



**TECHNICAL UNIVERSITY OF MOMBASA**  
**SCHOOL OF HUMANITIES AND SOCIAL SCIENCES**

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**SOCIAL SCIENCES**

**UNIVERSITY EXAMINATION FOR:**

**BSDS Y4S1**

**BDS 4109: COMMUNITY AND LEADERSHIP**

**SERIES: APRIL 2016**

**TIME: 2 HOURS**

**DATE: 29 Mar 2016**

**Instructions to Candidates**

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of Choose No questions. Attempt Choose instruction.

**Do not write on the question paper.**

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**Question ONE**

- a) Explain the following
  - (i) Leadership (2 marks)
  - (ii) Authority (2 marks)
  - (iii) Power (2 marks)
- b) Distinguish between leadership and management (4 marks)
- c) Explain using examples five characteristics of an autocratic leader. (5 marks)
- d) Explain three Advantages of Autocratic style of leadership (6 marks)
- e) Describe three types of power (6 marks)
- f) Explain using examples three characteristics of organizations with democratic leadership. (3 marks)

**Question TWO**

Discuss the Laissez Feire style of leadership.

**(20 marks)**

**Question THREE:**

Discuss the following

- (a) Main duties of the chairman in a committee.
- (b) Main duties of the Treasurer in a committee.

**(10 marks)**

**(10 marks)**

**Question FOUR**

Use any two theories of leadership to explain the kind of leaders found in our society.

**(20 marks)**

**Question FIVE**

Discuss the achievement challenges and way forward for community leaders in Kenya.

**(20 marks)**

## BDS 4109 Community and leadership

### MARKING GUIDE PAPER B

1. (a) Explain the following :
  - (i) Leadership – process of influence activities of others Authority – right to commit Resources to particulars use of Power – ability to make things happen.
  - (b) Leadership and management
    - Management involves – planning, organizing controlling the work of to the people to achieve organizational goals.
    - Leader is the strategist that establishes the organizations objectives. Manager focuses on how the organization will achieve themAny 2 x 2 = 4marks
  - (c) Characteristics of Autocratic leader.
    - Generally strong-locked, domineering aggressive
    - Must have their own way
    - Look upon subordinates more as functionaries than as persons and must follow directions without questions.
    - Not ready to listen to views and suggestions
    - Do not encourage equal relationships
    - Have business like and task oriented attitude
    - Generally blame poor results on the inability of others to carry out instructions correctly
  - (d) Advantages of Autocratic style of leadership.
    - Decisions are made without any delays
    - Work is accomplished quickly
    - Suitable for uncommitted workers e.g those who neglect their workAny 3 x 2 = 6 marks
  - (e) Types of power expert power
    - Expert power
    - Legitimate
    - Referent
    - Coercive
    - Reward
  - (f) Characteristics of organizations with democratic leadership.
    - Decisions reached after necessary consultations and communications
    - Good interpersonal relationships
    - Followers are consulted on important matters concerning decisions policies rules and structure
    - Power and authority are decentralized
    - Ideas are exchangeAny 3 x 1 = 3marks

Q2. Lelessez Faire style of leadership.

- Means ' free' style of leadership
  - Works left to motivate themselves based on their needs, wants, desire
- Characteristics
- Leader does not provide external motivation
  - Employees work independently of the leader.
  - Accomplishment of goals work depends on individual efforts expertise and knowledge.
- Advantages
- Rate increases the workers independence , expression and makes them function as members of a grounds.
  - Make employees to be creative
- Disadvantage
- Lack of strong leader can result in lack of direction and control and result in chaos.
  - Workers can be frustrated, insecure demoralized due to lack of guidance from leaders.
  - Organizational goals may never be achieved.
  - Explanation characteristics, advantage
- Disadvantages 4 x 5 = 20 marks
- Explain - 5marks
- Characteristics - 5marks
- Advantages - 5marks
- Disadvantages - 5marks

Q3. (a) Main duties of chairman in committees.

- Assisting –managerial direction
  - Planning and running meetings
  - Acting as spokesperson //figure head
- Any 4 x 2 = 8
- Examples 2 marks

(b) Main duties of treasure in a committee.

- Keeping an overview of the finances
  - Reporting into committee meetings
  - Making sure the organization has the right financial policies and procedures in place.
- Any 4 x 2 = 8marks
- Examples 2 x 1 = 2marks

Q4. Theories of leadership

- The great – man approach theory
  - The trait approach theory
  - Behaviourial approach theory
  - Situational approach theory
- Any 2 x 10 marks well detailed explained with examples

Q5. Achievement challenges and way forward for community leaders in Kenya

Open question

Learner must show creativity articulation and good arguments using relevant examples.

- Achievement (6marks)
- Challenges (6marks)
- Way forward (6marks)
- Examples (2marks)
- Total (20marks)