



"Investing in Africa's Future"

FACULTY OF MANAGEMENT & ADMINISTRATION)

COURSE CODE AND TITLE: PSM 514: LEADERSHIP & GOVERNANCE

END OF FIRST SEMESTER EXAMINATION: (NOVEMBER, 2016)

LECTURER: (A D MUSHONGA)

INSTRUCTIONS

1. You are required to select and answer any 4 questions.
 2. Each of your answers should not exceed 3 A4 sides.
 3. Conceptual models and frameworks will earn you marks
 4. Each question carries 25 marks
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1. Appointment to the position of board director is not simply a trivial matter of getting a new job title and a bigger office.
Give a detailed breakdown of the major differences between direction and management
2. Michael Jensen of Harvard Business School says that many managers and board directors are caught in a dilemma:
between a desire to maximise the value of their companies,
and the demands of the "stakeholder theory" to take into account, the interests of all stakeholders in a firm.
Discuss Jensen's concept of
 - a. Enlightened Value Maximisation, and
 - b. Enlightened Stakeholder theory of corporate governance
3. Compare and contrast : John Kotter's, Joseph Rost's, Peter Drucker's and Henry Mintzberger's approach to the concept of Leadership
4. Why is it important for African corporate leaders to ensure that their companies are managed and directed on the basis of good corporate governance principles and practices?
5.
 - a. Define the corporate governance concept of Contractarianism
 - b. Discuss the Public Policy implications of the Contractarian View in terms of the perceived role of the government
 - c. Provide a critique of Communitarianism
6.
 - a. Define the corporate governance concept of Communitarianism

- b. Discuss the Public Policy implications of the Communitarian View, in terms of the perceived role of government
- c. Critique the Contractarian approach to corporate governance

7.

END OF PAPER