



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

**NMMS510: BUSINESS LEADERSHIP**

**END OF FIRST SEMESTER EXAMINATION**

**NOVEMBER 2021**

**LECTURER: DR FARAI CHIGORA**

**TIME: 5 HOURS**

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### **INSTRUCTIONS**

Choose and answer one question only

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Start each question on a new page

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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.

#### **Questions 1**

Provide a brief report on any **four** types of leadership styles that have been applied in the case study above. Justify where each of these apply in the success of this organisation. [100]

#### **Questions 2**

Discuss any **five** factors of an organisation structure that relates to the leadership success of the organisation presented in the case study above. [100]

#### **Questions 3**

'Teams lead the organisation'. Discuss this statement in relation to any **five** aspects that are presented in the case study above. [100]

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**END OF EXAMINATION**

