

TECHNICAL UNIVERSITY OF MOMBASA

School of Business

DEPARTMENT OF BUSINESS ADMINISTRATION

ORDINARY EXAMINATIONS

BBA/BCOM EXAMS

UNIT CODE: HCA 2107: LEADERSHIP AND GOVERNANCE

Question paper

SERIES: MAY 2016

TIME: 2 HOURS

INSTRUCTIONS

- This paper consists of **FIVE** questions.
- Answer question **ONE (Compulsory)** and any other **TWO** questions

Question one

- (a) Identify and briefly explain the role of any five key internal corporate governance stakeholders (10Marks)
- (b) Discuss any four levels of conflicts in organizations (10mks).
- (b) Write short notes on the following two approaches to studying and describing leadership (10mks)
 - a) Trait Approach
 - b) Behavioral Approach

Question Two

- (a) Discuss the three critical dimensions of leadership situations that affect a leader's style as relates to the the LPC model (10mks)
- (b) Democratic leadership style seeks to obtain cooperation of workers in achieving organizational goals by allowing them to participate in decision making. Highlight five limitations of this style (10mks)

Question three

The participation model involves a much narrower segment of leadership than the other two models. It addresses the question of how much subordinates should be allowed to participate in decision making. The model includes different degrees of participation. Highlight five such degrees(15mks).

© Highlight five elements of Good corporate governance (5mks)

Question four

- (a) Leaders have flexibility in choosing the most appropriate style. However, the choice of the style depends on three forces. Discuss (5mks).

(b) In considering the leadership orientation that a manager can take, it appears that he can either be People oriented or Production oriented. Using the Managerial grid developed by Morton and Blake highlight the different types of management.(15mks).

Question five

- (a) Highlight five factors which influence leader effectiveness in different work situation (10mks).
- (b) Discuss Hawthorne studies as one of the motivation theories (10mks).

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BCOM/BBA YR 4 SEM 1

HCA 2107 LEADERSHIP AND GOVERNANCE

COURSE OUTLINE

1.0 Course Purpose

This course unit is designed to provide the learners with skills, knowledge and attitude necessary for successful leadership and good corporate governance of any organization they will be in charge of;

2.0 Learning Outcomes

At the end of the course unit, the learners should be able to:

- i) Explain the benefits of good leadership
- ii) Analysis leadership challenges faced by organizations and nations.
- iii) Explain the benefits of good corporate governance.

3.0 Course description

Meaning of leadership, methods of acquiring leadership positions, styles of leadership, differences between a leader and a manager approaches of leadership, theories of leadership, characteristics of leadership theoretical aspects of corporate governance, corporate governance codes, roles of owners and stakeholders, chairman, directors, non-executive directors, and for committee, conflicts resolution, leadership and motivation interpersonal relations and performance organizational development issues in leadership and governance.

4.0 Leading Methods

Lecturer's group's discussions, presentations, assignment, cases studies, guest speakers.

5.0 Instruction Materials

Whiteboards, markers, handouts, videos, LCDS projectors and computers.

6.0 Course Evaluation

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|------------------------------------|------|
| Continuous assessment tests (CATS) | 20% |
| Assignments | 10% |
| Final examinations | 70% |
| Total | 100% |

7.0 References

- Newsquit S.C & N.B Cooperate governance – Juim Publishers
- Yuk Gery –Leadership and Organization Practice – Hall Publications, sixth edition 2006
- Millin Christine A. Corporate governance, Oxford University press, second edition 2007

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