



*Aspire, Acquire, Prosper*

# ZCAS University

## LEADERSHIP AND ORGANISATIONAL BEHAVIOUR

SMS4451

MIDTERM EXAMINATION

FRIDAY 20<sup>th</sup> OCTOBER 2023

TIME: 16:30-19:30 HRS

TIME ALLOWED: WRITING – THREE HOURS

READING – 5 MINUTES

### INSTRUCTIONS:

1. Section A: this question is compulsory and must be attempted.
2. Sections B: Answer Three (3) questions from this section.
3. This examination paper carries a total of 100 marks.

## Section A

### Case study

Choosing the University to attend is an important decision that is made once or twice in a lifetime and has relevant effects for a person's entire life. In such a process, advice from others, especially current students, is a powerful influencing factor. Therefore, understanding the factors that lead students to become active advocates for their university is strategically important. Social identity theory states that when students choose a university, the image of the institution becomes part of their identity. In the case of strong positive identification, the resulting sense of pride enhances their own self-identity and brings positive benefits beyond simply obtaining an education, which are then passed on to everyone. The current study focuses on brand experience and brand reputation and uses a moderated mediation analysis to investigate the mechanisms by which current students can be tools for university choice. Stimulating word-of-mouth (WOM) implies the institution has and maintains a good reputation and engage students to develop a positive brand experience and pride. This research contributes to the development of a greater strategic awareness of universities' appeal to better tailor their orientation activities to current or prospective students

- A) State and discuss characteristics of Perception to the growth of the organisation (10 Marks)
- B) State and discuss the Factors influencing Perception towards an organisation. (10 Marks)
- C) Discuss the (5) barriers to perceptual accuracy/Perception Bias (10 Marks)
- D) Discuss 3 Managerial Implications of Perception (10 Marks)

(Total: 40 marks)

## SECTION B

Attempt any THREE questions in this section.

### Question 2

Leadership is a component of four fundamental factors of production, which comes under the entrepreneurship factor, therefore, an effective leadership style is very much important for successful running of business operations because leadership provides the direction and objective for the business and sets example for the followers in order to achieve this objective in an effective manner.

- a) State and discuss the three components of the attitudes (10 marks)
- b) Discuss the characteristics of altitudes and how it impacts on leadership  
in an organisation (10 marks)

(Total: 20 marks)



### **Question 3**

Leadership plays an important part in order to motivate the staff in an organisation, however, Saunders' leadership style does not contribute towards the motivation of staff in fact its autocratic and declarative leadership style de-motivates not only Martin but also the lower-level staff. On the other hand, Martin's leadership style encourages the staff and creates a social relation with them that motivates them in order to work in the best interest of the company.

- a) Define and discuss the importance of organisational behaviour to an organisation. (10 marks)
- b) State and discuss the three levels analysis of the organisational behaviour (10 marks)

**(Total: 20 marks)**

### **Question 4**

A National Staff Survey showed alarming rates of disengagement. Our client, a non-governmental organisation, was struggling to find ways of making the working environment safe for difficult conversations. With the goal of engaging the whole division in the co-creation of a 'high performance team' culture, Leadership was engaged to support and advise management, to address root causes for disengagement and helped create a positive, proud and high performing culture.

- a) Discuss the two of the organizational approaches (10 Marks)

- a. Please elaborate on the Cognitive Framework in the organization. (10 marks)

**(Total: 20 marks)**

### **Question 5**

In improving employee performance as well as the organisational performance, a pleasing working environment is needed to be created, which will support and encourage employee to work consistently toward achieving organisational goals and objectives, this will also increase the level of their competence.

- a) Discuss what Social learning theory is and how it can be applied to improve organization performance (10 marks)

- b) Discuss how the Contingency approach could be applied for the improvement of organizational performance (10 marks)

**(Total: 20 marks)**

**END OF MIDTERM EXAMINATION**