This paper consists of three (3) sections only. Answer question 1 from Section A, any one (1) question from Section B and all questions from Section C.

SECTION A
This question is compulsory.

1. Critically discuss the practical applications of Organisational Behaviour Knowledge to improving organisational effectiveness and efficiency. (20 marks)

SECTION B
This section has four questions. Answer one (1) question.

2. An organisation's performance and effectiveness are directly related to its leadership. Drawing on four theories of Leadership (not including Trait or Behavioral Theories of leadership), discuss the validity of this statement. (20 marks)

3. Briefly explain what is meant by organisational culture. How might culture shape and influence the behaviour of individuals in organisations? (20 marks)

TURN OVER
4. What do you understand by the term organisational politics? Identify and briefly discuss at least three types of circumstance that may give rise to political behaviours in organisations. Now indicate options available to management for dealing with the behaviours that you have highlighted. (20 marks)

5. With reference to the dimensions of organisational structure, critically discuss the relationship between structural designs and employee behaviour. (20 marks)

SECTION C

Answer all questions from this section.

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.

TURN OVER
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. (10 marks)

b) Suggest the related alternative actions she might take to resolve these matters, offering a brief justification for your suggested alternatives. (10 marks)