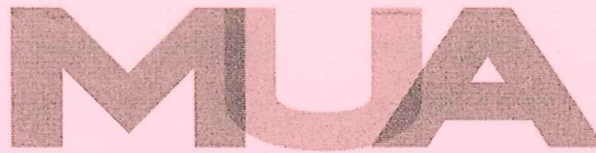


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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP/BACHELOR OF EDUCATION ARTS**

BML 203: CORPORATE LEADINGSHIP AND ETHICS

DATE: 4TH APRIL 2025

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

According to a Bentley University (Boston) study 86% of millennials main priority to work for a business that conducts ethically. An ethical leadership could have a different meaning to different people, in order to understand what it looks like we must first understand what ethical behavior actually is. A really simple form of ethical behavior consists of an individual knowing and doing what is right. The hard part is actually defining exactly what is right depending on a variety of factors such as culture, religion, political spectrum and social economic sectors. Ethics are interpreted differently throughout the world. A lot of sources view ethics and morality as being the same thing, but I am on the side of those that see them differently. Ethics are basically a set of norms in logical philosophical principles; however, morals are beliefs religion and cultural values. These are usually principles that are not as logically coherent. It is possible for morality to be the basis of ethics. Knowing this, ethical leaders are people who have to make decisions and lead in an ethical way.

An ethical leader derives mainly from being both a moral manager and a moral leader. They put aside their ego and personal interests to support the organization they are trying to lead. A moral leader is the core of being an ethical leader. For example, if a man does not truly believe in the ethical principles that they are following it will show through eventually. Ethical leaders are usually great at taking feedback and others' opinions and using them to make decisions. They understand the power of leadership and don't abuse it. These people use it well by sharing as much as possible and trying to benefit their fellow employees. This is more important now than ever. According to Forbes the most ethical companies consistently outperform their competitors by 1 to 4 percentage points.

I want to retrace my steps and hit some key points within the role of an ethical leader. First, it is very important that as a leader you understand the climate you are in. For example, in a non-profit which is built with the purpose not just having to satisfy shareholders that, thus while it does have its own challenges, makes doing the ethical thing easier than someone who must reach goals set by shareholder. This is why in every situation you are in you need to make sure that you are hiring diverse and

ethical people below you who share your same values and can also bring a different perspective on the company's early issues. Next, it is important to have codes in place to set clear standards and expectations. Along with clear consequences for breaking these standards and expectations. Lastly, you as a leader need to be a good role model in your ethical decisions. Your employees should be able to see how you act to shape their values and decisions within your organization. This means you not only need to always try and do the right thing, but you need to be there for your employees, like Danil Gubaydullin is in the example earlier. Ethical leaders has many shapes and sizes, but you must always discover your values and aim to make your company into an ethical sound environment from those values. It isn't easy, but with the right mindset and steady doses of hard work you can become an impactful ethical leader

Required:

- a) From the case study above, discuss the role of an ethical leader within an organization. (5 marks)
- b) Examine any five examples of unethical leadership (10 marks)
- c) Discuss five dimensions of leadership (10 marks)

QUESTION TWO

- a) Assess five principles of good governance. (10 marks)
- b) It is helpful to think of the ethical leader as exercising authority within five modes or levels of intervention into the judgments and actions of followers: Discuss five modes within which an ethical leader can exercise authority. (5 marks)

QUESTION THREE

- a) Evaluate four factors that are related to interpersonal dimensions. (8 marks)
- b) Examine seven traits which can be identified with the charismatic leader. (7 marks)

QUESTION FOUR

- a) Describe the process of removing a board member. (5 marks)
- b) Explain the process of implementing the annual general meeting rule. (10 marks)

QUESTION FIVE

- a) Discuss the importance of confidentiality when serving as a board member. (5 marks)
- b) Evaluate five methods of learning an organization's culture. (10 marks)

QUESTION SIX

- a) Evaluate the contribution of Immanuel Kant in making moral judgment. (5 marks)
- b) Discuss the components of ethical leadership (10 marks)