



TECHNICAL UNIVERSITY OF MOMBASA

DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY ORDINARY EXAMINATION FOR:
BACHELOR OF BUSINESS ADMINISTRATION AND
BACHELOR OF COMMERCE
BDS 4231: LEADERSHIP & GOVERNANCE
END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2016

TIME: 2HOURS

DATE: Pick Date Select Month Pick Year

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions.

Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question One

Good corporate governance dictates that an organization is governed in a manner that maximizes shareholder value and is in the best interests of the society.

- a) Explain five key pillars of good corporate governance by use of clear illustrations(10mks)
- b) Explain the relationship between agency theory and corporate governance (8mks)
- c) Within an organization there are a number of internal parties involved in corporate governance referred to as internal corporate governance stakeholders. Identify and briefly explain the role of any six key internal corporate governance stakeholders(12mks)

Question Two

- a) Explain the concept of conflict of interest among directors and highlight four common areas of possible conflict of interest(10mks)

b) Explain five Conditions that may create conflicting situations in the workplace according to Kirchoff and Adams (10mks)

Question three

The key cornerstone in good corporate governance is balancing and managing the diverse interests of various stakeholders groups.

- a) Highlight four importance's of Stakeholder mapping (10mks)
- b) Using the medlows stakeholder model illustrate how to balance the interest and power of key stakeholders groups(10mks)

Question Four

(a) Tosi, Rizzo and Carroll (1986) consider the stages involved in the conflict process, from inception to end. Highlight the six stages. (12mks).

(b) Write short notes on any two theories of conflict management (8mks)

· Question Five

- a) Discuss two popular contingency theories of leadership(10mks)
- b) Highlight the factors that a company should take into account before engaging in Corporate social Responsibility(CSR) activities(10mks)