TH.E UNIVERSITY OF THE WEST INDIES
CAVE HILL

EXAMINATIONS OF DECEMBER 2006.

CODE AND NAME OF COURSE: MGMT2008 - ORGANISATIONAL BEHAVIOUR

DATE AND TIME: DURATION: 2 HOURS

INSTRUCTIONS TO CANDIDATES: This paper has 4 pages and 6 questions.

Answer question 1 from Part A, any one (1) question from Part B and all questions from Part C

PART A

1. Write SHORT notes on any three (3) of the following:
   a) Three (3) Perceptual Errors OR the Perceptual Process
   b) Task and Maintenance Roles
   c) Sources of Leadership Power
   d) Downward Communication
   e) Corporate Culture
   f) Herzberg’s Motivation-Hygiene Theory OR Expectancy Theory of Motivation
   g) Kurt Lewin’s Change Management Model

   (15 Marks)

   TURN OVER
PART B

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

EITHER

2. a) What do you consider to be the essence of effective leadership? Of what practical use is effective leadership to organisations in EITHER the public sector OR the private sector in the Caribbean as they confront changing environments?

OR

b) How can emotionally intelligent leadership contribute to higher performance in modern organisations? Cite practical examples.

3. Present a critical analysis of the contribution that diversity can make to organisational performance. Now identify and discuss some of the challenges managers are likely to encounter in dealing with diversity at the workplace in the Caribbean.

4. Identify and discuss critically at least three dysfunctional outcomes that can result from poor structural arrangements and relationships in organisations. Now what are some of the options available to management for addressing these conditions?

5. What are some of the difficulties that student groups encounter in managing the transition through the stages of group development?
6. Case Study

The Library in Labworth Street is located in an inner city area of the local authority. While 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 cooperation 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 and succinctly setting out the management issues you see arising from the case. (15 Marks)

b) Suggest the related alternative actions she might take to resolve these matters, offering a brief justification for your suggested alternatives. (15 Marks)

END OF QUESTION PAPER