

The
Management
University
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CERTIFICATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
CERTIFICATE IN MANAGEMENT AND LEADERSHIP

CML 103 : FOUNDATIONS OF LEADERSHIP

DATE: 30TH 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

Case Study

Joy has recently been appointed as the team leader of a project to launch a new community outreach program at a non-profit organization. The team consists of 10 members from different departments, each with varying levels of experience. In the first meeting, Joy notices that some team members dominate the conversation while others remain silent. There is visible tension between two senior staff members who disagree on the project's direction. Additionally, the team is under pressure to deliver results within a short time frame. Joy knows she needs to establish trust, align the team, and manage conflicts effectively.

Required:

- a) Discuss two leadership skills Joy must apply in the first week to unify her team.

(5 marks)

- b) Suggest a leadership style that Joy should adopt and justify your choice.

**(5
marks)**

- c) Discuss five ways on how Joy can encourage participation from quieter team members?

(5 marks)

- d) Propose two strategies Joy can use to manage conflict between the senior staff members.

(5 marks)

- e) Enumerate five indicators Joy should use to assess the effectiveness of her leadership during the early stages of the project?

(5 marks)

- f) Discuss five benefits of good communication in a company?

(5 marks)

QUESTION TWO

- a) Describe a real-life scenario where a leader failed due to poor communication. What would you have done differently if you were in that leadership position?

(6 marks)

- b) Describe three Ethical behaviours found in organizations **(4 marks)**

QUESTION THREE

- a) Explain three ways a leader can use transformational leadership principles to inspire change during an organizational crisis.

(6 marks)

- b) Discuss two benefits of teamwork in an organization.

(4 marks)

QUESTION FOUR

- a) You are leading a virtual team spread across multiple time zones. Enumerate five leadership strategies you would use to build cohesion and trust?

(5 marks)

- b) Describe four characteristics of transformational leadership and differentiate it from Autocratic leadership

(5 marks)

QUESTION FIVE

- a) An organization is undergoing major restructuring. Discuss five ways a leader manage resistance to change and maintain team motivation? **(5 marks)**

- b) Describe five characteristics of a Charismatic leader

(5 Marks)

QUESTION SIX

- a) As a leader, how would you integrate ethical decision-making into your daily leadership practices? Provide examples to support your response. **(5 marks)**
- b) Define the term vision and outline its importance in an engineering company.

**(5
marks)**