



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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GABA CAMPUS – ELDORET

MAIN EXAMINATION

SEPTEMBER – DECEMBER 2022 TRIMESTER

SCHOOL OF BUSINESS

BACHELOR OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

CMM 416: LEADERSHIP, CORPORATE GOVERNANCE AND ETHICS

Date: December 2022	Duration: 2 Hours
Instructions: Answer Question ONE and any other TWO Questions	

QUESTION ONE

“At UPS, it is not where you are from or what you look like, it is how much you care and how good you are at your job” says Hugo Parades, UPS District Manager, who is responsible for almost 4000 employees and thousands of customers. Evidence of UPS’s commitment to diversity is widespread in the firm. Approximately one third of UPS’s 325,000 employees are minorities and 21% are women. Diversity is prevalent on all levels too – 27% of the firm’s officials and managers are minorities and women. Senior Vice –President Calvin Darden, who is the head of US operations is rumored to become CEO, IS African –America”.

Source: “Best Companies for minorities” Fortune July 8, 2002.

i) Business managers today like Hugo Parades’ are faced with challenges of balancing various stakeholder interests, which are often conflicting. From the mini case above Identify FIVE UPS stakeholders and explain their interest that Hugo Parades’ have to balance if the business is to remain sustainable.

(10 Marks)

ii) Describe FOUR identifiable objectives of UPS as a global business.

(6 Marks)

iii) Giving relevant examples, explain the motivation for ethical behavior by corporate leaders like Hugo Parades’.

(8 Marks)

- iv) Describe the FOUR pillars of good corporate governance in companies like UPS.
(6 Marks)

QUESTION TWO

- a) Compare and contrast leadership and management as used in business.
(10 Marks)
- b) Differentiate with clear examples ethical managers from unethical ones.
(10Marks)

QUESTION THREE

- a) Justify the increased interest in corporate governance globally in the last four decades.
(10 Marks)
- b) Illustrate the ethical lessons you draw from the Enron and CMC saga and how you relate them to some failed Kenyan corporations.
(10 Marks)

QUESTION FOUR

- a) Discuss any FIVE leadership challenges in emerging economies like Kenya.
(10 Marks)
- b) Corporate governance ensures the systems of checks and balances in the organization. In most African countries, application of corporate governance principles has been undermined. Justify this claim.
(10 Marks)

END