



TECHNICAL UNIVERSITY OF MOMBASA

School of Humanities and Social Sciences

Social Sciences

UNIVERSITY EXAMINATION FOR:

BACHELOR OF ARTS IN CONFLICT AND SECURITY STUDIES

HCS 4209: LEADERSHIP AND MANAGEMENT IN SECURITY ORGANIZATION

SERIES: APRIL 2025

TIME: 2 HOURS

DATE: Pick Date April 2025

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) Using suitable examples assess any FOUR qualities of good Leaders. (10 Marks)
- b) "Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way." Discuss the importance of leadership and management in security organizations. (10 Marks)
- c) Examine the levels of management and their roles in a security organization of your choice. (10 Marks)

Question TWO

- a) "Management is Multi-disciplinary nature" discuss. (10 Marks)
- b) Discuss the contributions of Henry Fayol (administrative management). (10 Marks)

Question THREE

- a) Discuss the procedure/steps which are adopted in the managerial function of staffing. (10 Marks)
- b) With the aid of examples from the security sector, describe FOUR types of organization structure. (10 Marks)

Question FOUR

- a) With suitable example from an organization of your choice distinguish between Leadership and Management. (10 Marks)
- b) Examine McGregor's Theory X. (10 Marks)

Question FIVE

"Decision making is a rational process including all those investigative, creative, diagnostic and evaluative activities which take place while making a decision". Discuss the Process of decision making. (20 Marks)