



# TECHNICAL UNIVERSITY OF MOMBASA

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DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY SPECIAL/ SUPPLEMENTARY EXAMINATION

**FOR:**

BACHELOR OF BUSINESS ADMINISTRATION AND BACHELOR  
OF COMMERCE

BDS 4231: LEADERSHIP AND GOVERNANCE

SPECIAL SUPPLEMENTARY EXAMINATION

**SERIES: SEPTEMBER 2017**

**TIME: 2 HOURS**

**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.**

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## **Question One**

a) Highlight Crainer's seven skills for managing change (10mks)

b) According to the Attribution Theory of Leadership, there are many ways in which an organization might be negatively impacted by a leader's attributions. Highlight five ways that may impact an organization positively (10ms)

a) Highlight five factors that influence leader effectiveness in different work situation (10mks)

## **Question two**

a) Explain the elements of the Existence Relatedness Growth theory (ERG) of motivation (10mks)

- b) Write short notes on the Trait theory of leadership(10mks)

### **Question three**

- a) Highlight the three elements which determine a leaders situational behaviour(10mks)

- b)Using four relevant examples explain the roleof participative leadership in an organization (10mks)

### **Question four**

- a) As a leadership and governance Consultant you are asked to recommend what you believe to be the 'key elements' of an ethical code of practice. Discuss what you would include and why (10mks)
- b) Explain the concept of 'conflict of interest' as expressed in corporate governance (10mks)

### **Question five**

- a) Highlight five factors that a company should consider before engaging in Corporate Social Responsibility(CSR) undertakings(10mks)
- (b) Discuss Hawthorne studies as one of the motivation theories (10mks).