



## ZIMBABWE EZEKIEL GUTI UNIVERSITY

---

### FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

---

#### DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

#### EXAMINATION PAPER

**COURSE CODE** : CBM403  
**COURSE TITLE** : MANAGING NON PROFIT MAKING ORGANISATIONS  
**DURATION** : 3 Hours  
**LEVEL** : 4.1  
**DATE** : 2021

#### INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Question 1 is a **Compulsory** Case study.
3. Answer any **THREE (3)** questions from section 2.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets [ ]

## SECTION 1

### Compulsory

#### Case Study 4: A New Leadership Culture for a Non Profit Making Organisation

It's been 6 months since Tapiwa was hired to lead a large, nonprofit organization called, International Education Center (IEC), which provides international education and information to the citizens of Zimbabwe. The organization provides opportunities for individuals to learn about different cultures and to gain an understanding about their role as citizens of the world. It does this by connecting the people of the Zimbabwe, with visitors from all over the world in order to meet and learn from one another.

Prior to the job at the IEC, Tapiwa directed national programming and services for the Office of Refugee Resettlement (ORR) in Harare. Before her job at the ORR, she worked for an international relief agency and traveled extensively throughout Southeast Asia and Africa, working in the organization's field offices, managing its daily operations.

Tapiwa, born in South Africa to Zimbabwean parents, fled with her parents to Zimbabwe during the Apartheid regime of P.W. Botha and (was the state president and head of the National Party who ruled South Africa from the 1984-1989). Her experiences growing up fuelled her motivation and passion for international work non profit making organisations. It also shaped her expectations and working style. She is known to her colleagues as a "go-getter" and a "high performer."

The board of trustees thought Tapiwa's international experiences and goal-oriented, achievement-focused attitude was just what they needed to expand their non profit making organization on a national level. The previous president, Tatenda, did not have the strategic thinking and vision to move IEC, even though she was very effective at building relationships throughout Zimbabwe. After 10 years with IEC, Tatenda decided to step down from her leadership role of Country director. This gave the board of directors an opportunity to hire someone like Tapiwa who can challenge employees and push the organization to reach its financial and fundraising goals.

Since Tapiwa's hire, employee productivity and motivation has decreased. Staff used to enjoy coming to work, talking with one another, and planning programs and services for the community. Now they come to work because "we need a paycheck," and they accomplish their tasks because

“Tapiwa told me to do so.” There is no enthusiasm for the mission of the organization and the vision for the new work that Tapiwa and the directors created in a strategic planning meeting. A couple of times, when Tapiwa passed employee cubicles, she heard comments like, “She works us all like we don’t have a personal life,” “She’s so impersonable,” “I miss just chatting with people,” and “Tendai was never like this. She always made time to talk to us.”

Just last week, Tapiwa had a staff meeting, and the majority of staff sauntered in late. Throughout the meeting, they gave her blank stares, and, as soon as the meeting was over, they quickly left. Tapiwa is tired of the staff attitudes and behaviors. “The culture of this organization can’t operate the way it used to. I am determined to change it,” she thinks to herself.

1. Discuss how does Tapiwa’s daily managing of the financial department of this non profit making organization can lead to increased fund raising revenue for the oragnisaation?

**[20 marks]**

2. Explain Tapiwas’s financial management strategies and the conditions, in which Tapiwa organization is operating in this environment? **[10 Marks]**
3. Describe the general management strategies, you can recommend for Tapiwa and her employees for managing a non profit making organisation? **[10 Marks]**

**[TOTAL MARKS 40 ]**

## **SECTION 2**

### **Question 2**

Examine the functions of corporate governance relating to principle of accountability and transparency that the Finance director of a Non-profit making organisation has to deal with to ensure effective financial management? Give practical Examples. **[20 Marks]**

### **Question 3**

Discuss the Human resources management of performance, as a key function for every Human Resource manager in a Non-profit making organisation? Chose an organisation of your own choice. [20 Marks]

**Question 4**

Analyse the strategic management approaches expected from a Country director of an International Non-profit making organisation based in Zimbabwe such as Red Cross. [20 Marks]

**Question 5**

Identify the principles and strategies of change management during Covid 19 Pandemic, as they relate to a diverse non-profit workforce and volunteer base. [20 Marks]

**Question 6**

Amongst the 4P's of marketing, a Non-Profit making Organization depends heavily on "promotion". Discuss. [20 Marks]

[TOTAL MARKS 100]

\*\*\*\*\*END OF PAPER\*\*\*\*\*