



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

SOCIAL SCIENCES

UNIVERSITY EXAMINATION FOR:

DIPLOMA IN COUNTY GOVERNANCE

BCD 2218: LEADERSHIP DEVELOPMENT

SERIES: DECEMBER 2016

TIME: 2 HOURS

DATE: 5 Dec 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.

Section A: Compulsory

Question One

- (a). Briefly discuss five common bases of leadership power. (10 marks)
- (b). Why is effective leadership needed in organizations? (2 marks)
- (c). Explain the importance of leadership development. (2 marks)
- (d). Briefly discuss three leadership skills that leaders can be trained to acquire. (6 marks)
- (e). Define the following:
 - i. Motivation
 - ii. Performance
 - iii. Job satisfaction (6 marks)
- (f). Differentiate between transformational and charismatic leaders. (4 marks)

Section B: Answer ant TWO questions

Question Two

- (a). Why are leaders who use coercive power not viewed as role models? (2 marks)
- (b). Briefly discuss five roles leaders in organizations play in order to be effective. (10 marks)
- (c). What is the Scalar principle? (2 marks)
- (d). Briefly discuss three important advantages of delegation. (6 marks)

Question Three

- (a). Briefly discuss the five steps used in coaching. (10 marks)
- (b). Briefly discuss the five levels of Maslow's hierarchy of needs. (10 marks)

Question Four

- (a). Briefly discuss the four unique characteristics of followers' reactions to charisma.
(8 marks)
- (b). What is Bounded Rationality? (2 marks)
- (c). Explain the five challenges that real life decision makers must cope with according to Simon's Theory of Bounded Rationality. (10 marks)

Question Five

- (a). Why is effective communication skills important for leaders in organizations. (2 marks)
- (b). Briefly discuss seven tips you would give a leader to enable him run meetings effectively.
(14 marks)
- (c). Explain the two fundamental differences between leadership and management. (4 marks)