**Business Ethics and Corporate Governance**

**December 2023 Examination**

**Question 1:**

**Alex is the CEO of a small manufacturing company that produces eco-friendly products. He is deeply committed to sustainability and environmental protection. In his leadership role, Alex makes sure that the company's operations align with these values. He encourages his employees to come up with innovative ways to minimize waste and reduce the company's carbon footprint. Alex often shares stories of how the company's products have positively impacted the environment, both internally and externally.**

**Based on this scenario, how can Alex's approach to leadership be understood through the concept of "Leading by Values"? How does his commitment to sustainability shape his decision-making and interactions within the company? (10 Marks)**

**Ans:**

**Introduction:**

Leading by values is a leadership approach that emphasizes aligning an organization's actions and decisions with core values. Those values replicate the beliefs, principles, and vision of the chief and the corporation, guiding its culture and operations. In this context, Alex, the CEO of a small manufacturing company producing eco-friendly merchandise, epitomizes main employing values via prioritizing sustainability and environmental protection. Alex's unwavering dedication to these values shapes the company's products, overall operations, and employee engagement.

**Concept & Application:**

**1. Defining Leading by Values:**

Primary through values entails integrating deeply held concepts and beliefs into the

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**Question 2:**

**Emily is the CEO of a publicly traded company that specializes in producing medical equipment. The company has been consistently profitable, and Emily has been focusing on maximizing shareholder value. She often makes decisions with the primary goal of increasing the company's stock price and delivering dividends to shareholders. However, some of the employees have expressed concerns about job security and the company's impact on the local community.**

**Based on this scenario, how can you differentiate between the shareholder and stakeholder perspectives in terms of Emily's decision-making as the CEO? How might her focus on shareholder value potentially impact other groups of stakeholders such as employees and the local community? (10 Marks)**

**Ans:**

**Introduction**

In corporate decision-making, two contrasting perspectives guide the actions and strategies of CEOs and management groups: the shareholder and the stakeholder views. The shareholder angle emphasizes maximizing shareholder cost, primarily enhancing the company's stock fee and handing over dividends to shareholders. Then again, the stakeholder perspective acknowledges a broader set of pursuits past shareholders, including employees, local groups, clients, suppliers, and more.

This case study delves into the choice-making of Emily, the CEO of a publicly traded company specializing in clinical gadget production. Emily's focus on maximizing shareholder

**Question**

**3a. Part 1 - Positive Emotions and Engagement: Amy is a graphic designer who recently joined a creative agency. She loves her work and often finds herself fully engrossed in designing projects. She feels a sense of accomplishment and satisfaction when she completes a visually appealing design. Amy enjoys collaborating with her team members and often shares her ideas during brainstorming sessions.**

**Part 2 - Relationships and Meaning: Outside of work, Amy is also an active volunteer at a local animal shelter. She finds immense joy in spending time with the animals and helping them find loving homes. She values the connections she's made with other volunteers who share her passion for animal welfare. Amy feels that her efforts make a meaningful impact on the lives of these animals and the community.**

**Question:**

**3a) - Based on the scenario provided, how does Amy's experience as a graphic designer align with the concepts of positive emotions and engagement in the PERMA model? Discuss how her work-related positive emotions and engagement contribute to her overall well-being. (5 Marks)**

**Ans:**

**Introduction:**

The PERMA version, developed via positive psychologist Martin Seligman, is a framework that highlights five essential factors contributing to a fulfilling and flourishing life: positive emotions, Engagement, Relationships, which means, and Accomplishments. In this context, we will discover how Amy, a passionate photograph designer, embodies the elements of positive emotions and engagement within her work and how those aspects significantly affect

**3b) - in the context of the PERMA model, how does Amy's involvement as a volunteer at the animal shelter illustrate the aspects of relationships and meaning? Explain how her interactions with fellow volunteers and her contribution to the welfare of animals provide her with a sense of meaning and fulfillment. (5 Marks)**

**Ans:**

**Introduction**

In positive psychology, understanding and enhancing well-being is a principal focus. One influential framework in this area is the PERMA model, which evolved with the aid of psychologist Martin Seligman. The version posits five essential factors contributing to a flourishing life: positive emotions, Engagement, Relationships, meaning, and Accomplishment, conveniently abbreviated PERMA. This model offers a structure for