



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

MODULE CODE : CBM413
MODULE TITLE : MANAGEMENT OF NON PROFIT ORGANISATIONS
DURATION : 3 Hours
LEVEL : 4.1
DATE

11 FEB 2025

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Use of silent, non-programmable calculators is allowed
3. Answer question number **one (1)** in Section A (Compulsory) and any other **three (3)** questions in Section B.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets []
6. Show all workings, where applicable.

Question 1: [40 marks]

SECTION A (This question is compulsory)

Question 1

Read the case study below and answer the following questions

Board disfunction

"Alex, can I talk to you privately?"

Naturally, I agreed.

Tom Jones, a kindly benefactor and inspiration of mine for much of my career, led me over to a small table on the outskirts of a cocktail reception that was a prelude to what I expected to be a festive meal. The dinner was the formal opening of the first board of directors' retreat ever held by Anonymous Nonprofit (ANP), which at the time was a nearly ten-year-old organization.

As we settled into our chairs, I wondered what Tom wanted to talk to me about. Perhaps congratulate me for being the first to suggest that ANP have a board retreat? Or maybe admonish me gently for ruffling a few feathers on the board of directors with my occasional blunt observations and suggestions?

He had scheduled, and then cancelled, two meetings with me and our board co-chairs since arriving in Washington two days earlier. It was not his usual style, but he was nearing 80 years old, so I didn't make much of that.

Tom got right to the point. "Alex, we are trying to create a certain culture at ANP. And you don't fit in. So I would like you to resign from the board or you make sure all of the resources needed for ANP you buy from my company." I took that to mean that I would leave walk out the hotel, skipping the welcome dinner and board retreat that I had set in motion.

"Tom, I will not do that," I replied firmly after I had processed what he had said. "I was elected for a one-year term to serve this organization with due diligence, and I intend to serve out my term as best I can to help the organization grow."

Tom sat back in his chair. "So, you are not going to resign from the board or buy from my company?" He seemed stunned by my decision.

I shook my head. "If I choose not to stand for another term, or if my candidacy is voted down, that is one thing. But I will not be forced out now."

He then flatly said, "This meeting is over." He stood up and returned to the reception. As it turned out, I would never have another conversation with Tom.

All I could think at that moment was, it wasn't supposed to end like this.

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Answer all questions

- 1 (a) Identify and explain 5 duties of board members in NPOs. **(5 Marks)**
- (b) What could be the tension between Mr Alex and Mr Tom and what are the possible solutions to the tension? **(5 Marks)**
- c) Conflict of interest situations arise whenever the personal or professional interests of a board member or a group of members are actually or potentially in contradiction to the best interests of the organization. Comment this assertion in relation to Tom and Alex s story. **(15 Marks)**

SECTION B Answer any 3 questions. Each question carries 25 marks

- 2) Critically evaluate any 5 characteristics of non-profit organisations. **(25marks)**
- 3) Non-profit theories are complementary rather than rival. Discuss. **(25 marks)**
- 4) In managing non-profit organisations what is the relationship between governance, accountability and transparency? **(25marks)**
- 5) Explain why NPOs engage in the following in their operations
 - Human resource management **(13marks)**
 - Strategic planning **(12 marks)**

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