



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

**FACULTY OF LAW, BUSINESS INTELLIGENCE AND  
ECONOMICS**

**DEPARTMENT OF ECONOMICS, MARKETING, AND ENTREPRENEURSHIP  
EXAMINATION PAPER**

**COURSE CODE** : CBM415  
**COURSE TITLE** : Advanced Organisational Behaviour  
**SPECIAL REQUIREMENTS** : None  
**DURATION** : 3 Hours  
**LEVEL** : 4.1  
**DATE** : 11 APR 2024

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue
2. Use of silent, non-programmable calculators is allowed
3. Answer ALL questions in Section A and any three (3) questions in Section B.
4. The number of marks for each question or part question is shown in brackets [ ]
5. Begin each answer on a new page.
6. **DO NOT OPEN THIS PAPER UNTIL THE INVIGILATOR INSTRUCTS YOU.**

## SECTION A

**QUESTION ONE: Read the passage and answer all questions**

**Introduction to Omega Technical Services Ltd.**

A labor intensive medium sized firm "Omega Technical Services Ltd" was established in mid 1950s. The main focus of Omega was to provide technical services to the different clients mostly from engineering sector. Omega consists of 180 full time staff which is dispersed in eight different regional offices.

Main services provided by Omega were to provide documentation service in the form of manuals for operations and maintenance. In 1984 as a result of increased competition and falling profit margins in the field the company planned a cost reduction plan and changes to its management style to improve the efficiency of the organisation and to remain competitive in the business sector. But at the same time board of directors were concerned about the low morale of the employees and its impact over the performance of the company. There were increased incidences of low quality work followed by high turnover i.e. 33% over the last full year. After going through the provided case study and the relevant study materials, it is established that Directors of the Omega was trying to find out the main reason for low morale within the organisation and to find the recommendation which will improve the job satisfaction of employees which will ultimately improve the productivity of the staff and create new knowledge. To full fill this objective a formal attitude survey was conducted by the personnel manager of the Omega ltd. with the help of anonymous questionnaire.

- a) There was low morale for employees at Omega and board of directors wanted to find out the reason behind low morale. As one of the employees tasked to find the reasons, explain in detail the possible causes of low morale at Omega? **(10 marks)**
- b) Board of directors wanted to find out recommendations to improve job satisfaction at Omega. Discuss ways to improve job satisfaction in an organization? **(15 marks)**

**Section B: Choose and answer any 3(two) questions (Each question carries 25 marks)**

**Question 2.**

Ethics is now essential for business strategic survival. Discuss strategies managers can use to develop ethical culture in organizations? **(25 marks)**

**Question 3.**

There is no such thing as bad or good personality. Every person is unique. Discuss the Big Five model and its importance in managing human behavior at workplaces? **(25 marks)**

**Question 4.**

Total quality management theorists, Deming and Juran emphasise use of teams and groups for achievement of total quality. Discuss the differences between work groups and work teams? **(25 marks)**

**Question 5:**

Conflicts are inevitable in organizations because of diversity. Discuss conflict resolution strategies that can be used by managers and how managers can stimulate conflicts in organization?

**(25 marks)**