



*Inspiring Innovation and Leadership*

**KARATINA UNIVERSITY**

**UNIVERSITY EXAMINATIONS**

**FOURTH YEAR, FIRST SEMESTER EXAMINATION**

**2023/2024 ACADEMIC YEAR**

**FOR THE DEGREE OF:**

**BACHELORS OF HUMAN RESOURCE MANAGEMENT**

**COURSE CODE: BHR 414**

**COURSE TITLE: LEADERSHIP AND CORPORATE GOVERNANCE**

**DATE: 18/12/2023**

**TIME: 11.00AM – 1.00 PM**

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**INSTRUCTION TO CANDIDATES**

**SEE INSIDE**

***Instructions: Answer question one and any other three Questions***  
**CITADEL LIMITED**

**QUESTION ONE**

Hempstone is the director of a Small and Medium-Term Enterprise known as Citadel limited that manufactures garments for local and international sale. He is the General manager exports that focuses on evaluating the skill-building programs for staff and reports directly to the agency leadership. Hempstone has a rigorous program that requires frequent travel. He however supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

The managers have become overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also complained that Hempstone has an attitude and high-handedness which demotivates them. They have also complained that her targets are too high and more often unreachable. They have mentioned this complaint to the C.E.O. but he turned a blind eye and was heard commenting that the staff is just too lazy. They therefore have difficulty reaching their set targets. They are now contemplating downing their tools to get a wider berth from the executive.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without referring the challenges to the top management.

- (a) It is apparent that Hempstone is performing poorly as a leader. Describe some of the challenges emerging leaders are likely go through. (6 Marks)
- (b) In order to run the enterprise successfully Hempstone needed to have certain traits. Describe these traits (6 Marks)
- (c) Analyze the role Hempstone should play as a team leader of the organization(7 Marks)
- (d) Using the situational theory, evaluate how Hempstone can motivate the employees (6 Marks)

**QUESTION TWO**

- a) Organizations need good leaders to guide and make the essential large-scale decisions to guide business. Critically examine this statement (8 Marks)
- b) A leadership approach refers to a leader's methods, characteristics, and behaviors when directing, motivating, and managing their teams. Identify the principles of a visionary leadership approach (7 Marks)

### **QUESTION THREE**

(a) Despite transformational leadership being a popular approach, it has its own weaknesses. Analyze these weaknesses (8 marks)

(b) Explain the key elements of coaching in leadership. (7 Marks)

### **QUESTION FOUR**

(a) The corporate governance function must steer the direction of an organization across a variety of important dimensions. Outline these dimensions (8 marks)

(b) Discuss ethical leadership in organization and its importance (7 Marks)

### **QUESTION FIVE**

(a) The main objective of the Code of Best Corporate Governance Practices is to improve the performance of organizations and facilitating access to capital. Analyze the main parts of these code (8 marks)

(b) Explain the importance of Emotional Intelligence for organizational leaders (7 Marks)

### **QUESTION SIX**

a) Analyze the role leadership in enhancing teamwork in organizations (8 Marks)

b) Governance frameworks are the bedrock of how an organization is governed. Explain the purpose of these frameworks (7marks)