PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF SEMESTER EXAMINATION FOR MASTER OF ARTS IN LEADERSHIP

SEPTEMBER – DECEMBER 2019

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: MAL506

COURSE TITLE: GOVERNANCE AND ETHICS

EXAM DATE: MONDAY 2ND DECEMBER, 2019

TIME: 7:00PM – 10:00PM

DURATION: 3 HOURS

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer question **ONE** and **any other ONE** question

PART ONE (compulsory)

QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

Riverdale Investment Bank (K) Ltd Bank

Riverdale Investment Bank (K) Ltd, a well reputed bank is now faced with challenges at the management level of the Bank. The Bank has had several years of uninterrupted profit making but in the last few years has plummeted into loss making.

Recently the Bank's directors hired a specialist to investigate the factors contributing to the under performance of the Bank. Among the issues identified was lack of support by the external stakeholders such as the suppliers who complain they are not paid on time after delivering supplies to the Bank. Many former members of staff are begrudged, they are spreading bad rumors about the Riverdale Investment Bank (K) Ltd financial performance leading to deposit leakage. The local community laments that the Bank did not promote their welfare as a community. The host community complains that they have nothing to show from the Bank since all the jobs are offered to outsiders who are well connected to the Bank management. The members of the community lament that most of the locals are only given menial and less lucrative jobs such as cleaning and gate keeping.

The Bank's staff is also lamenting that of late the management does not treat them with respect and most of them have gone for long without increments in salaries. Top management is accused of allocating themselves bonuses but failing to give the rest of the staff the same consideration. The staff perspective was if the organization was performing poorly then the leadership was responsible and hence they should be the first group to suffer the consequences. The top management was also been accused of driving individual agendas and corruption whereby money had been lost through issuance of loans without following due procedures. Some money was lost when a construction company was rendered bankrupt. The huge sum of money lost in that bank has continued to affect the operations of Riverdale Investment Bank (K) Ltd . Among the recommendations made by the board is the need to hire a corporate leadership and ethics expert.

Required:

a) Demonstrate how Immannuel Kant's deontogical theory can improve the situation of the Riverdale Investment Bank (K) Ltd **(4 Marks)**

b) Explain the remedial measures you will put in place to alleviate challenges faced by the Riverdale Investment Bank (K) Ltd . **(6 marks)**

PART TWO

QUESTION TWO

c) Discuss how you would utilize core modes of ethical leadership to improve an organization under your leadership **(5 marks)**

d) Analyze the key dimensions of ethical leadership **(5 marks)**

QUESTION THREE

a) Evaluate the key competencies that a director should possess to enhance good corporate governance**.**

(5 marks)

b) Having been hired as a consultant, describe the steps you would put in place when developing the corporate culture of an organization. **(5 marks)**

QUESTION FOUR

a) Discuss four organizational culture dimensions citing examples of where and how they are used **(4 marks)**

b) Evaluate the role of key stakeholders in a corporation **(6 marks)**