Two decades later, the company has managed to demystify death. "Along the way, Nyaradzo has altered negative stereotypes. Death no longer scares the daylights out of people," he wrote, declaring that, "there is now acceptance" that we are all mortal beings." These words coming from a man who has seen death countless times, it has to be believed. The company now enjoys a large chunk of the funeral market share. At most funerals, the bereaved sing a song: "Uri soja usatye" (you a soldier, remain brave). This is directed to the grieving, as well as the departed to transform soldierly to the world yonder. The chorus aptly applies to Nyaradzo when they faced numerous storms, but elected to be steadfast. "We ventured into new frontiers

and built muscle. We made bold decisions that kept us afloat and took risks,” the statement noted.

Operating in a hyperinflationary economy was a test for most businesses. The multicurrency basket was unpredictable, and some tough decisions had to be implemented. “In taking bold decisions to build the business, we had brushes with the law,” the CEO revealed. “We bought the elusive foreign currency (forex) on the then parallel market in a desperate bid to keep the business going.” During that era, the company had three choices: close the business, blame the economy, and disappoint clients or source forex on the parallel market to operate. The company chose the latter avenue, leading to Mataranyika being arrested for violating foreign exchange regulations. He spent two nights in prison but was later acquitted. And with time, some of the cynical individuals, including his mother became some of their biggest cheerleaders to propel their efforts further. The CEO has scooped numerous accolades, the latest being in 2013 courtesy of Empretec Zimbabwe, which awarded him the Businessman Luminary Award. When cyclone Idai ravaged the country, the Nyaradzo Group aided affected families, in a bid to resurrect their affected lives. “We are happy that rebuilding from the rubbles has started. It will take longer but will be done,” he declared. They are also targeting to resuscitate the environment by planting 5 million trees by 2026. Going against the norm, the parlour served at the funeral of two national heroes. Traditionally, it was a chosen funeral company that carried all burials. Mataranyika drove the hearse carrying Olive Mtukudzi’s remains. The company repeated their feat serving as Robert Mugabe’s undertakers.

Source: <https://www.nakiso.tv/2020/11/philip-mataranyika-man-who-has.html>

Required:

- a) What can aspiring leaders learn from the life story of Philip Mataranyika? (20 marks)
- b) Citing practical examples from the passage to justify your answer, what kind of leader is Philip Mataranyika? (20 marks)

[Total : 40 marks]

SECTION B: *Answer any three (3) questions from this Section.*

QUESTION 2

Citing practical examples distinguish between leadership and management.

[20 marks]

QUESTION 3

Citing practical examples, which is the most appropriate leadership style?

[20 marks]

QUESTION 4

Discuss any five leadership theories or models.

[20 marks]

QUESTION 5

What are the pros and cons of involving subordinates in decision making?

[20 marks]

QUESTION 6

Discuss any four leadership frames.

[20 marks]

END OF EXAMINATION PAPER