

Course code

**LGB9X01**

Course or topic name(s)  
Paper Number and Title

**Leadership in the Growing  
Business**

Examination/ to be held during  
month(s) of

**MARCH**

Year of Study

**2021**

Degrees/Diplomas for which this  
course is prescribed

**MBA**

Faculty/ies presenting candidates

**JOHANNESBURG BUSINESS  
SCHOOL- JBS**

Internal examiner(s) and  
telephone and extension  
number(s)

**DR RUWAYNE KOCK**

**082 334 1206**

External Examiner

**DR JENIKA GOBIND**

Time Allowance

**3 HOURS**

Instructions to candidates:

**INSTRUCTIONS**

Answer **ALL** questions

– Please read the following instructions carefully –

- You will need to type up your exam and send through the file in Word and PDF format.
- Please ensure that you use the correct naming conventions for your document.
- Students must stop writing at 11:30 sharp and email the completed answer book to [Currentmbas@jbs.ac.za](mailto:Currentmbas@jbs.ac.za) no later than **11:45**.
- Since this is an exam equivalent assignment, late submissions will not be accepted.
- Please make sure that your laptops are fully charged for the exam window period.
- We advise students to be at a location that has reliable internet access to be able to email the completed answer book.
- Save your work as you go.
- Ensure that you time yourself not to lose track of time

The online examination is case-based – all the questions are based on a case study. The company case provided will include sufficient information on the business organisation, and students will be allowed to use their prior knowledge of the organisation and industry, in addition to the information provided.

The online exam approach has been chosen for its potential to test the application of leadership knowledge and skill by students, when applying case information to relevant leadership tools and frameworks.

Good luck!

Please answer **ALL** questions based on the case study.

**Case Study: Entrepreneurial Habits in the Kenya Red Cross Society (KRCS)**

Please answer the following questions based on the case study:

1. Conduct an analysis of the leadership landscape of Dr Gullet, using leading self, enterprise and environment framework.

**(Mark: 30)**

2. By venturing into many different commercial ventures, KRCS evolved and was no longer a simple non-profit society, but an organisation that operated on different business models and was exposed to various environmental dynamics.

- a. Discuss how entrepreneurial leadership was demonstrated to increase the chances of future sustainability of the Society and its subsidiaries.

**(Mark: 30)**

3. Discuss how Dr Gullet was able to create a shared value to its stakeholders that would propel KRCS's programmes into the future.

**(Mark: 20)**

4. Is Dr Gullet ready for his next move, being confident that the changes he made would create leadership excellence at KRCS? Support your view by drawing on information provided in the case study.

**(Mark: 20)**

**Total Marks:100**

**\*\*\*END OF QUESTION PAPER\*\*\***