



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
SECOND YEAR, SECOND SEMESTER EXAMINATION
2024/2025 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF SCIENCE IN COMMUNICATION
AND PUBLIC RELATIONS

COURSE CODE: CCM 208
COURSE TITLE: COMMUNICATION AND
LEADERSHIP

DATE: 30/04/2025 **TIME: 12.00PM - 2.00PM**

INSTRUCTIONS TO CANDIDATES

- **SEE INSIDE**

CCM 208: COMMUNICATION AND LEADERSHIP

Instructions: Answer Question 1 and Any Other Three

Q.1 Read the case scenario below and answer the questions that follow.

When Maria was appointed the chairperson of the Campus Rovers Club at her university, only she and Luis were experienced members of the council; the others, while enthusiastic, were not aware of the club's activities, operating procedures, reporting requirements, and so forth. Maria wanted to be the kind of committee chairperson who encouraged members to participate in decision making and to share the work of the group, but she knew it could take months for the new members to learn the ropes. The committee didn't have months to spare! While it went against her inclinations, Maria decided that at first, she and Luis would have to provide strong direction for the group. During the early meetings, they established the agenda and assigned members specific tasks. She and Luis followed up between meetings to see whether they could provide any help or additional information.

As time progressed and the new members caught on to their duties, Maria encouraged the members to assume more responsibility for the group and gradually turned over full decision-making responsibility to the group. By the end of the year, Maria's role had changed from director to coordinator. Eventually, she became less involved in the details of the committee's work and focused her attention on the process of discussion and on problem solving. Because all of the other members had become competent at handling tasks for the group, any one of them could have led the group. Maria's leadership helped develop several new leaders for the club.

- a) Identify and justify the type of a leader Maria is. (4 marks)
 - b) Describe three sources of power for Maria's leadership. (6 marks)
 - c) Explain five qualities of a good leader evident in Maria. (5 marks)
 - d) Describe Maria's approach to leadership style and give three advantages and disadvantages of this approach. (10 marks)
2. a) Leadership is an important function of management. Explain five important functions of leadership in an organization. (5 marks)
- b) Organizations require robust leadership and robust management for optimal organizational efficiency. Contrast Leadership and management. (10 marks)
3. a) "Leaders are born, not made" Using the traits approach to leadership, discuss the validity of the statement. (10 marks)
- b) Distinguish between problem solving and decision making. (5 marks)

4. a) Scholars argue that leaders help a group achieve its goals through the process of communication. Describe four competencies which a leader can draw from. (8 marks)
- b) Effective leadership depends so much on effective communication. Discuss the role of communication in leadership. (7 marks)
- 5.a) Compare and contrast the functional and situational models of leadership. (9 marks)
- b) Discuss three characteristics of transformational leadership. (6 marks)
6. a) Giving relevant examples, describe the situational approach to leadership. (6 marks)
- b) Assume that during a group discussion opinion are divided on a number of issues. As the leader of your group, describe the procedure you would follow during the problem-solving process. (9 marks)