



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

UNIVERSITY EXAMINATION FOR:
BSDS Y4S1

BDS 4109: COMMUNITY AND LEADERSHIP

SERIES: APRIL 2016

TIME: 2 HOURS

DATE: 10 May 2016

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE

- a) Distinguish between power and authority using examples **(4 marks)**
- b) Explain why leadership is important to us. **(5 marks)**
- c) Explain using examples three qualities of leadership. **(6 marks)**
- d) Explain the following
 - (i) Formal leadership **(2 marks)**
 - (ii) Symbolic leadership **(2 marks)**
 - (iii) Functional leadership **(2 marks)**
- e) Explain using examples five characteristics of an organization with autocratic leadership **(5 marks)**
- f) Explain the following using examples
 - (i) Expert power. **(2 marks)**
 - (ii) Coercive power. **(2 marks)**

Question TWO

Discuss using examples the democratic leadership style.

(20 marks)

Question THREE:

Discuss using examples the committee roles and responsibilities in community leadership in Kenya.

(20 marks)

Question FOUR

Discuss any three types of authority used in Kenya in community and leadership.

(20 marks)

Question FIVE

Discuss using examples how community leaders in Kenya can avoid the repeat of the ugly incidents of 2007-2008 post-election violence as we approach electioneering year of 2017.

(20 marks)

BDS 4109 Community and leadership

MARKING GUIDE PAPER A

1. (a) Power and Authority
 - Power-capacity ability to make things happen in order to get results.
 - Ability to employ sanctions or force or give rewards in an effort to have something or make other do something e.g. legitimate power, expert person define 1 mark example 1mark
 - Authority
 - The right to commit resources in a particular course of organizational action.
 - Probability that certain specific commands (or all commands) from a given source will be obeyed by a given group of persons e.g. formal authority, charismatic, Traditional legal etc.
Any 1 x 1 = 1 mark example = 1 x 1 = 1mark

- (b) Why leadership is important to us
 - Helps other arrive at a better understanding of themselves/ others/issues
 - Use understanding to accomplish goals
 - Enable operations go on
 - Leadership determines the spirit of an organization , morale, and motivation of employees
 - Leadership creates cooperation and team works.
Any 5 x 1 = 5marks

- (c) Qualities of a leader
 - Intelligence,
 - Communication skills ,
 - Empathy.
 - Sound judgment
 - Energy
Any 3 x 2 = 6marks

- (d) Formal leadership
 - Symbolic leadership
 - Functional

Open question but must use examples 2marks

- (e) Characteristics of an organization with autocratic leadership
 - Power of authority centralized on the leader
 - Leader is dictatorial

- Leader sets policy, structures, interprets modifies leader does not consult
 - Leader makes decision without any consultation
 - Rules are very harsh
 - Communicates from top to bottom
- Any 5 x 1 = 5marks

(f) Expert power e.g. Power based on someone because he has the training skills etc. e.g. Doctor at an accident scene.

Definition 1mark examples 1 mark

- Coercive power
- Based on use of forceful means to obey others.

Definition 1mark example 1mark

Q2. Democratic leadership style characteristics

- Ideas exchanged
- Power and authority decentralized
- Followers are consulted
- Good interpersonal relations
- Decisions reached after necessary consultation

Advantages

Job morale high

- Commitment and team effort
- Participation in decision making
- Interpersonal relationship between leader and workers
- Good communication

Disadvantages

- Employees with weak self motivation tend to relax.
- Decision may be delayed
- Production low
- Poor decision making

Must show characteristics, advantages and disadvantages.

Any 3 x 2 = 6 characteristics

3 x 2 = 6 advantages

3 x 2 = 6 disadvantages

Examples 2x1 = 2

Q3 Committee, Roles and responsibilities ties in community and leadership

- Having a shared sense of purposes
- Provide direction and leadership
- Taking collective responsibility
- Dealing with compliance issues
- Being accountable to stakeholder

- Budgets
 - Fundraising
 - Communication
- Any 7 x 2 = 14
Explanation 3marks
Examples 3marks
Total 20 marks

Q4. Traditional Authority

- Charismatic authority
 - Rational legal (bureaucratic)
 - Authority Coercive authority
 - Normative authority
- Any 4 x 5 = 20marks
Well explained with examples

Q5. Post-election violence – causes and effects

- How leaders contributed
- How it can be avoided
- The role of leaders in ensuring peace, harmony unity etc.

Learner must be persuasive, articulate, creative, innovative use of any 4 strong points x 5 = 20 marks