



**COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE**

**NMMS 206: MANAGEMENT THEORIES AND PRACTICES 1**

**END OF SECOND SEMESTER EXAMINATIONS**

**APRIL 2022**

**LECTURER: DR FARAI CHIGORA**

**TIME: 3 HOURS**

---

### **INSTRUCTIONS**

You are required to answer questions as instructed

Section A is compulsory and choose any **two** questions in Section B

Start **each** question on a new page in your answer booklet

Credit will be awarded for logical, systematic and neat presentations

## **Case Study (AkzoNobel: Global Management Team)**

AkzoNobel Decorative Paints division, known as Deco, employs roughly 22,000 people on five continents and is the largest supplier of decorative paints in the world. Deco generated a turnover of €4.7 billion in 2009, down 7% from 2008.

Following the acquisition of a major competitor, the global economic crisis exposed structural issues at an organisational level that hindered Deco's ability to respond to strategic priorities. A major liability was the fragmented, multi-local organisational structure that had developed over the years. In spite of its global scale, Deco was not living up to its global potential.

The company needed to leverage its worldwide reach to maintain its position in several new business areas and take advantage of its leadership within established markets. But how does an established corporation with nearly €5 billion in turnover and more than 20,000 employees across dozens of independent business units move from being a multi-local company to a single global entity? How can it act and behave as a truly global company to leverage its range of people, competencies, and capabilities? On top of that, how does a company that had not been growing for the past years spur growth in the context of a tight financial market, a collapsing housing market, and fierce competition?

Deco transformed its organisation from the inside out. But at the outset of the change, the participants leading the process did not anticipate the scope of the transformation they were about to undertake. The transformation at Deco began with a basic commitment to helping the leaders of the organisation to connect better with each other and with their teams. This initiative then helped to support a complete paradigm shift that saw the mission of the company change from selling paint to 'adding colour to people's lives.' Once internal leadership was developed, the company was ready to commit to acting – and engaging its customers – as a truly global brand.

### **Section A (Compulsory)**

#### **Questions 1**

Provide a brief report on any **four** leadership roles that have been applied as a management practice in the case study above. **[50]**

## **Section B (Choose any two questions)**

### **Questions 2**

Discuss any **four** skills of a manager in the form of pyramid providing that have helped in improving business operations globally. [25]

### **Questions 3**

‘Strategic planning has proved to be the life-line of businesses’. Critically discuss this statement. [25]

### **Questions 4**

‘Management is not leadership’. Discuss how the schools of management has tried to clarify this argument. [25]

### **Questions 3**

Discuss any **five** factors of an organisational structure that are influenced by the organising function of a manager. [25]

**END OF EXAMINATION**