



ZIMBABWE EZEKIEL GUTI UNIVERSITY

**FACULTY OF BUSINESS INTELLIGENCE, ENTREPRENEURSHIP,
ARTEFACTUAL DESIGNS AND FUTURES**

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

MODULE CODE : CBM212
MODULE TITLE : MANAGEMENT THEORY AND PRACTICE
DURATION : 3 Hours
LEVEL : 2.1

11 JUN 2026

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Use of silent, non-programmable calculators is allowed
3. Answer any FOUR questions.
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

Some scholars argue that management theories evolve because the problems they attempt to solve also evolve.

- a) Analyse how changes in technology, work culture, and globalisation have reshaped management thinking over time. **[10 marks]**
- b) Assess whether current theories are sufficient for future challenges. **[15 marks]**

QUESTION 2

Many organisations focus heavily on financial performance while neglecting employee well-being.

- a) Discuss the possible consequences of this imbalance. **[10 marks]**
- b) Design a more holistic management approach that could improve outcomes. Cite theories adequately. **[15 marks]**

QUESTION 3

A growing Zimbabwean company experiences success under a founder who is highly involved in all decisions. As the business expands, the founder struggles to delegate authority, leading to bottlenecks and operational inefficiencies.

Assess how the transition from entrepreneurial management to professional management can be successfully achieved, starting with administrative theories.

[25 marks]

QUESTION 4

Develop your own integrated management model suitable for Zimbabwean organisations that combines leadership, motivation, structure and environment.

[25 marks]

QUESTION 5

Discuss the importance of organisational culture in shaping employee behaviour and productivity.

[10 marks]

Assess how employees may perceive unfairness even when organisations believe they are treating everyone equally.

[15 marks]

[END OF PAPER]

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