



---

**TECHNICAL UNIVERSITY OF MOMBASA**

**SCHOOL OF BUSINESS**

**DEPARTMENT BUSINESS ADMINISTRATION**

**UNIVERSITY EXAMINATION FOR:**

**DEGREE**

**BDS 4231 LEADERSHIP AND GOVERNANCE**

**SPECIAL/ SUPPLEMENTARY 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.**

---

**Question One**

“Management research shows that investors are willing to pay more for a company with good corporate governance practice. Many investors look beyond the balance sheet for evidence of corporate social responsibility (CSR)”.

- (a) Analyze corporate governance definition using examples. (5 Marks)
- (b) Describe CSR definition using examples. (5 Marks)
- (c) Discuss how corporate governance may enhance corporate social responsibilities. (10Marks)
- (d) Highlight the types of CSR undertaken by organizations (10 marks)

**Question Two**

“Effective corporate governance requires a clear understanding of the respective roles of the board, Management and shareholders; their relationships with each other; and their relationships with other corporate stakeholders”

(a) Discuss the roles of these key corporate actors. (10 Marks)

(b) Explain the core guiding principles of corporate governance (10 Marks)

**Question Three**

(a) Discuss the differences between leadership and management. (10 Marks)

(b) How could leadership personality traits relate to effective leadership? (10 Marks)

**Question Four**

“Some theorists suggest that leaders should be able to adjust their style to the situation in which they find themselves. Others suggest that leadership styles are relatively fixed and that leaders should be matched to situations in which they can exercise most control.” Discuss (20 Marks)

**Question FIVE**

(a) Discuss the sources of power in an organization. (10 Marks)

(b) Explain the limits of coercive power as a resource for leaders (10 marks)