



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

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

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

**MODULE CODE** : CBM415  
**MODULE TITLE** : ADVANCED ORGANISATIONAL BEHAVIOUR  
**DURATION** : 3 Hours  
**LEVEL** : 4:1      09 APR 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 three (3) questions in Section B.
4. Begin each answer 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.

**SECTION A**

**Section A: Read the passage and answer all questions**

**QUESTION ONE**

**(40 marks)**

**Read the passage and answer the questions**

The success of a company is often based in great part on company culture and a “people centered” approach that recognizes not only the importance of the customer, but equally the importance of its employees. In order to build a people-centered and ethically managed organization there exist core values and practices that are often associated with success. Success in this context not only refers to profit but employee and customer satisfaction as well. Without these two factors success is unlikely to occur. As such, success is determined by the company, its employees, and its customers. The company is the tool that allows employees to achieve things collectively by working together and garnering viewpoints from several diverse populations including generational types, ethnicity, educational background, location, skill sets, and so on. Working collectively and collaboratively is often the best route to business and/or personal success providing education and experiences that often one could not attain on their own. Successful managers can show employees the benefits of working together, embracing an ever-changing landscape, and provide them with the education, tools, support, and training they need to be successful and in turn make the company successful.

**Discussion**

The company culture is vital to any organization and should include putting both customers and employees first, as suggested in the concept of “people-centered” organizations. These organizations often have a set of values and practices they follow. Although I have worked for companies that list similar values and practices, the fault lies in little to no action, training, or reinforcement.

1a). 'The success of a company is often based in a great part on company culture....' Explain functions of organisational culture. **(20 marks)**

1b). Building strong organisational cultures which drive company's vision is very essential. Discuss contributions strong culture in organisations. **(20 marks)**

**SECTION B: Choose and answer any 3(three) questions (Each question carries 20 marks)**

**QUESTION TWO**

**(20 marks)**

Discuss the characteristics of the formal and the informal groups in organisations and effects on performance of the organisation.

**QUESTION THREE**

**(20 marks)**

Discuss the reasons for the popularity of the Transformational approach to leadership.

**QUESTION FOUR**

**(20 marks)**

Tuckman was the founder of group development stages. Groups are an essential feature in modern organisations. Discuss group development stages by Tuckman illustrating how managers are involved.

**QUESTION FIVE**

**(20 marks)**

Discuss 5 strategic approach to conflict handling and circumstances in which each would be the most appropriate.

**END OF PAPER**

10/5 pm