



Part - B Essay Questions

Answer only three (03) questions including question number 01 in Part B

Marks Allocated: 60 Marks

01. Read the following case carefully and answer the given questions.

The library in River Street is located in a central area of Badulla. Whilst small and in rather old premises, it has been popular over the year with residents of the local community focal point. The library is also well thought of by local authority officials.

The staff has consisted of the Chief Librarian, four qualified Librarians and three Library Assistants, all of whom have worked well together with a high degree of mutual co-operation by, for example, voluntarily exchanging shifts to accommodate the domestic situations of a colleague. The staff has often curtailed their breaks when the needs of library clients have required it. The library has been open on Monday and Friday from 9.00 to 12.00 and 2.00 to 6.00. When closed, time has been spent on staff training, administrative investigations and book restocking. Regular returns have also had to be made to the local authority as part of the latter's information gathering and performance monitoring role.

That was the situation up to six months ago, when a new person, Amali, was appointed in charge of the library. She is determined to make the library service even more efficient, believing that such a strategy is absolutely necessary in a climate of debate over the library service being considered for transfer to the private sector.

As the outset she felt that the methods by which the staff operated had to be changed. She instructed staff that the informal switching of shifts had to cease and that any change in rosters had to be approved by her in advance. She had noticed that staff used to spend a considerable amount of time talking to the public socially, rather than just on matters concerned with the library service, and instructions were issued that this had to cease: "Time could not be wasted on informal discussion." More effort also had to be given to

improving the information flow to the local authority, to provide evidence of the library's efficiency.

Over a relatively short period of time, the atmosphere within the library changed. The staff seemed to lose some of their enthusiasm, manifested in late arrival for work. On some occasions the library did not open on time because of confusion over shift patterns. The incidence of the days off sick increased, and relations between staff deteriorated as they worked purely in accordance with their job descriptions. The overall attitude of the staff impacted on the quality of service to customers, who began complaining to local councilors of poor service from library.

You are required to;

- i. Prepare a memorandum for Amali by clearly setting out the management issues you see arising from the case. (10 Marks)
 - ii. Suggest the related alternative actions Amali might take to resolve these matters. (10 Marks)
- (Total Marks 20)**

02.

- i. Explain the "Open System of Organization" and its characteristics. (10 Marks)
 - ii. According to Robbins, Organizational Behaviour is a field of study that provides managers with information on how to improve organizational efficiency. Discuss the critical issues confronting managers in organization for which Organizational Behaviour offers some solutions or meaningful insights into their management. (10 Marks)
- (Total Marks 20)**

ary's
The
On
s.
s
e

03. "Change is an inevitable and constant feature. It is an inescapable part of both social and organizational life and we are all subject to continual change of one form or another.

(Laurie J. Mullins, 2010)

- i. Explain the factors that are giving rise to the many changes confronting organizations today. (10 Marks)
- ii. Discuss the strategies that the management can take to ensure that employees are better able to respond positively to change. (10 Marks)

(Total Marks 20)

04. "Leadership is considered as the ability to influence a group toward the achievement of a vision or set of goals".

- i. "A good leader is not necessarily a good manager". To which extent do you agree with this statement? Justify your answer. (10 Marks)
- ii. Explain the Hersey and Blanchard's Situational Leadership Model with appropriate examples. (10 Marks)

(Total Marks 20)

