



CERTIFICATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
BRIDGING CERTIFICATE

FCC 104: FOUNDATIONS OF MANAGEMENT AND LEADERSHIP

DATE: 31ST MARCH 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 **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow.

LEADERSHIP AT GREENGROW FARMS

GreenGrow Farms is a small agribusiness company located in Nakuru. It produces fresh vegetables for local supermarkets. For years, the company operated under a traditional management system where all decisions were made by the Managing Director, Mr. Kamau.

Recently, the company started losing clients because of delayed deliveries and low employee morale. After a review, Mr. Kamau decided to introduce a participatory management approach. He encouraged supervisors and team leaders to share ideas, solve problems together, and take responsibility for results.

Some employees quickly adapted and became more active in decision-making. Others, however, felt uncomfortable with the new approach, arguing that too many opinions slowed down the process.

To support the change, GreenGrow organized leadership and communication workshops and introduced weekly meetings to discuss progress and challenges. Within a few months, productivity improved, and teamwork became stronger. Still, some departments were slow to embrace the new culture.

Mr. Kamau now faces the challenge of maintaining consistency and motivating all employees to take ownership of their roles as the company grows.

Required:

- a) Identify and explain four management functions demonstrated by Mr. Kamau. **(2 marks)**
- b) Discuss five leadership qualities shown by Mr. Kamau in the case. **(5 marks)**

c) Explain three challenges GreenGrow faced during the change process.

**(3
marks)**

d) Suggest three ways communication helped improve teamwork at GreenGrow.

**(3
marks)**

e) Describe three advantages of involving employees in decision-making.

**(3
marks)**

f) Propose five strategies Mr. Kamau could use to motivate resistant employees.

**(5
marks)**

g) Explain three ways which leadership training can improve productivity at GreenGrow Farms.

(3 marks)

h) Describe the main differences between Management and Leadership

**(4
marks)**

i) Assess two benefits that would occur to the Farm for practising Ethical Leadership.

(2 marks)

QUESTION TWO

a) Describe three ethical practices a leader can possess

(3 marks)

b) Discuss four ways of overcoming challenges faced by Women in Leadership.

**(4
marks)**

- c) Elucidate three effects of low morale in an organization. **(3 marks)**

QUESTION THREE

- a) Discuss the importance of formal teams in an organization
(6 marks)
- b) Explain any two theories of leadership. **(4 marks)**

QUESTION FOUR

- a) Describe the main difference between Transactional and transformational leadership
(6 marks)
- b) Analyse the four ways that enhances cohesion in teams operating in a business organization. **(4 marks)**

QUESTION FIVE

- a) Analyse the significance of having a clear vision as a leader?
(3 marks)
- b) Evaluate why is continuous improvement is important for leaders?
(3 marks)
- c) Identify and explain four essential managerial skills a leader should possess
(4 marks)

QUESTION SIX

a) Leadership and Management is of paramount importance in various aspects of life, including business, politics, education, and communities. Describe five reasons why both management and leadership are important in an organization.

(5 marks)

b) Critically analyse four ways which effective communication and emotional intelligence enhance teamwork and leadership effectiveness

(5 marks)