

Open Competitive Examination for Recruitment to Class III of the
Sri Lanka Administrative Service - 2011 (2012)

(04) Aptitude for Management

- * **Answers marked with pencil and those where erasing fluid has been used will not be marked/evaluated.**
- * **In answering Part I, answers where the numbers are not written as indicated below also will not be marked/evaluated.**

1 2 3 4

Checked as correct

Invigilator's Initials

- * This paper consists of two parts and 12 pages.
- * Part I contains 25 multiple choice questions and Part II contains 25 short answer type questions.
- * Answer all questions on this paper itself.
- * The time allocated for this question paper is two hours.
- * Commence answering only after the Centre Supervisor's announcement.
- * Answers should be given strictly according to the instructions given and marks will not be awarded to any answer given contrary to the instructions.
- * Even if you are not attempting the paper hand it over to the Supervisor.
- * Write the answers clearly and legibly in blue or black ink only and not in pencil.
- * It is an offence to remove this question paper from the examination hall or to photocopy the same.
- * Answer scripts with illegible figures, illegible handwriting, those where erasing fluid has been used and written in pencil will not be marked/evaluated.

Page No.		Question Nos.	Marks awarded
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	Total		

Total	In figures	
	In words	

Marking Examiner 1	
Marking Examiner 2	
Checked by	

Part I

- Questions from No. 1 to 25 should be answered with reference to the cases and situations given. Select the **correct** or the **most appropriate** choice out of the four choices given for each question and write its **number on the dotted lines**.
- Questions from No. 1 to 10 are based on the following case/situation.

General Manager is the Chief Executive Officer in the Electricity Services Corporation and there are managers in charge of the sections of Administration, Finance, Auditing, Technology and Services, and Maintenance. Addition to that Assistant Managers are attached to each section and supervisors and foremen also work in the Maintenance and Technology and Service sections. Formulation of aims, objectives, laws, policies and plans are done by the top management led by the Chairman, the Board of Directors and the General Manager. Implementation of such plans and policies and delivering them to the clients are done by the other staff.

The Electricity Services Corporation has been incorporated as a formal organization under an Act of Parliament and its present General Manager is Mr. Camilas Fernando. Being the Head of the Institution, Mr. Fernando works very courageously and he is reputed as an autocratic leader. There is a dissatisfaction among the other employees including the management on Mr. Fernando who works with the full loyalty to the Board of Directors of the Corporation. Management or the other employees do not have an opportunity to challenge the decisions of Mr. Fernando who is known as a strict administrator who sticks to his own decisions. Under this situation, informal organisations have emerged at different employee levels in the Corporation.

1. Select the correct sequential order of distribution of responsibilities and designations in Electricity Services Corporation.
 - (1) Top level managers, managers in charge of sections, lower level managers
 - (2) Top level managers, middle level managers, lower level managers
 - (3) Chief executive officer, top level managers, lower level managers
 - (4) Chief executive officer, middle level managers, lower level managers

(.....)
2. Mr. Camilas Fernando belongs to
 - (1) the level of Chief Executive Officer.
 - (2) the level of Chief Operational Officer.
 - (3) the top level management.
 - (4) the middle level management.

(.....)
3. Who belongs to the lower level management of Electricity Services Corporation?
 - (1) Accountants
 - (2) Assistant Managers
 - (3) Managers in charge of sections
 - (4) Foremen

(.....)

4. Electricity Services Corporation plans to operate a new rural electricity project. Accordingly, the responsibility of the construction of the electricity project within a given time frame will be entrusted to
- (1) the top level management.
 - (2) the middle level management.
 - (3) the General Manager.
 - (4) the Board of Directors. (.....)
5. The group of officers who directly deals with support services staff in Electricity Services Corporation is
- (1) top level managers.
 - (2) lower level managers.
 - (3) middle level managers.
 - (4) Board of Directors. (.....)
6. Which of the following is **not** a characteristic of leadership style of Mr. Camilas Fernando?
- (1) He has the sole authority in making decisions.
 - (2) Having an environment in the Corporation that highlights the image of Mr. Camilas Fernando.
 - (3) Having an opportunity for lower levels of employees in the Corporation for a creative contribution.
 - (4) Maintaining a strict discipline and administration in the corporation. (.....)
7. A leadership style that can be opposite to the leadership style of Mr. Camilas Fernando is
- (1) Authoritative leadership style.
 - (2) Autocratic leadership style.
 - (3) Participatory (Democratic) leadership style.
 - (4) Laissez-faire leadership style. (.....)
8. A benefit that can be achieved by the Corporation through Mr. Camilas Fernando's leadership style is
- (1) being able to take decisions easily at the crisis situations in the Corporation.
 - (2) non-emergence of activists in the Corporation.
 - (3) being able to get the contribution of the subordinate employees to the Corporation.
 - (4) building a confidence about the leadership among the employees. (.....)
9. Out of the following select a good quality that a good Head of the Institution should possess.
- (1) The Head always speaks concerning us.
 - (2) The Head always looks where the fault is.
 - (3) The Head exercises the power among all.
 - (4) The Head motivates his group. (.....)
10. What is the most correct statement about informal organisations?
- (1) Informal organisations can emerge within formal organisations.
 - (2) Informal organisations have a legal entity.
 - (3) A characteristic that can be inevitably seen in formal organisations is informal organisations.
 - (4) A member of an informal organisation cannot obtain the membership of another informal organisation. (.....)

- Questions No. 11 to 20 are based on the following case/situation.

Rajarata Farmers Authority is a statutory body of the government. This authority which recorded losses about 10 years before, has been included in the list of profit making state institutions in the last year report of the Parliament Committee that examines the affairs of statutory bodies.

This institution has achieved a rapid progress during the previous two years as a result of the leadership and constructive and farseeing decisions taken by the present management of this authority. During the last two years efficiency, effectiveness and productivity have reached the top level and the motivation as well as the development of good attitudes of the employees have contributed to it. The management has implemented various programmes to improve the efficiency of the employees, their welfare and to develop the attitudes, and the programmes based on various productivity concepts for the development of the physical environment of the authority. Addition to that an International Quality Certificate has been awarded for implementing the services in the Authority for confirming the standard. The management has decided to present the authority for the productivity competition this year.

11. What may be a reason for the increase in the efficiency of the Rajarata Farmers Authority is that
- (1) aims and objectives have been established to suit the authority.
 - (2) resources have been properly used to fulfil the aims and objectives.
 - (3) long term aims and objectives have been determined.
 - (4) strategic plans have been followed to fulfil the aims and objectives. (.....)
12. A short term criteria which shows the progress of an institution is
- (1) Productivity.
 - (2) Effectiveness.
 - (3) Efficiency.
 - (4) Performance. (.....)
13. What is the simple equation that can be used to measure the productivity of Rajarata Farmers Authority?
- (1) $\text{Productivity} = \frac{\text{Effectiveness}}{\text{Input}}$
 - (2) $\text{Productivity} = \frac{\text{Efficiency}}{\text{Input}}$
 - (3) $\text{Productivity} = \frac{\text{Input}}{\text{Output}}$
 - (4) $\text{Productivity} = \frac{\text{Output}}{\text{Input}}$ (.....)
14. What is indicated by the effectiveness of Rajarata Farmers Authority?
- (1) The extent that this authority has reached the expected objectives
 - (2) Quantitative relationship between the input and output
 - (3) Whether the desired affairs have been done correctly
 - (4) Whether the resources have been managed properly (.....)

15. Select the productivity concept that can be used for the development of physical environment of the office in Rajarata Farmers Authority.
- (1) 5 m S Concept
 - (2) 5 S Concept
 - (3) 7 m S Concept
 - (4) 8 S Concept (.....)
16. An International Quality Certificate that this authority can obtain by doing the services of the Rajarata Farmers Authority Office in a systematic method, is
- (1) ISO 9000 : 2008 Quality certificate
 - (2) ISO 9001 : 2008 Quality certificate
 - (3) ISO 9002 : 2008 Quality certificate
 - (4) ISO 9003 : 2008 Quality certificate (.....)
17. A national level competition that this authority can participate in, as a result of implementing the productivity concepts of the Rajarata Farmers Authority and for improving the productivity is
- (1) National Quality Control Award Competition.
 - (2) National Effectiveness Award Competition.
 - (3) National Productivity Award Competition.
 - (4) Public Services Productivity Award Competition. (.....)
18. The Parliament Committee that investigates the activities of Statutory Boards and institutions is
- (1) Parliament Committee on Public Enterprises.
 - (2) Consultative Committee on Public Enterprises and Corporations.
 - (3) Committee on Public Enterprises.
 - (4) Committee of Members of Parliament on Public Enterprises. (.....)
19. A factor that would **not** have affected the development of attitudes of the employees in Rajarata Farmers Authority is
- (1) salaries and allowances.
 - (2) supervision.
 - (3) open opportunities for promotion.
 - (4) influence of trade unions. (.....)
20. Motivation of the employees of Rajarata Farmers Authority means
- (1) getting the contribution of employees compulsorily for the efficiency of the authority.
 - (2) motivating the employees' to get their optimum contribution for the services of the Authority with their inner commitment to work.
 - (3) getting the active contribution of the employees for the development of productivity of the authority.
 - (4) getting the innovative contribution of the employees for fulfilling the aims and objectives of the authority. (.....)

- Questions from No. 21 to 25 are based on the following case/situation.

The government established the Rural Road Development Board recently for the development of rural byroads.

After establishing this Board, its Board of Directors and the top management met and prepared the plans by deciding the aims and objectives of the Board. It took steps to organize to implement those plans with certain targets within time frames and to fulfil the cadre requirements of the Rural Road Development Board by staffing and direct the functions of the board by supervising.

Similarly, it took action to establish the internal environment of the Board in a proper order by paying more attention to the factors of the external environment of the board.

21. The functions of the management of the Rural Road Development Board in the order of sequence are
- (1) Planning, Organizing, Directing and Staffing.
 - (2) Planning, Directing, Staffing and Organizing.
 - (3) Organizing, Directing, Staffing and Planning.
 - (4) Planning, Organizing, Staffing and Directing. (.....)
22. What is done by the management of the Rural Road Development Board under the function of staffing is
- (1) deciding the objectives of the board.
 - (2) deciding the purposes of the board.
 - (3) planning the manpower requirements.
 - (4) making the staff aware of the functions. (.....)
23. The process of leading, encouraging and guiding of the employees done by the management of the Rural Road Development Board can be known as
- (1) directing.
 - (2) staffing.
 - (3) planning.
 - (4) motivation. (.....)
24. An internal environment factor of the Rural Road Development Board is
- (1) consumers.
 - (2) clients.
 - (3) aims and objectives of the Board.
 - (4) investors. (.....)
25. An external environment factor of the Rural Road Development Board is
- (1) resources.
 - (2) managers.
 - (3) objectives.
 - (4) competitors. (.....)

Part II

- Write short answers to questions from No. 26 to 50 based on the given cases/situations.
- Questions from No. 26 to 30 are based on the following case/situation.

Disaster Management Centre intimated that there would be a Tsunami situation in the coastal area in Sri Lanka owing to the powerful earthquake occurred near Sumatra islands in Indonesia at 2.18 on 12.04.2012. It was emphasized that there would be a tsunami situation specially in the southern coastal area at about 4.50 p.m. on that day.

About 10 Grama Niladhari divisions which are in Beragama Divisional Secretariat area in the Southern Province fall within the coastal area. About 500 families live in this coastal area.

Mr. Sunimal Perera is the Divisional Secretary of Beragama. On that day, Mr. Sunimal Perera was staying in his house situated about 50 kilometres away from his division to spend the Sinhala and Hindu New Year holidays. The first alarm was made to his mobile phone at about 2.50 p.m. by the Disaster Management Centre.

26. What is the main challenge that Mr. Sunimal Perera faced?

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27. State **two** actions that should have been taken by Mr. Sunimal Perera on the Tsunami alarm given by the Disaster Management Centre.

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28. State **two** pro-active measures that Mr. Sunimal Perera should have taken to face a tsunami situation.

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29. State **two** measures that could have been taken to evict people from the coastal area.

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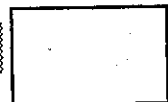
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30. State **two** government institutions situated in his Divisional Secretariat Division from which the assistance should have been obtained to face the Tsunami situation.

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- Questions from 31 to 35 are based on the following case/situation.

State Information Centre was established by the government to disseminate the government official information to the people and Mr. Walter Subasinghe was appointed as its Director General. In addition, Assistant Directors were appointed at the District level.

It was reported to the Centre that an attempt being made to pass a resolution against Sri Lanka at the session on human rights in the United Nations Organization. Walter Subasinghe was instructed by the government to implement a programme to make the people, peoples' representatives, religious leaders aware at Divisional Secretariat level that the contents of the resolution are false and its impact on Sri Lanka.

31. State **two** divisional institutional structures from that Mr. Subasinghe can get the involvement for organizing this regional programme.
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32. Name **two** resource persons whose co-operation can be obtained to formulate the awareness programmes.
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33. Explain in brief how to get the involvement of the divisional representatives of people for the awareness programmes.
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34. State **two** alternative measures that can be taken to make the people aware in addition to lectures.
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35. Explain in brief a successful programme that can be implemented to make the regional divisional leaders aware of.
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- Questions from No. 36 to 40 are based on the following case/situation.

Northern Provincial Sports Authority was established to revive the sport activities in the Northern Province. The main responsibility of this authority is to organize activities to bring the school and young athletes living in this province to the national and international level by developing the sports activities in the Northern Province that had been stopped for several years owing to the terrorist activities.

Mr. Skandaraja was appointed as the Director of this Authority. Two officers as Deputy Director (Sports) and Deputy Director (Technical) were appointed under him. Addition to that a Chief Internal Auditor who is directly responsible to the Director at the Deputy Director level was also appointed. Similarly an Assistant Director (Sports) was also appointed. In addition, an Administrative Officer who is directly responsible to the Director was also appointed for the administrative work in the Authority to function just below the Assistant Director level.

36. Prepare a 'vision' statement for the Northern Provincial Sports Authority.

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37. State **two** objectives of the Northern Provincial Sports Authority.

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38. Explain in brief the main challenge of the Northern Provincial Sports Authority.

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39. State in brief a programme that can be implemented to identify the persons who have sports talents in the Northern Province.

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40. Draw the organization chart of the Northern Provincial Sports Authority relevant to the above passage.

- Questions from No. 41 to 45 are based on the following case/situation.

It has passed one year since Mr. Sirimewan Suraweera assumed duties as the Director of Rasnayakapura Regional Education Office.

About two years back, Rasnayakapura Regional Education Office was badly reputed as an inefficient and irregular office. Particularly teachers who came to the office for official works, as well as the general public faced various difficulties.

However, after Mr. Sirimewan Suraweera assumed duties, he reorganized all the sections in the office and created an environment where an efficient service can be given from his office.

Here he introduced strategies such as Quality Circles to change the attitudes of his staff and to enhance the team spirit. In addition, different productivity programmes were introduced including 5S concept to improve the physical environment cleanly, systematically for the convenience of clients. He also listened to the problems of every employee of his staff, conducted a work study and distributed work among them fairly.

41. Explain in brief a major challenge that Mr. Sirimewan Suraweera faced, when he assumed duties as the Director.

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42. State **two** reasons for the inefficiency prevailed in Rasnayakapura Regional Education Office before Mr. Sirimewan Suraweera assumed duties.

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43. State **two** methods that Mr. Sirimewan Suraweera used to increase the efficiency of his office.

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44. State **two** good managerial qualities that Mr. Sirimewan Suraweera possesses.

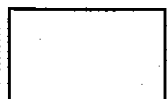
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45. State **two** changes done by Mr. Sirimewan Suraweera for the clients who come to the Rasnayakapura Regional Education Office.

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- Questions from 46 to 50 are based on the following case/situation.

The people who live in Harithapura Municipal Council area have a strong displeasure about their Municipal Council.

People of the municipal area always complain about not having a systematic management to remove garbage, not maintaining the municipal council roads and not maintaining the street lights in a proper way.

Similarly, allegations from the people are also levelled at the Municipal Council about the uncleanliness of hotels and markets in the city and the employees of the Municipal Council getting bribes from the people who come to the council for various services.

Assume that you have been appointed as the new Municipal Commissioner in this Municipal Council and provide practical and optimum answers for the following questions.

46. State two main challenges you face.

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47. State in brief a suitable proposal that can be presented to your Mayor about the management of garbage.

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48. State in brief a programme that can be implemented to ensure the cleanliness of the hotels and markets in the municipal area.

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49. State in brief a measure that can be taken to prevent municipal employees from getting bribes from the people.

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50. Propose an appropriate programme to get the assistance of the urban people for the activities of the Municipal Council.

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