



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

BACHELOR OF COMMERCE

BACHELOR OF BUSINESS ADMINISTRATION

BDS 4231: LEADERSHIP & GOVERNANCE

SPECIAL/SUPPLEMENTARY EXAMINATION

SERIES: JULY 2025

TIME: 2 HOURS

DATE: Jul 2025

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.

Question ONE

- a) Briefly describe Maslow's hierarchy of needs theory and explain how leaders can use this model to enhance staff morale. (8 marks)
- b) Write short notes on the following:
 - i) Transformational leadership
 - ii) Board of directors. (6 marks)
- c) Explain FOUR reasons why effective leadership is important to organizations. (8 marks)

- d) A board overseas and endorses significant managerial actions to protect the interest of shareholders. With reference to this statement, explain FOUR demerits of engaging non-executive directors in boards. (8 marks)

Question TWO

- a) Describe FIVE roles you are expected to perform as a board. (10 marks)
- b) Effective leadership in an organization cannot be overemphasized. Describe the criteria used to measure leader effectiveness. (10 marks)

Question THREE

- a) Recent times have witnessed the collapse of corporations due to increased corruption incidences. Explain FIVE propositions by the United Nations Convention to fight corruption in member countries. (10 marks)
- b) Leadership is about working with people to do new things in a world that is increasingly complex and fast-changing. Explain FIVE factors that influence leadership effectiveness. (10 marks)

Question FOUR

- a) Realizing that good governance is one of Africa's key ambitions. Explain the significance of effective corporate governance today. (10 marks)
- b) Leadership and management are essential for organizational success. Critically evaluate these two terms. (10 marks)

Question FIVE

- a) Ethics serve to analyze what is good or bad to an individual or the society at large. Describe the traits of a democratic leader. (10 marks)
- b) According to McClelland, motivated individuals are best suited for leadership positions within a company. Describe how McClelland's human motivation theory can be applied to motivate the workforce in your organization. (10 marks)