



COLLEGE OF SOCIAL SCIENCES, THEOLOGY, HUMANITIES & EDUCATION

NHEC412: Communication and Leadership

END OF SECOND SEMESTER EXAMINATIONS

APRIL/MAY 2026

LECTURER:

DURATION: 3 HOURS

INSTRUCTIONS

1. This paper contains **TWO** sections (Section A and Section B).
2. Section A is **COMPULSORY**.
3. Answer **ANY TWO (2) questions** from Section B.
4. Start each question on a new page in your booklet.
5. Credit will be awarded for logical, systematic and neat presentation
6. Do not repeat material.

SECTION A: COMPULSORY

INSTRUCTION: *Answer Question 1.*

Question 1

Nelson Mandela and his Presidency

Nelson Mandela exemplified transformational leadership through forgiveness, unity, and resilience during South Africa's transition from apartheid. His leadership style evolved from militant activism to inclusive governance, prioritizing reconciliation over retribution. Mandela drew from tribal regents, emphasizing listening and consensus before deciding. Imprisoned for 27 years, he maintained self-discipline, controlling emotions to focus on logical choices. This built conscientiousness and emotional intelligence under extreme pressure. As South Africa's first Black president, Mandela formed the Truth and Reconciliation Commission to address apartheid wounds without vengeance. He supported the Springboks rugby team, turning a symbol of oppression into national unity during the 1995 World Cup. These acts symbolized inclusive leadership, boosting moral authority. Mandela adapted from a charismatic anti-apartheid fighter to strategic reconciler, influenced by prison reflection. He empowered others, recognized contributions, and avoided suppressing former foes. His approach combined intellectual stimulation with individualized care, transforming followers

- (a) Outline traits exhibited by Nelson Mandela in his role as a leader in post-Apartheid South Africa [10 marks]
- (b) To what extent did Mandela's shift from militant activism to inclusive governance, shaped by 27 years of imprisonment, strengthen or limit his ability to lead during South Africa's post-apartheid transition? [10 marks]
- (c) As part of his leadership style, Mandela set up the Truth and Reconciliation Commission with emphasis on promoting forgiveness and healing. To what extent do you think this potentially undermined accountability for apartheid-era atrocities? [10 marks]
- (d) In supporting the Springboks rugby team, a former symbol of oppression, and blending emotional intelligence and personal charisma, to what extent do you think this gesture unified the nation or alienated Black South Africans [5 marks]
- (e) What lessons can be learnt from Nelson Mandela's leadership style [5 marks]

SECTION B

INSTRUCTION: *Answer ANY TWO (2) questions.*

Question 2

Winston Churchill, one of the acknowledged great British Prime Ministers once said, 'the difference between mere management and leadership is communication'. Based on this quotation, define what is meant by the term "leadership". Show in what ways effective

communication is linked to effective leadership.

[30 marks]

Question 3

“With integrity, you have nothing to fear, since you have nothing to hide. With integrity, you will do the right thing, so you will have no guilt.” Making reference to the quotation from American author Zig Ziglar, discuss in detail, the qualities of a good leader.

[30 marks]

Question 4

Emotional Intelligence (EI) refers to “the capacity of a leader to deal effectively with their own and others’ emotions.” Examine the importance of emotional intelligence to leadership. In your response, highlight the link between emotional intelligence and leadership potential. **[30 marks]**

Question 5

With your knowledge of conventional leadership theories, your friend who owns a communication and marketing firm asks for your advice on which leadership theories to use in order to grow performance of the firm. Identify any **two [2]** theories you would recommend and explain fully why you would recommend them

[30 marks]

END OF PAPER