

The
Management
University
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CERTIFICATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
BRIDGING CERTIFICATE COURSE

FCC 104: FOUNDATIONS OF MANAGEMENT AND LEADERSHIP

DATE: 28TH JULY 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.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

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

ELON MUSK - VISIONARY LEADERSHIP IN A COMPLEX WORLD

Elon Musk is a globally recognized entrepreneur and leader, best known as the CEO of Tesla, SpaceX, and X (formerly Twitter). Born in South Africa and later moving to the United States, Musk has built companies that challenge traditional industries such as automotive manufacturing, space exploration, and digital communication. His leadership style is often described as visionary, bold, and highly demanding.

Leadership Approach

Musk is known for setting ambitious goals, such as making electric vehicles mainstream and enabling humans to live on Mars. He practices a hands-on leadership style, involving himself deeply in engineering, design, and decision-making. He encourages innovation and risk-taking but also expects long working hours and high performance from his teams.

Challenges and Controversies

Despite his success, Musk's leadership has faced criticism. Employees have reported high pressure, burnout, and strict performance expectations. His public communication style, especially on social media, has sometimes caused legal, reputational, and financial challenges for his companies. However, supporters argue that his approach drives speed, innovation, and results.

Impact and Lessons

Under Musk's leadership, Tesla became the world's leading electric vehicle company, while SpaceX achieved historic milestones in reusable rockets. His leadership demonstrates how vision, innovation, and

resilience can transform industries, but it also highlights the importance of ethical leadership, emotional intelligence, and people management.

Required:

a) Identify and explain TWO leadership traits demonstrated by Elon Musk in this case.

(5 marks)

b) Describe Elon Musk's leadership style. Support your answer with examples from the case study.

(5 marks)

c) Explain TWO benefits of Elon Musk's hands-on leadership approach to his organizations. **(5**

marks)

d) Discuss TWO challenges or risks associated with Elon Musk's leadership style.

(5 marks)

e) How does Elon Musk motivate innovation and performance among his employees? **(5**

marks)

f) In your opinion, how important is emotional intelligence in leadership? Relate your answer to Elon Musk's case.

(5 marks)

QUESTION TWO

a) Describe three ethical practices a leader can possess in a business organization.

(3

marks)

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

(4 marks)

c) Discuss three effects of low morale in an organization.

(3 marks)

QUESTION THREE

- a) Analyse three benefits of formal teams in an ICT firm. **(6 marks)**
- b) Explain any 2 theories of leadership. **(4 marks)**

QUESTION FOUR

- a) Describe the main difference between Transactional and transformational leadership. Give clear examples in each case. **(6 marks)**
- b) Analyse the four ways that enhances cohesion in teams operating in a manufacturing company. **(4 marks)**

QUESTION FIVE

- a) As a manager analyse the significance of having a clear vision? **(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)