



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business & Social Studies***

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN  
BACHELOR OF COMMERCE

**BDS 4231: LEADERSHIP AND GOVERNANCE**

END OF SEMESTER EXAMINATIONS

**SERIES: APRIL 2015**

**TIME: 2 HOURS**

**INSTRUCTIONS:**

- Answer Question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper.

***This paper consists of Two printed pages***

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**QUESTION 1 (Compulsory)**

- a) What is leadership in an organization? **(3 marks)**
- b) Briefly discuss any **FIVE** characteristics of a good leader. **(5 marks)**
- c) What benefits does a firm enjoy, if it has sound leadership? **(7 marks)**
- d) In 1960 in his book “The Human side of Enterprise”, Mc Gregor demonstrated that the way in which Manager manage depends on the assumptions made about human behaviour. He grouped these assumptions into Theory X and Theory Y. Discuss these theories and state their relevance in modern firm. **(10 marks)**
- e) “Managing Innovation’ is a challenge to management..... especially top management and a touchstone of its competence” Peter Drucker with reference to the above quote, discuss atleast **FIVE** hallmarks, that organization need to work as the main ingredients for success at managing innovation. **(5 marks)**

## QUESTION 2

- a) What is Corporate Governance? (10 marks)
- b) Discuss the main parties or players to Corporate Governance? (10 marks)

## QUESTION 3

- a) What are the commonly accepted principles of Corporate Governance? (10 marks)
- b) Change can be gradual evolution or a sudden transformation. Discuss the factors of change from the external environment. (10 marks)

## QUESTION 4

- a) The role of management is to anticipate the need for change, create an atmosphere of acceptance of change and manage the stages of introduction and implementation.

**Required:**

Discuss the negative attitude towards change in an organization. (10 marks)

- b) What do you understand by the term Economic Environment of Business? Draw a Conceptual Framework to illustrate your answer. (10 marks)

## QUESTION 5

- a) What is Business Management? (10 marks)
- b) “Rational business decisions should be guided by strong moral judgement”. What are ethics and why they are important in Business? (10 marks)