TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF ACCOUNTING AND FINANCE

UNIVERSITY EXAMINATION FOR:

BACHELOR OF BUSINESS ADMINISTRATION

BACHELOR OF COMMERCE

BDS 4231: LEADERSHIP AND GOVERNANCE

END-OF-SEMESTER EXAMINATION

SERIES: DECEMBER 2024

TIME: 2HOURS

DATE: Dec 2024

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** and any other **TWO** questions from this paper.

Do not write on the question paper.

Question ONE (Compulsory)

a) Describe how the functions of management contribute to the achievement of organizational objectives. (5 marks)

b) Enumerate five corporate governance principles. (5 marks)

c) Explain five distinctions between leadership and management. (5 marks)

d) Highlight the functions of a leader in motivating and inspiring their team members. (5 marks)

e) Enumerate the importance of corporate social responsibility (CSR) in corporate governance. (5 marks)

f) Explain the advantages a manager may gain from implementing the democratic leadership style. (5 marks)

Question TWO

a) The functions of the board of directors in companies vary depending on the type of organization. Describe the role and responsibilities of the board of directors in this context? (12 marks)

b) Discuss any four levels of conflicts in organizations? (8 marks)

Question THREE

a) Describe the key stages and strategies involved in Kurt Lewin's three-stage model of change. (12marks)

b) What are the primary motivation theories, and how do they play a role in improving employee performance? (8marks)

Question FOUR

a) The extent of change in leadership profiles from the past or present to the future holds significant implications for leadership advancement. Outline emerging attributes of global leadership. (10 marks)

b) Describe the impact of Interpersonal relations on employee performance. (10 marks)

Question FIVE

The agency theory in corporate governance is a framework that examines the relationship and potential conflicts between principals (shareholders) and agents (managers) within an organization.

Required

a) What are the key principles of agency theory? (6 marks)

b) Describe the implications of the agency theory in corporate governance. (6 marks)

c) How does agency theory impact the relationship between principals and agents within an organization? (8 marks)