

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

**MAR 2024**

**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: NAPOLEON: THE MOST PERSUASIVE MAN IN HISTORY?**

How persuasive was Napoleon? His parents fought against the French, and he was born in the Corsican Mountains while his mother was hiding from the French invaders, yet he convinced the French conquerors of Corsica to make him their leader. When the revolutionaries beheaded the French king and queen, they put up a sign on the palace declaring that France would never be ruled by a king. The revolutionaries also guillotined thousands of other nobles in the name of equality. Yet Napoleon convinced these same revolutionaries to make him Emperor with more absolute power than the kings of France ever had. Two American presidents had their reputations tarnished by the death of 58, 000 U.S soldiers in the Vietnam War (out of a population of 200 million). Up to 1.7 million French soldiers were casualties in the Napoleonic wars (out of a population of 28 million), yet Napoleon remained beloved by his soldiers and countrymen. What made Napoleon so charismatic?

“I have only one counsel for you- be master” (Napoleon, retrieved 2013).

*Master Writing:* Napoleon scored his first major victory with the pen, not the sword. The young Napoleon developed his writing skills by entering literary contests and by writing a romantic novella. Napoleon first gained national attention by writing his Address of the National Assembly, in which he pledged Corsican support for the French Revolution. The National Assembly was so impressed by the address that they granted Corsicans the “full rights and liberties of French citizens” (Markham, 1966, p.21). (Not all the Corsicans were impressed by Napoleon and his family had to flee Corsica.) Later, Napoleon gained the attention and support of the French revolutionary leaders by writing a pamphlet. During his military campaigns, Napoleon would send back to Paris dramatic bulletins that glorified his victories. These bulletins made him the best-known general even though other French generals were also winning battles. He used poetic images, for example, he called one fight the “Battle of the Pyramids” even though it took place in a melon patch 30 miles from the pyramids.

*Master Your Voice:* Napoleon knew the powerful effect that emotionally expressive voices can have on others. The diplomat Caulaincourt said of Napoleon "He had, when he wanted, something seductive, persuasive, in his voice and manner.... no man ever had more charm." Here's how a battle hardened general described Napoleon: "When he wanted to seduce, his manner was one of ineffable charm, a kind of magnetic power. The person he wishes to attract seems to lose control of himself (both quotes are from Arsonson, 1990, p. 15).

*Don't hold Back:* Napoleon knew the value of an all-out impassioned plea. While still a relatively poor, unknown junior officer, Napoleon won the affections of the most sought-after women in France. Josephine (who was also well connected politically), by writing her a letter worthy of Shakespeare:

I awaken full of you. Between your portrait and the memory of our intoxicating night, my senses have no respite. Sweet and incomparable Josephine, what is this strange effect you have on my heart? What if you were to be angry? What if I were to see you sad or troubled? Then my soul would be shattered by distress. Then your lover would find no rest. But I find none, either, when I succumb to the profound emotion that overwhelms me, when I draw from your lips, from your heart, a flame that consumes me.... I send you a thousand kisses but send me none in return for they set my blood on fire (Aronson, 1990, p.57).

Napoleon used the same sort of all-out appeals to inspire his troops. During his resignation speech to his troops, he let tears fall down his cheeks. The soldiers were touched by his unrestrained emotional displays and later supported his reinstatement as Emperor.

*Master Art and Ceremony:* Napoleon's coronation was a masterpiece of pomp, circumstance, and symbolism. A famous painter who had supported the republican cause by signing death warrants for many nobles now glorified Napoleon's coronation as Emperor in an awe-inspiring painting. By inviting the Pope to participate in his coronation, Napoleon publicly expressed his desire to make peace with the Church. Yet Napoleon grabbed the crown from the Pope and placed it on his own head, thus symbolically demonstrating his supremacy over the Church.

*Rule with Praise:* Napoleon created the Legion of Honor to motivate soldiers with praise and public recognition (contrary to earlier revolutionary prohibition on nonegalitarian honors). Napoleon stated, "A soldier will fight long and hard for a bit of colored ribbon (Napoleon, retrieved 2013).

*Master of Grand Gesture:* In one battle (at Tilsit, in 1807), Napoleon and his army killed thousands of Russian soldiers. Yet a few days later, Napoleon had a Russian soldier kissing his hand in gratitude. How? He gave the soldier a medal of bravery. Napoleon also charmed Czar Alexander I, who became a big admirer of Napoleon. He convinced the Czar to join an embargo against the English that the Czar's own nobles strongly opposed.

On his return from exile in 1815, Napoleon encountered on the road troops who had been sent to arrest him. Napoleon boldly faced the troops alone and cried, "Kill your emperor if you wish" (Markham, 1966, p.141). The troops broke ranks and crowded around him, cheering welcoming him back. These soldiers must have known that welcoming Napoleon back would mean war.

*Master Your Craft:* Napoleon knew that his public support ultimately depended upon his military victories. As a student, he studied and mastered the mathematics behind artillery. He also read books on the latest military tactics and theoretical articles about how the new types of artillery might transform warfare. Napoleon is one of history's greatest military geniuses.

*Source: Humphrey, R.H. 2014. Effective leadership: Theory, cases and applications. Virginia Commonwealth University: SAGE Publications.*

**Required:**

- a) Is Napoleon a dark-side leader or a heroic reflection of his times and culture? (10 marks)
- b) What do you think made him so charismatic? (10 marks)
- c) How can his tactics be used in more ordinary circumstances in typical business organisations? (20 marks)

**[Total 40 marks]**

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

**QUESTION 2**

Discuss the distinction between leadership and management citing practical examples. **[20 marks]**

**QUESTION 3**

Citing practical examples, discuss the most appropriate leadership style. **[20 marks]**

**QUESTION 4**

Examine the relevance of any five leadership theories or models. **[20 marks]**

**QUESTION 5**

What are the advantages and disadvantages of involving subordinates in decision making?  
**[20 marks]**

**Question 6**

Citing practical examples, discuss any four leadership frames. **[20 marks]**

**END OF EXAMINATION PAPER**