1. Write **SHORT** notes on any **three (3)** of the following:
   
   a) Fundamental Attribution Error **OR** Organisation-Based Self Esteem  
   b) Group Effectiveness or Group Processes  
   c) Johari Window  
   d) Organisational Politics **OR** Resistance to change  
   e) Communication Networks  
   f) Contingency Approach to Structure **OR** Dysfunctions that stem from Structure  
   g) Strategic Approach to Motivation **OR** Expectancy Theory of Motivation  
   h) Emotional Intelligence **OR** Role Expectations **OR** the Psychological Contract  

(15 marks)
PART B

Answer one (1) question from Part B. (15 marks)

2. Drawing on your understanding of relevant theory, what do you consider to be the essence of effective leadership. Use examples as appropriate.

3. An important aspect of the manager's role is to shape individual behaviour in ways that allow the organisation to accomplish its objectives. Identify and discuss critically some of the difficulties managers may encounter in dealing with individual behaviour in organisations.

4. Discuss, with relevant examples, the important role organisational culture can play in helping managers in the Caribbean prepare their businesses for successful participation in the changing economic environment.

5. Of what practical use to practising managers is the body of knowledge called Organisational Behaviour?

PART C

6. Case Study

The Library in Labworth Street is located in an inner city area of the local authority. Whilst small and in rather old premises, it has been popular over the years with residents of the local community, who have looked to it as a 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, Rita Jones, 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.
At 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 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 councillors of poor service from library staff—such as long queues at the desk, abrupt service at the inquiry point, books not being on the correct shelves, and inefficient operation of the book reservation system. The reputation of the library and the use of services was clearly in decline.

In response to concerns expressed by officials, Rita Jones explained that she was endeavouring to improve the system in the library and that inevitably there were some short-term problems. She believed that, in the long run, the situation would improve. She recognised that, in spite of financial constraints, the budget for stock and staffing costs was adequate.

In order to assist Rita Jones in tackling the problems arising in her organisation:

a) prepare for her a memorandum of advice clearly setting out the management issues you see arising from the case.  

b) suggest the related alternative actions she might take to resolve these matters.

(15 marks)

END OF QUESTION PAPER