

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

EF JUN 2023

INSTRUCTIONS AND INFORMATION TO CANDIDATES

1. Section A is compulsory.
 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 cellphones is not allowed in the examination.
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SECTION A (COMPULSORY)

QUESTION 1

CASE STUDY: DR GIDEON GONO'S STINT AT CBZ.

In February 1995 I was appointed Managing Director and Chief Executive Officer of the Commercial Bank of Zimbabwe (CBZ). This breakthrough appointment was made against the background of the collapse in 1991 of the Bank of Credit and Commerce International (BCCI) that had been CBZ's major shareholder. My mandate was broad and far-reaching including the following:

- Turning around CBZ's fortunes by restoring the bank's stakeholder confidence, re-establishing the bank and integrating it into the community of key financial players in Zimbabwe and abroad.
- Motivating CBZ to greater heights of achievement and raising its institutional profile through the creation of a credible vision and mission around which staff, clients' customers and other stakeholders would rally their efforts and association with the bank.
- Putting in place appropriate and necessary systems and procedures as well as crafting strategies for spearheading the bank's privatization followed by the attraction of external stakeholders and technical partners to inject new capital and help provide the bank with a sound base for leadership and success in the future.
- Listing the bank on the Zimbabwe Stock Exchange which was achieved in September 1998.

When I was done with the discharge of this mandate in 2003, CBZ had acquired an impressive portfolio of investors whose investments comprised 39% local individuals and institutions, 20% Government of Zimbabwe, 26% the ABSA Group of South Africa and 15% Libyan Foreign Bank (LAFB) which bought shares from the International Finance Corporation a private sector arm of the World Bank that had been the initial investor alongside ABSA. At the time of my appointment in 1995, CBZ was reeling from inherited difficulties related to the collapse of BCCI which was wholly owned by the state.

The smart partnership that I managed to forge between national, regional and continental business corporation, government, labour, individuals and civil society organisations provided CBZ with a competitive edge that has stood as a solid foundation for the bank's

sustained progress and has helped CBZ grow to become Zimbabwe's second largest bank in 2008.

In retrospect and given the untold sleepless nights that my team endured during implementation of the broad turnaround mandate I had at CBZ between 1995 and 2003, it turns out that the experience was the first and most important preparation for my broader mandate as Governor of the RBZ between 2005 and 2008 when the country itself and not one banking institution critically needed a far-reaching national turn-around strategy.

Extracted from: The Story of My Life – Gideon Gono.

Available at: <https://www.zimbojam.com/the-story-of-my-life-gideon-gono/>

Required:

- a. Based on his mandate described in the extract above, was Gideon Gono a leader or manager? Elaborate. **(15 marks)**
- b. Why did Gideon Gono work with a team and what are the advantages of team work? **(15 marks)**
- c. Based on the extract above what style of leadership did Gideon Gono use? **(10 marks)**

[Total 40 marks]

SECTION B: (Answer any three [3] questions from this section)

QUESTION 2

With reference to examples from organisations of your choice discuss the notion that leadership and management are distinct but complementary.

[20 marks]

QUESTION 3

In your experience as a leader or manager which is the most appropriate leadership style? Elaborate your answer citing practical examples from your experience.

[20 marks]

QUESTION 4

With reference to organisations of your choice discuss the relevance of any **five** leadership theories or models.

[20 marks]

QUESTION 5

Discuss the advantages of leaders involving their subordinates in shaping decisions.

[20 marks]

QUESTION 6

Discuss the seven critical thinking tactics identified by Forbes (2020) used by high performing leaders to make informed decisions.

[20 marks]

END OF EXAMINATION PAPER