



THE CO-OPERATIVE UNIVERSITY OF KENYA

END OF SEMESTER EXAMINATION DECEMBER -2022

**EXAMINATION FOR THE DEGREE OF BACHELOR OF HUMAN RESOURCE
MANAGEMENT
(YR III SEM I)**

UNIT CODE: BHRM 3105

UNIT TITLE: CORPORATE GOVERNANCE IN HUMAN RESOURCE MANAGEMENT

DATE: WEDNESDAY 21ST DECEMBER, 2022

TIME: 9:00 AM – 11:00 AM

INSTRUCTIONS:

- **Answer question ONE (compulsory) and any other TWO questions**

QUESTION ONE

SALESFORCE'S 1-1-1 PHILANTHROPIC MODEL

Beyond being a leader in the technology space, cloud-based software giant Salesforce is a trailblazer in the realm of corporate philanthropy. Since its outset, the company has championed its 1-1-1 philanthropic model, which involves giving one percent of product, one percent of equity, and one percent of employees' time to communities and the non-profit sector. To date, Salesforce employees have logged more than 5 million volunteer hours. Not only that, but the company has awarded upwards of \$406 million in grants and donated to more than 40,000 non-profit organizations and educational institutions. In addition, through its work with San Francisco Unified and Oakland Unified School Districts, Salesforce has helped reduce algebra repeat rates and contributed to a high percentage of students receiving A's or B's in computer science classes. As the company's revenue continues to grow, Salesforce stands as a prime example of the idea that profit-making and social impact initiatives don't have to be at odds with one another.

- (a) Discuss the bearing of organizational model of corporate social responsibility as corporate philanthropy philosophy and its image to the community (15Marks)
- (b) Evaluate case against corporate social responsibility as the model of community development and growth. (15 Marks)

QUESTION TWO

Attempt any two of the following:

- (a) What is democratic decision making? Discuss various factors in democratic decision making. (10 Marks)

(b) "Greed for profit maximization can be harmful for the society and the environment."
Explain. (10Marks)

(c) Explain the principles and various models of corporate social responsibilities.
(10Marks)

QUESTION THREE

(a) Discuss any two leadership styles giving both their merits and demerits. (10marks)

(b) Explain five sources of leadership powers. (10marks)

QUESTION FOUR

Ben & Jerry's Social Mission

At Ben & Jerry's, positively impacting society is just as important as producing premium ice cream. In 2012, the company became a certified B Corporation, a business that balances purpose and profit by meeting the highest standards of social and environmental performance, public transparency, and legal accountability. As part of its overarching commitment to leading with progressive values, the ice cream maker established the Ben & Jerry's Foundation in 1985, an organization dedicated to supporting. Each year, the foundation awards approximately \$2.5 million in grants to organizations in Vermont and across the United States. Grant recipients have included the United Workers Association, a human rights group striving to end poverty, and the Clean Air Coalition, an environmental health and justice organization based in New York. The foundation's work earned it a National Committee for Responsive Philanthropy Award in 2014, and it continues to sponsor efforts to find solutions to systemic problems at both local and national levels.

(a) Change being a process of analysis in the current position upon which the organization is operating, discuss change theorems which captures the spirit of corporate governance principles in Kenya. (10 Marks)

(b) Discuss emerging issues in change corporate governance of Kenyan Parastatals.
(10 Marks)

QUESTION FIVE

(a) The role performed by the Board of Directors (BOD) is varied depending on the organization. In the light of this statement, identify any five responsibilities of the BOD. (10 Marks)

(b) Explain the meaning of stakeholders in corporate governance. Identify any three such stakeholders and clearly discuss their roles. (10 Marks)