



OFFICE OF THE DEPUTY PRINCIPAL
ACADEMICS, RESEARCH AND STUDENT AFFAIRS

UNIVERSITY EXAMINATIONS

2025/2026 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER REGULAR EXAMINATION

**FOR BACHELOR OF ARTS (COMMUNITY
DEVELOPMENT)**

COURSE CODE: CMD 310

**COURSE TITLE: LEADERSHIP AND MANAGEMENT IN
COMMUNITY DEVELOPMENT**

DATE: 9TH DEC 2025

TIME: 2PM-5PM

INSTRUCTION TO CANDIDATES

- SEE INSIDE

THIS PAPER CONSISTS OF 3 PRINTED PAGES

PLEASE TURN OVER

MAIN-REGULAR EXAM

CMD 310: LEADERSHIP AND MANAGEMENT IN COMMUNITY DEVELOPMENT

STREAM: BA COMMUNITY DEVELOPMENT

DURATION: 3 HOURS

INSTRUCTIONS TO CANDIDATES:

- I. Answer *Question ONE* and any other *TWO* Questions.
- II. Do not write on the question paper.

Question One

The "Tushirikiane" community is a peri-urban settlement with a growing population but stagnant infrastructure, particularly concerning waste management and local security. The community elected Mr. Emokol as their development chairperson, a highly respected former teacher, to spearhead change.

Mr. Emokol initiated a community-led project to establish a central garbage collection point and organize a community policing initiative. While the goals were supported by most, he quickly encountered significant resistance. A powerful local businessman, who benefits from informal waste disposal fees, actively undermined the project by spreading rumors. Furthermore, a section of the youth, feeling excluded, refused to participate in the policing initiative. Mr. Emokol often feels overwhelmed, lacking sufficient resources and the technical skills to manage the complex logistics of resource allocation, volunteer coordination, and financial transparency.

You are a Community Development Consultant brought in to advise Mr. Emokol on how to effectively lead the "Tushirikiane" community and ensure the sustainability of the development projects. Answer the following questions

- a) Explain FIVE (5) significant challenges that community leaders, like Mr. Emokol, typically encounter in their efforts to mobilize the community and bring about positive change.
(10 Marks)
- b) Discuss practical strategies and interventions that Mr. Emokol and the leadership committee can employ to overcome the FIVE (5) challenges identified in Question 1a above.
(10 Marks)
- c) Assess how Mr Emokol can apply FIVE (5) of Henri Fayol's Functions of Management to enhance the effectiveness and efficiency of the community's development initiatives.
(10 Marks)

Question Two

Critically examine the transformative role of Information and Communication Technologies (ICTs) and social media platforms in enhancing leadership in contemporary community development. (20 Marks)

Question Three

Explain the critical importance of gender, inclusivity, diversity, and equity in shaping effective and sustainable community leadership structures. (20 Marks)

Question Four

- a) Distinguish between a “Community Leader” and a “Community Manager” within the context of grassroots development projects. (2 Marks)
- b) Discuss THREE (3) types of leadership styles found in a community setting (6 Marks)
- c) Analyze the specific circumstances that would necessitate the strategic application of each of the three leadership styles discussed in part (4b) above (12 Marks)

Question Five

Discuss how understanding of human motivation by Abraham Maslow is crucial for a Community Development Officer (CDO) when designing and implementing a sustainable poverty reduction project. (20 Marks)
