

The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

CDV 401 : COMMUNITY AND ADMINISTRATIVE PRACTICE

DATE: 10TH APRIL 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the case study below and answer the question that follows:

RURAL ECONOMIC DEVELOPMENT COMMUNITY-BASED ORGANIZATION (CBO)

In a rural town called Plainview, the local economy has been in decline for years due to the closure of several major factories and agricultural processing plants. The unemployment rate has skyrocketed, with many residents struggling to find steady jobs. Plainview's population is shrinking as young people move to urban areas in search of better opportunities, leaving behind an aging population and an economy that continues to weaken.

Accelerated Enterprises, a local Community-Based Organization (CBO) has stepped in with a mission to revitalize the local economy through a dual approach: providing direct services to individuals (micro practice) and advocating for broader systemic change (macro practice). The organization recognizes that addressing both immediate employment needs and the systemic causes of economic decline is essential for lasting change.

The CBO offers a range of micro-level services that aim to support individuals in securing jobs and starting small businesses. These services are tailored to the needs of the local population and may include career counselling and job training programs. For example, Sarah, a 45-year-old mother of two, had been laid off from a local factory two years ago. Through career counselling, she received guidance on updating her resume and was connected to job opportunities in nearby towns.

These micro-level services provide immediate and tangible support to individuals, empowering them to re-enter the workforce or start their own businesses. However, the CBO recognizes that individual success cannot occur without broader economic changes. The CBO's macro-level work focuses on creating the structural conditions necessary for sustainable economic growth in the region. This involves collaborating with local stakeholders, advocating for policy changes, and initiating large-scale economic development projects.

Required:

- a) Using the case study above, differentiate between micro and macro practices in community organizations. **(2 Marks)**
- b) Assess two ways how the integration of micro and macro approaches can be applied. **(4 Marks)**
- c) Analyze the impact of the micro-level services provided by the CBO on individuals in the community. **(9 Marks)**
- d) Propose five strategies that the CBO could implement at both the micro and macro levels to further support the economic development of Plainview. **(10 Marks)**

QUESTION TWO

- a) In understanding the structure and functioning of community-based organizations, discuss five reasons on the importance of community and administrative theories. **(10 Marks)**
- b) Describe five key components of a strategic plan. **(5 Marks)**

QUESTION THREE

- a) Define the following concepts:
 - i. Strategic plan **(1 Mark)**
 - ii. Non-profit organization **(1 Mark)**
- b) Propose three roles of advocacy in community-based organizations. **(3 Marks)**
- c) Discuss the five roles of supervision in community organizations. **(10 Marks)**

QUESTION FOUR

- a) Explain the importance of budgeting in non-profit organizations. **(10 Marks)**
- b) Assess five emerging issues in community and administrative practice today. **(5 Marks)**

QUESTION FIVE

- a) Discuss five steps you would take in the grant proposal writing process. **(10 Marks)**
- b) Identify and briefly explain five reasons for an organization to craft effective vision and mission statements. **(5 Marks)**

QUESTION SIX

- a) Describe five practices in managing children' services. **(10 Marks)**
- b) Compare two approaches used in assessing community practice. **(5 Marks)**