



FINAL EXAMINATION
NOVEMBER 2023

COURSE TITLE	LEADERSHIP ETHICS AND GOVERNANCE
COURSE CODE	TLDR3123
DATE/DAY	16 FEBRUARY 2024 / FRIDAY
TIME/DURATION	03:00 PM - 05:00 PM / 02 Hour(s) 00 Minute(s)

INSTRUCTIONS TO CANDIDATES:

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the Invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of **3** Printed Pages including front page)

*****DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO*****

There are FOUR (4) questions in this paper. Answer ALL questions based on the article below in the answer booklet provided. [100 MARKS]

Restview Hospital

Aileen was the accounting manager at Restview Hospital, a large residential health-care facility. The facility administrator, Jack, explained that he wanted to modernize Restview's system of accounts billing. He asked Aileen to investigate available software packages that would be compatible with their computer system. Jack explained that he and the Restview board of directors would like to make a decision about this matter at the board meeting next month.

A week later, Jack asked Aileen about her progress, and she reported that she had identified two vendors with appropriate software packages. Jack asked why her list of potential vendors did not include Standard Software Systems, the source of the software currently used to process Restview's payroll. Standard had just recently developed a software package for accounts billing as a new addition to their product line, but few hospitals were using it. The preliminary information gathered by Aileen suggested that Standard's software package was less appropriate for Restview than the packages offered by the other vendors. However, Aileen knew that the president of Standard Software was a personal friend of Jack's, and she agreed to include Standard among the vendors selected for further consideration.

During the next two weeks, sales representatives from each vendor were invited to make a presentation at Restview to demonstrate and explain their product. Aileen had planned to invite board members to these presentations, but Jack said they were too busy to attend. When the presentations were held, Aileen and her office staff asked many questions, but Jack looked bored and said very little. Aileen also visited some other hospitals that were already using each type of software package to get firsthand opinions about how well they worked and the difficulties experienced in installing them. During the course of her investigation, she learned that Standard's new software package was less flexible and less user-friendly than the others. All three software packages were about the same price, but the software package from Reliable Computer was clearly the best one for Restview. She prepared a short report to Jack that explained the advantages and disadvantages of each product and included her recommendation.

The next day Aileen met with Jack to give him the written report and summarize her findings in person. She explained the reasons for her recommendation to purchase the software package from Reliable Computers, and she reviewed the evidence supporting it. Aileen also offered to present her findings to the board of directors at their next meeting, but Jack said he could handle it himself. Jack did not send a copy of Aileen's report to the board members before the board meeting, and at the meeting the reasons for her preference were not clearly explained to the board. The day after the meeting Jack informed Aileen that the board decided to go with the software package from Standard. He explained that they wanted to reward Standard for excellent customer service last year when installing their payroll software at Restview. Two

years later, after thousands of dollars of unnecessary expense, the accounts billing software was still not operating smoothly for Restview. Jack told the board that Aileen was responsible for the bad decision, and he fired her.

Source: Adapted from "Leadership in Organizations", p.712.

QUESTION 1

(25 Marks)

Identify and describe the **TWO (2)** ethical issues raised in the case.

QUESTION 2

(25 Marks)

Based on the answer in (1), how do you explain the board's decision to purchase the software package from Standard? Provide specific examples from the case to support your claims.

QUESTION 3

(25 Marks)

"The criteria for evaluating ethical leadership include leader values and intentions, and the extent to which leader behavior is morally justifiable."

Do you agree or disagree with this statement? Discuss what unethical leadership actions demonstrated by Jack influenced the board's decision. Illustrate your answer with examples from the case.

QUESTION 4

(25 Marks)

"Jack did not send a copy of Aileen's report to the board members before the board meeting, and at the meeting the reasons for her preference were not clearly explained to the board."

Based on the above statement, suggest **FIVE (5)** solutions to what Aileen could have done differently to gain more influence over the decision. Relate your discussion with the characteristics of good governance as outlined by the World Bank.

***** END OF QUESTION PAPER *****