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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR THREE**

**SECOND SEMESTER EXAMINATION**

**SCHOOL OF ARTS AND SOCIAL SCIENCES**

**FOR THE DEGREE OF BACHELOR OF ARTS IN POLITICAL SCIENCE AND PUBLIC ADMINISTRATION**

**COURSE CODE: CMD 310**

**COURSE TITLE: LEADERSHIP AND MANAGEMENT OF COMMUNITY PROJECTS**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 20/08/2021 TIME: 09.00-11.00 AM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of TWO (2) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

1. Define the following concepts as used in community development
2. Leadership (1 mark)
3. Community leadership (1 mark)
4. Community (1 mark)
5. Project management (1 mark)

In Sicily, a young archaeologist was the dig supervisor, given the task of negotiating with and organizing local workmen for a dig. The workmen, most of them nearly twice the supervisor’s age, saw the job as an opportunity to make some money without doing much work (and had been given to understand as much by the local mafioso who recruited them). The supervisor surprised them by speaking their dialect, and by treating them with respect. But the biggest surprise was that, after explaining carefully what needed to be done and how, he didn’t stand over them or tell each person what to do. Instead, he simply turned away and went to work. The older men, impressed and embarrassed, started to work as well. They were surprised once more when they realized that the young archaeologist was willing to do any job, no matter how hard or dirty, and that - although they were farmers, accustomed to labor-they could not outwork him no matter how they tried. Contrary to their original expectations, they worked hard for the time they were employed without the supervisor ever giving orders.

1. Using the above scenario
2. Show how the archaeologist fits the characteristics of an effective leader. (10 marks)
3. With examples Identify the different leadership methods that the archaeologist uses to achieve his target. (10 marks)
4. Using examples discuss the effectiveness of using collaborative leadership for community projects. (6 marks)

**QUESTION TWO**

1. Distinguish between the formal and informal leadership. (2 marks)
2. With examples identify four sources of power that community leaders can use in managing community projects. (8 marks)
3. Discuss 5 characteristics of an effective community leader. (10 marks)

**QUESTION THREE**

You have secured a job as officer in charge of a community -based organization that deals with early marriages in a rural setting. You have been tasked with mobilizing members of the community as well as building coalitions as some of the strategies to achieve the vision of the organization.

1. Discuss five factors will you consider in choosing the leadership style to adopt to effectively reach your target. (10 marks)
2. With examples identify five problems that you are likely to face in the management of the project. (10 marks)

**QUESTION FOUR**

1. Distinguish between transactional and transformational leadership. (4 marks)
2. With examples discuss three benefits of building coalitions in the management of community projects. (6 marks)
3. State 5 advantages and 5 disadvantages of using collaboration in management of community projects. (10 marks)

**QUESTION FIVE**

1. Differentiate between leadership and management. (1 mark)
2. Scholars have identified various concepts of leadership that are used in relation to different leadership styles. Using illustrations explain the meaning of the following concepts associated with community leadership
3. Charisma (3 marks)
4. Persuasion (3 marks)
5. Sharing power (3 marks)
6. Using examples distinguish between the characteristics of theory X and theory Y (10 marks)