



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: JULY 2025

TIME: 2 HOURS

DATE: Pick Date Jul 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

- Discuss any FOUR possible approaches to planning in a security organization. (10 Marks)
- "Planning is determination of what is to be done, how and where it is to be done, who is to do it & how results are to be evaluated." Describe in detail the Planning process. (10 Marks)
- Explain the bureaucratic theory by Max Weber (1864 -1920). (10 Marks)

Question TWO

- Organization can be defined "as the process of identifying and grouping the work to be performed, defining and for action resulting in a mechanism for carrying out functions to achieve the goals setup by company management." Discuss the importance of organizing. (10 Marks)
- Analyze the three most common decision models (10 Marks)

Question THREE

- "To make an effective arrangement a manager has to consider some principles of organizing". Discuss FOUR principles on organizing. (10 Marks)
- With the aid of examples distinguish management and administration (10 Marks)

Question FOUR

- "Staffing is a dynamic process and is affected by a variety of factors." Discuss FOUR internal factors that affect staffing. (10 Marks)
- Evaluate any FOUR the qualities of an effective security manager. (10 Marks)

Question FIVE

Leadership is a set of mindsets and behaviors that aligns people in a collective direction, enables them to work together and accomplish shared goals, and helps them adjust to changing environments. Discuss the following types of leadership.

- Autocratic Leadership (10 Marks)
- Laissez-Faire Leadership (10 Marks)