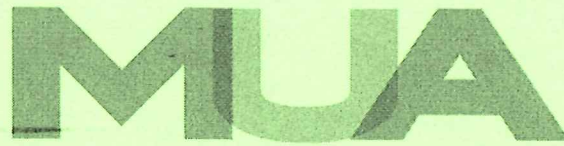


The
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CERTIFICATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

BRIDGING CERTIFICATE

FCC 104: FOUNDATIONS OF MANAGEMENT AND LEADERSHIP

DATE: 1ST APRIL 2025

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**Emma's Leadership Challenge**

Emma, a newly appointed team leader at a technology firm, was excited about her role. However, she quickly faced challenges. Her team members had different work styles, and some resisted her leadership, preferring the previous manager's approach. Additionally, communication breakdowns led to missed deadlines and frustration.

To address these issues, Emma adopted a transformational leadership style, motivating her team with a clear vision and open communication. She encouraged collaboration, recognized employees' contributions, and implemented regular team meetings to enhance transparency. Over time, her team's performance improved, and trust was restored.

Required:

- a) Define leadership and explain its importance in organizations. (6 marks)
- b) Identify two key challenges Emma faced in her leadership role. (4 marks)
- c) Explain transformational leadership and how it helped Emma. (6 marks)
- d) Suggest two additional strategies Emma could use to strengthen her leadership. (4 marks)
- e) Discuss the role of effective communication in leadership and how it influenced Emma's success. (5 marks)
- f) In your opinion, what is the most important quality of a good leader? Justify your answer. (5 marks)

QUESTION TWO

- a) Define Ethical leadership? (1 mark)
- b) With a relevant example describe five leadership traps in modern day organizations. (5 marks)
- c) Describe four ethical behaviours exhibited in an organization. (4 marks)

QUESTION THREE

- a) Giving examples distinguish between situation theory and behavioural theories (5 Marks)
- b) Discuss ways which a leader can enhance commitment in groups within an organization. (5 marks)

QUESTION FOUR

- a) Describe Characteristics of a transformational leader (4marks)
- b) Explain charismatic leadership and identify five types of behaviours exhibited by charismatic leaders. (6 marks)

QUESTION FIVE

Discuss group development stages in a company of your choice. (10 Marks)

QUESTION SIX

- a) Describe the meaning of "Glass Ceiling" and how organizations can break it. (5 marks)
- b) Discuss five characteristics of effective groups in organizations. (5 marks)

