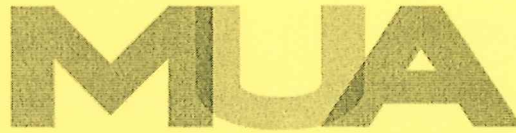


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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND  
LEADERSHIP

DML 901: THEORIES OF MANAGEMENT AND LEADERSHIP

DATE: 1<sup>ST</sup> APRIL 2022

DURATION: 3 HOURS

MAXIMUM MARKS: 50

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

**QUESTION ONE**

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

**Case study: Corporate Leadership**

A company that deals in Automobile business is embroiled in board wrangles amongst its directors. This wrangles arose after its newly appointed chief executive officer (CEO) discovered that the company had been involved in dubious transactions and invested shareholders funds in off shore accounts for the direct benefit. Upon blowing the whistle, the CEO tried to marshal the company through the board to undertake a forensic audit of the company's affairs stretching to a couple of years when he was not employed by the company. Some board of directors on learning of the scandalous revelations by its CEO are unhappy with him and want him sacked. Some of the independent board members who were not part of the scheme to defraud the company are opposed to the CEO's removal and this has split the full board of directors into two factions that keep fighting each other bringing to a halt the board activities as set out in its calendar. In taking a central and proactive role, a market regulator wades into the controversy and issues directions that the company be placed under a new interim board pending investigations on the conduct of directors of the company in respect to the alleged breach of fiduciary duties owed to the company and shareholders. A forensic report is submitted to the market regulator as well as the interim board of the company that establishes that certain directors misused company's money by investing in secret offshore accounts without shareholders approval and that such amounts invested were never disclosed in the company's financial statements. Additionally, it is established that the chairperson to the board had been involved in a transaction or bid that was evaluated by the board and where he had an interest in a particular bid but failed to disclose his interest to the board for approval and ratification or not.

**Required:**

- a) In light of the above, you are required to give an in-depth exposition on the key principles of corporate governance while highlighting the principles breached by the company's board of directors as adversely mentioned in the report. (10 marks)
- b) What would be your recommendations to the interim board in respect to the conduct of such directors taking into account the fact that the interim's board tenure is coming to an end. (10 marks)
- c) Do you think your recommendations will cause a turn around on governance of the company? Please explain (10 marks)

**QUESTION TWO**

The Leadership Circle Profile is a leadership assessment tool that measures the two primary leadership orientations:

- i) Discuss the importance of each of these orientations and their related elements. ( 5 Marks)
- ii) Evaluate why are creative and reactive dimensions of this Circle Profile deemed dominant in this model? (5 Marks )

**QUESTION THREE**

- a) Evaluate ways in which Bernard Bass enhanced McGregor Burns' concept of transformational leadership? (5 marks)
- b) Critically discuss the four moral principles of Transformational Leadership. (2 marks)
- c) Account for the emerging trends in integrating transformational and servant leadership into a new model of transformational-servant leadership. ( 3 marks)

**QUESTION FOUR**

- a) Demonstrate how principles of Transformational Leadership can be applied in the context of your organizational setting. **(4 marks)**
- b) Northouse states (2016) that “transformational leadership is a process that changes and transforms people”. In what ways does this approach to leadership raise the level of morality in leadership? **(4 marks)**
- c) Discuss any two of necessary principles and components of servant leadership. **(2 marks)**