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**TECHNICAL UNIVERSITY OF MOMBASA**

**SCHOOL OF BUSINESS**

**DEPARTMENT BUSINESS ADMINISTRATION**

**UNIVERSITY EXAMINATION FOR:**

**DEGREE**

**BDS 4231 LEADERSHIP AND GOVERNANCE**

**ORDINARY EXAMINATION**

**SERIESE: AUGUST 2019**

**TIME: 2 HOURS**

**DATE: 12<sup>TH</sup> JULY 2019**

**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 **ONE (Compulsory)** and any other **TWO** questions.

**Do not write on the question paper.**

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**Question One**

“B.F Skinner, reinforcement motivation theorist contended that to motivate employees it is really not necessary to identify and understand needs (content motivation theories) or to understand how employees chose behaviors to fulfill them (process motivation theories). All the manager needs to do is understand the relationship between behaviors and their consequences, and then arrange contingencies that reinforce desirable behaviors and discourage undesirable behaviors” (Lussier & Achua, 2013)

(a) Explain the **FOUR** types of reinforcement based on examples (10 Marks)

(b) When using reinforcement to control employees’ behaviors, managers need to determine when to reinforce performance. Discuss the two schedules of reinforcement and provide relevant examples for each schedule (10 marks)

(c) Describe how control over information gives power to a person. (10 Marks)

**Question Two**

(a) Explain the difference between transformational and transactional leadership (10 Marks)

(b) Describe the qualities of charismatic leaders that differentiate them from non-charismatic Leaders. (10 Marks)

**Question Three**

“A number of studies found that many deaths and injuries each year in several countries are attributed to speaking on mobile phones while driving.” Should you, as a leader of a mobile phone service provider, have social responsibility obligations for dealing with this problem? Discuss. (20 Marks)

**Question Four**

(a) Explain the different styles of handling conflicts in organizations. (10 Marks)

(b) Why do you think so little emphasis is given to followership compared to leadership in organizations? (10 Marks)

**Question Five**

(a) “Although each leader will have a distinct style, generally decision making process involve key common phases.” Describe the general process of decision making adapted by organizational leaders. (10 Marks)

(b) Describe follower strategies for influencing your leader. (10 Marks)