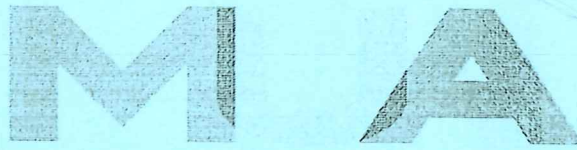


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML203: CORPORATE LEADERSHIP

DATE: 18TH JULY 2022

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 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:

In 2009, Tang Wee Sung, the majority shareholder of C.K. Tang Limited, along with his brother, Tang Wee Kit, finally succeeded in privatizing the company after two failed attempts in 2003 and 2006. The major controversy surrounding the privatization was the valuation of Tangs Plaza, a commercial property located in the prime shopping district of Orchard Road. Minority shareholders cited its undervaluation as the primary reason for rejecting the cash offer by the Tang brothers. The minority shareholders felt that the redevelopment potential of the property should have been taken into consideration. In 2011, the Tang brothers failed in their attempt to cancel out all remaining shares held by minority shareholders through a capital reduction exercise. The objective of this case is to allow a discussion of issues such as the divergence of interests between controlling and minority shareholders, the manifestation of this divergence in a privatization situation, the different methods of privatization which can be used and the extent to which they protect the interests of minority shareholders, and the role of the board, audit Committee, independent financial adviser, regulator and shareholders in a privatization.

Required:

- a. Do you think there are any possible ethical issues which might arise from this scenario (10 Marks)
- b. Discuss the concept: '*Conflict of Interest*' and show how it is regarded as an unethical practice? (10 Marks)
- c. Define corporate behaviour and illustrated how is it enhanced in a corporate entity (5 Marks)

QUESTION TWO

- a. Using illustrations, discuss at least four issues which relate to ethics and leadership (8 Marks)

- b. Define 'organizational and individual privacy' and demonstrate how best they can be managed (7 Marks)

QUESTION THREE

Discuss the main ethical issues which arise under the following sub-headings:

- a. Virtual Approach (5 Marks)
b. Utilitarianism Approach (5 Marks)
c. Rights approach (5 Marks)

QUESTION FOUR

Identify at least five unethical practices in organizations and reflect on how they could be eliminated. Use specific examples (15 Marks)

QUESTION FIVE

With use of specific examples, analyze the role of a code of ethics in the running of an organization (15 Marks)

QUESTION SIX

- a) Define the term competitive advantage (3 Marks)
b) Discuss at least five ways in which corporate entities acquire competitive advantage over its competitors (12 Marks)

