

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-career Development Unit

Master of Business Administration Weekend Programme

(Semester IV- first-half) Examination – November 2016

MBAHR 615 – Career Assessment

Three (03) Hours

Answer Question 1 & any other 03 questions

This is an OPEN BOOK examination

1. Maneesha had a story book childhood. Her parents were farmers and they lived in a village near Galle, in a small house in the middle of a paddy field with a beautiful garden where butterflies, birds and chipmunks were regular visitors. Maneesha and her two sisters lived happily and peacefully. Being the second daughter, Maneesha was mostly spared by domestic work and was not pressured to study either. They attended the village school which had classes only up to grade 8 and Maneesha and family members felt that it is more than enough for girls of their families to study up to that level.

It was her inborn talent which made Maneesha to get through the year five scholarship exam with enough marks to enter a popular school in Galle. Though she vehemently opposed to the idea of changing schools, principal of their village school and the head priest of the village temple convinced her father to send her to the school in Galle. In addition, they have collectively given her a scholarship to cover the expenses.

Since she was not in favor of the change of school, first four years passed without any enthusiasm. Maneesha didn't attend any tuition classes and always felt below the average in the class ranking. Her younger sister joined her at the central college and she

was way more interested in studies and extra activities than Maneesha.

At the beginning of her GCE O/L year, Maneesha's elder sister eloped with the village baker's son. Their father was so angry at that and immediately prohibited any family member from visiting the elder daughter.

Nevertheless, Maneesha visited her sister on her way from school but was shocked by what she saw. She knew that her sister hadn't had a comfortable life even back at home and had to work like a domestic aid in her own home after quitting school at Grade 8.

Maneesha felt pity when she saw that her sister is sweating in the bakery in the same way except that she was carrying a pre-marriage pregnancy as well. Maneesha didn't want to end up like her elder sister. She started realizing that she wanted something more than that from her life. She became aware how shallow is her story book childhood is. Most stories in those story books didn't have happy endings. She suddenly realized how hard her parents work to make ends meet. Both men and women had to fight their tooth and nail just to survive, and additionally women were responsible for child bearing and caring too.

Maneesha getting the best O/L results in the school was a surprise for her teachers and parents. Having not attended a single tuition class, her born talent and commitment rewarded her with the best results. However, her determination didn't pay back at the GCE A/L examination. Not being able to get the results to enter a university was a nightmare for her. She tried harder in order to achieve her salvation and entered the university in her second attempt.

Due to financial constraints Maneesha had difficult university tenure and couldn't get any other professional qualifications either.

After staying at home for almost a year unemployed, Maneesha got appointed as a management assistant in the Exports Development Board and married a batch mate from the university. Maneesha's husband, Sarath was a school teacher, and was living with his parents - retired teachers - in their family home closer to Galle city. Both Maneesha and her husband started having a comfortable life, staying at parent's place, working in Galle which was about 1/2 an hour away from home. Their only daughter attended the best girl school in Galle. Even though they were having a comfortable life, Maneesha felt that she could do better. While she was stuck in the same position for more than a decade, her husband was progressing as a deputy principal and then as the

principal of a leading school in Galle. When her colleagues were happy with what they were getting. Maneesha started visiting the small and medium scale exporters, collecting data and presenting them at the monthly progress review meetings in front of superiors at head office. While she was ridiculed by her colleagues for her ' nonsense ', her superiors at the head office started recognizing her talents.

The newly appointed CEO of EDB, Basura, was impressed with the well prepared reports coming from Galle office. Soon he came to know who generated those reports and met Maneesha on an official visit to Galle. Young, energetic and radical Basura has worked at different ministries where he was sometimes recognized and at other times asked to leave because of his too genuine and smart qualities. He was then handpicked by the minister of Exports to uplift EDB and was given a free hand to run the EDB. When Maneesha received two promotions in two consecutive years, Basura had to reply to couple of audit queries and the minister had to throw away a dozen of petitions against Basura.

On her 15th year at EDB, Maneesha was promoted as the Assistant Director of National Intelligence of EDB and her location of work moved from Galle to Colombo. In the same year, her husband, Sarath was promoted as a deputy district director of education in Galle and their daughter was in Grade 10, getting ready for the GCE O/L in the following year.

Maneesha become a daily commuter in an office transport bus operating between Galle and Colombo through the express way. Her day starts at 3.30 a.m. with preparing breakfast and lunch for the family and she reaches home around 6.45 p.m. having time to prepare dinner while supervising the daughter's school work. Husband took care of dropping the daughter at school, picking her up, taking her to tuition classes, etc during the day. Maneesha's life was far away from being comfortable. There were quite a few days when she slept only an hour or so after making presentations for sessions. She had to travel to other district offices to collect data and to assist the potential exporters and officials at those offices with her expertise. Basura is friendly and easy to work with, but a tough task master. He turned the tables upside down and even those officers who have not done a single productive day in their whole careers had to come out of their comfort zones and run the marathon. Though everyone was not willing to see, Basura made them to see the bigger picture from different angles. Minister kept throwing away

the petitions that came against Basura and tactically ignored the complaints made by old hands of the ministry against Basura, and was very happy with his own decision to appoint Basura as EDB CEO against the comments made by his own colleagues. Maneesha became a member of the business planning training team and her presentation preparation and island wide visits became more intensified. She was invited to conduct training sessions for governmental and non-governmental organisations in different parts of the country during the weekends as those invitations were financially and professionally beneficial and tempting.

Towards the end of her first two years in Colombo, Maneesha became eligible for a transfer. Another junior officer, who came to the head office from Galle two years ago and who traveled with Maneesha in the same office transport, applied for a transfer back home. He was happy that he could go back to his easy life and not sit in a bus for more than 25 hours a week. He was saying, " now I'm going to save 25+ hours a week, I have to make good plans for that extra day '. Maneesha was in a dilemma - whether to apply for the transfer and go back to her previous life or to continue in her present position. Basura's words helped her when she mentioned him the words of the junior officer. Maneesha, what matters is not how many hours a person saves, but what is the outcome of that saving. A person can save not 25 but 100 hours a week, but if he or she is not doing something that matters, then what's the point of that saving. Aren't you happy with the impact you are having on all these people you are working with and on yourself?" Maneesha started her third year in Colombo with a new energy knowing how much she is being valued, her efforts being recognized and her work being appreciated.

December was a busy month for her, visiting all the branches island wide for year end progress reviews. Luckily both her husband and her daughter were at home as it was the school holidays. They joined her when she went to Anuradhapura and went to see shrines while Maneesha was attending the progress review. She joined them to visit Sri

Maha Bodhiya and Ruwanweli saya after work. January wasn't easier either, and there were times Maneesha felt that she was out of coverage zone of her family's communication but hadn't had much time to bother about that.

But one information about her husband came through an external source was too much

to ignore and let go. One day in early February, Maneesha met one of their batch mates working as a director at the education ministry. What he said about her husband was **shocking news** to Maneesha. "We (education ministry) wants Sarath (Maneesha's **husband**) to take up the principal post at Royal College, Colombo and I'm personally trying to persuade him for the last one year or so. He is saying that both of you don't want to change the daughter's school since she is facing A/L next year. But I'm sure there is something else. These opportunities don't come often and don't last long either. Why don't you pump some common sense into him. You know the saying that there is a woman behind every successful man". Maneesha knew exactly what the real reason behind this is - he is sacrificing his career for her to achieve her dream and without even giving a hint of it. Now the procedural transfer time has passed and she felt that she is back in square one. She also felt that Basura is not the person to talk about this either.

- i. Explain and discuss the key points of this scenario
(10 Marks)
- ii. What are the salient features of Maneesha related to her career management?
(10 Marks)
- iii. If Maneesha seeks your assistance regarding her dilemma, how would you advise her?
(20 Marks)

(Total 40 Marks)

- 2 i. Conduct a SWOT analysis for your profession
(04 Marks)
- ii. Mention key risk factors - 1 each - your profession is facing in the short term and long term in PESTEL context
(08 Marks)
- iii. Make recommendations to overcome aforesaid risk factors
(08 Marks)

(Total 20 Marks)

- 3 i. Briefly explain the salient features in John Holland's theory
(05 Marks)
- ii. Briefly explain 5 factors that should be taken into consideration when using a career assessment tool.
(05 Marks)

- iii. Even though scientifically designed in the Western world, validity of personality assessments are questionable as a sole decision making tool in career assessment in Sri Lankan context. Discuss.

(10 Marks)

(Total 20 Marks)

- 4 i. Career Anchors of an average person can vary depending on various internal and external factors. Discuss the impact and importance of such career anchors

(08 Marks)

- ii. Briefly mention the ethical implications of moon lighting?

(04 Marks)

- iii. Explain advantages and disadvantages of moon lighting to the person and to the organization

(08 Marks)

(Total 20 Marks)

- 5 i. Describe career planning in your own words.

(05 Marks)

- ii. Provide an illustrated example of the applicability of career planning in Sri Lankan context.

(05 Marks)

- iii. Compare changes that had taken place in career orientation during your career life cycle, the light of Maslow's hierarchy of needs and Herzberg's two factor theory

(10 Marks)

(Total 20 Marks)
