



# 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. Democntratic leadership style characteristics

- Ideas exchanged
- Power and authority decentralized
- Falloweer 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 works
- 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 accountables 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