



CERTIFICATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

CERTIFICATE COMMON UNIT

CCU 105 : FOUNDATIONS OF MANAGEMENT

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.
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

Jenga Fresh Produce Enterprise is a small business located in Athi River, Kenya, dealing in the supply of fruits and vegetables to local hotels, schools, and roadside vendors. The business was started in 2021 by Mr. Daniel Mwangi, who is the owner and overall manager. The enterprise employs 10 workers, including sales assistants, storekeepers, delivery riders, and a supervisor.

At the beginning, Mr. Mwangi handled all activities himself, including purchasing produce, supervising workers, making payments, and communicating with customers. As the business grew, challenges started emerging. There was poor planning, leading to frequent shortages of fresh produce and occasional wastage due to over-purchasing. Employees were often confused about their duties because there were no clear job descriptions, and some workers reported to more than one supervisor.

Communication within the business was mainly informal, with instructions passed verbally. This caused misunderstandings, especially when the manager was away. In some cases, deliveries were delayed because drivers received conflicting instructions. Mr. Mwangi also noticed that some employees arrived late or left early without permission, yet there was no clear system of controlling performance.

To address these issues, Mr. Mwangi decided to apply basic management functions. He began by planning weekly purchases based on customer demand, organizing staff into clear roles, appointing a supervisor, and introducing simple written communication through duty schedules and delivery records. He also introduced basic supervision and control measures, such as attendance registers and daily sales reports. As a result, employee performance improved, wastage reduced, customer satisfaction increased, and the business operations became more organized.

Required:

- a) Using the case study, identify and explain four management problems that Jenga Fresh Produce Enterprise faced before improvements were introduced.

[10

Marks]

- b) With reference to the case study, explain five functions of management applied by Mr. Mwangi to improve the operations of Jenga Fresh Produce Enterprise.

[10

Marks]

- c) Using examples from the case study, explain four communication-related issues and improvements experienced at Jenga Fresh Produce Enterprise.

[5

Marks]

- d) From the case study, explain four benefits of supervision and controlling in improving employee performance and business operations at Jenga Fresh Produce Enterprise.

[5 Marks]

QUESTION TWO

- a) Management is described as having several important characteristics identify and explain FIVE features of management that show why management is important in an organization.

[5 Marks]

- b) Management performs several important roles in an organization, state and briefly explain FIVE managerial roles that help managers perform their duties effectively.

[5marks]

QUESTION THREE

- a) The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position
Explain the three levels of management
[5 Marks]
- b) Outline the key steps a company should follow during the staffing process to hire the right talent.
[5 Marks]

QUESTION FOUR

- a) Effective leaders possess certain characteristics that help them influence others, identify and explain FIVE characteristics of effective leaders.
[5 Marks]
- b) Leadership is an important function of management. Explain FIVE reasons why leadership is important in an organization.
[5 Marks]

QUESTION FIVE

- a) The goal of communication is to convey information and the understanding of that information from one person or group to another person or group. With a help of a diagram discuss the components of communication process.
[6 Marks]
- b) In an organization where employees frequently misunderstand instructions from management, what obstacles could be causing ineffective communication
[4 Marks]

QUESTION SIX

- a) Using relevant examples from Kenyan organizations (such as schools, county governments, hotels, SMEs, or public institutions), explain how each leadership style affects employee performance and decision-making. **[5 Marks]**
- b) In a company where top leaders set policies while supervisors oversee daily operations, explain the difference between administration and management as demonstrated in this situation **[5 Marks]**