

EASTERN UNIVERSITY, SRI LANKA

FACULTY OF COMMERCE AND MANAGEMENT

SECOND YEAR FIRST SEMESTER EXAMINATION IN BUSINESS ADMINISTRATION/

COMMERCE 2005/2006

MGT 1132 - CAREER GUIDANCE (DISASTER MANAGEMENT)

Answer First and any other 04 questions

Time:03 hours

Date : 13.08.2007 (09.30 a.m – 12.30 p.m)

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(First question carries 32 marks. Other five questions carry 17 marks each)

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Case Study

**The Kenyan Experience – ‘We are now where we were’**

Many Kenyans are exposed to a wide range of hazards in the natural or man-made environment that adversely affect their lives and property. *The range of disasters* includes drought, desertification, soil erosion and land slides, deforestation, epidemics (human and livestock), especially HIV –AIDS, refugee influx and internally displaced persons, and unplanned urbanization and settlements amongst many others. *Human induced disasters* relate directly to human actions. They include fire, mines collapsing, industrial pollution and construction structure failures. These latter have become common in all urban centres and have generated a lot of concern due its frequency and loss of lives and damage to property.

The most devastating impacts of disasters are in human settlements, especially those of the *poor and disadvantaged communities*, who are the majority of our society. In these areas, *the sense of preparedness is least and relief lowest*.

*With each passing day we just have to thank the Maker (Creator/God)*. Why is this? Well, because there is no way, of knowing if we would have survived it or not. This is regardless of where we are, whether it is at work, at home, at school, traveling or even just sleeping. Each activity entails risk, the possibility of incurring a misfortune or a loss.

*Flooding is major source of anxiety*. The most notable was the *El – Nino flooding* which was most pronounced in Nairobi City. But even before the *El-Nino*, any time it rains here in Nairobi, we get floods. The storm water drainage system is not well serviced although the network exists.

During the seasonal rains, the river system burst its banks and causes flooding especially in Nyanza province where the rivers flow into Lake Victoria and then out into the Nile. This is *seasonal and predictable* and for many years, *our leadership* have talked about rain harvesting and storage. When our rivers burst their banks, people’s houses are washed away and emergency services of the Kenya Armed Forces are mobilized to deliver food supplies and to rescue stranded families. *Ironically during drought as is happening now we go without food, whert we get rains we have floods!*

All the foregoing beg the question:

- ✓ What level of *preparedness* is required?
- ✓ What degree of *anticipation* is needed to deal with all of these calamities? Because whether man-made or natural both are destructive, and take our fledging economy back many years!
- ✓ In the unfortunate event of loss of lives, one would be asking, were they *preventable*?
- ✓ Could something have been done to *lessen the severity* of the blow?
- ✓ What *measures does the government have* in place to address these and how effective are they?
- ✓ What can *each discipline* bring to the table to ensure some level of preparedness for any eventuality?

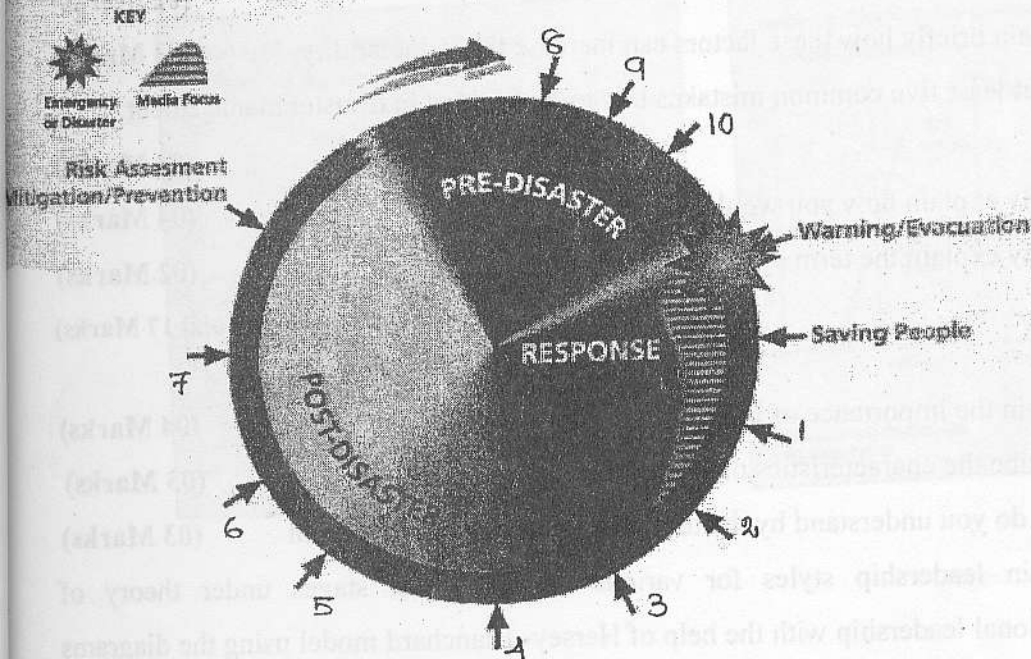
*The government* set up an emergency committee mainly of politicians and other public figures. Sadly there were barely (almost not) any *people with sound technical knowledge* on that team and the political will being transient, by its nature, has reduced to nothing. We are now back where we were.

Source: Adapted from Wafula Nabutola, *Risk and Disaster Management – A Case Study of Nairobi, Kenya*, 3rd FIG Regional Conference Jakarta, Indonesia, October 3-7, 2004

(Support your answers with the principles you learned in the course. Answers should analyze the case and explain how the principles you learned help in this type of situations).

- (I)
1. What is disaster? (02 Marks)
  2. What is Disaster Management? (03 Marks)
  3. What are the reasons that you would attribute to the undesirable state of Kenyans after every floods? (04 Marks)
  4. To improve the situation what may be the steps that you would take? (04 Marks)
  5. Explain briefly your personal experience in tsunami 2004. (04 Marks)
  6. Compare between Sri Lankan experience of tsunami and the Kenyan experience that was briefly explained above. (04 Marks)
  7. What can be lessons that you can learn from the above experiences? Draw Conclusions on the lessons. (04 Marks)
  8. What are the significant differences you observe in the approach of Developed countries (Like Japan) in managing disasters in comparison to developing countries like Kenya? (07 Marks)
- (Total 32 Marks)

# THE DISASTER RISK MANAGEMENT CYCLE



1. In the above diagram identify 1-10 using items in the list (05 Marks)  
 {Restoration of Infra structural Services, Preparedness, Risk assessment, Providing immediate assistance, Assessing damage, Mitigation/Prevention, Ongoing development activities, Risk assessment/mitigation/prevention, Economic and social recovery, Reconstruction (resettlement/ relocation)}
2. Why is disaster management a continuous cycle? (01 Marks)
3. Explain by giving reasons, the shape and size of portion that is identified as 'media focus'. (02 Marks)
4. Define the following:
  1. Mitigation (02 Marks)
  2. Preparedness (02 Marks)
  3. Risk (02 Marks)
5. Explain the phase Post Disaster in the cycle. (03 Marks)

(Total 17 Marks)

(III)

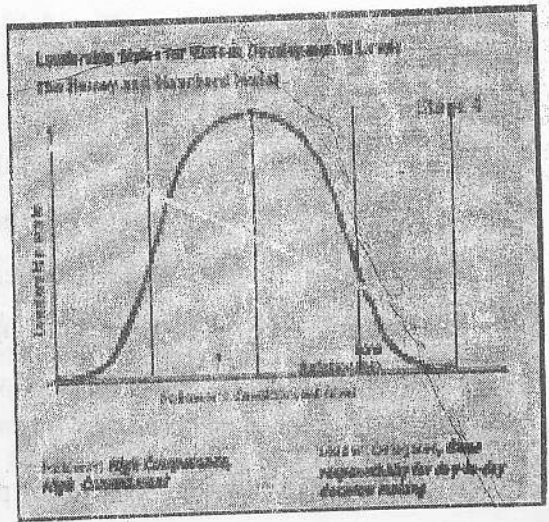
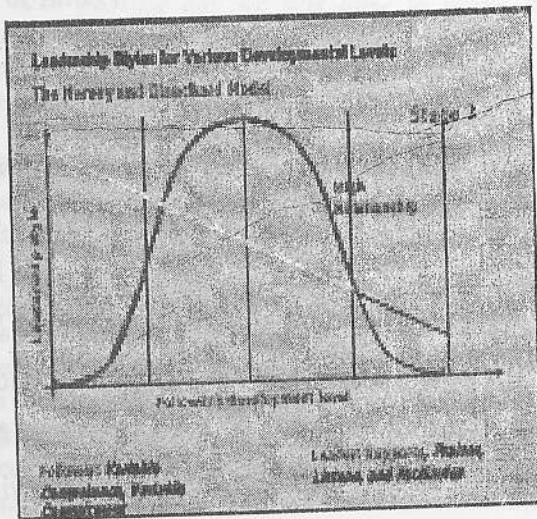
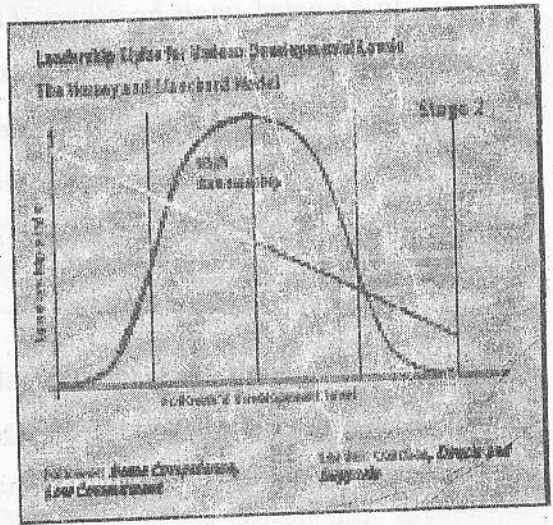
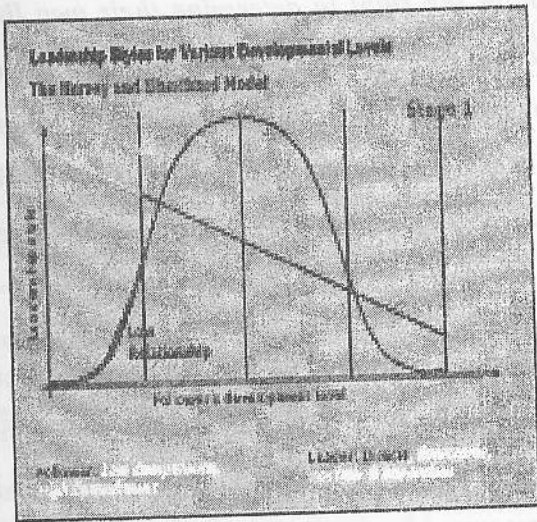
1. Explain the term 'Vulnerability' (02 Marks)
  2. List at least three factors you consider that increase the vulnerability of people to the disaster (02 Marks)
  3. Explain briefly how these factors can increase the vulnerability. (04 Marks)
  4. List at least five common mistakes that to be avoided in disaster management. (03 Marks)
  5. Briefly explain how you would avoid those mistakes. (04 Marks)
  6. Briefly explain the term system with a simple illustration. (02 Marks)
- (Total 17 Marks)

(IV)

1. Explain the importance of leadership in Disaster with DIE principle? (04 Marks)
  2. Describe the characteristics of successful disaster manager? (03 Marks)
  3. What do you understand by the term Leadership? Briefly explain (03 Marks)
  4. Explain leadership styles for various developmental stages under theory of situational leadership with the help of Hersey- Blanchard model using the diagrams and notes given below. (04 Marks)
  5. Explain how you will use this model as a guide to understand leadership styles adopted in different stages of disaster management cycle? (03 Marks)
- (Total 17 Marks)

<b>Stage 1</b> Follower: Low Competence, High Commitment Leader: Directs, Structures, controls & Supervises High Task, Low Relationship	<b>Stage 2</b> Follower: Some Competence, Low Commitment Leader: Coaches, Directs and Supports High Task, High Relationship
<b>Stage 3</b> Leader: Supports, Praises, Listens, and Facilitates Follower: Variable Competence, Variable Commitment Low Task, High Relationship	<b>Stage 4</b> Leader: Delegates, Gives responsibility for day-to-day decision making Follower: High Competence, High Commitment Low Relationship, Low Task





(V)

*'Accountability is rooted in the philosophical assumption that people are not objects to be acted upon by others, but have the right to determine their own lives, their culture, traditions, values, lifestyle and even house style. Organizations involved in disasters should be accountable to victims. Practical observations are that programs for (rather than by) people have repeatedly proven not only to be unsuccessful in meeting their needs, but also to have serious negative impact on the lives of the people "helped."*

1. After carefully reading the above quote, **explain** to an assistant newly recruited to serve under you in a Disaster Management programme, the concept of 'Accountability in Disaster Management'? (03 Marks)
  2. What is the difference between programs for people and programs by people? (02 Marks)
  3. What is Corporate Social Responsibility? (03 Marks)
  4. What are the four main criteria that form the whole of total corporate social responsibility? (02 Marks)
  5. Briefly explain the four criteria that you listed above. (03 Marks)
  6. Briefly explain the effects of globalization on disaster management? (04 Marks)
- (Total 17 Marks)**

(VI)

1. What is relief? (02 Marks)
  2. Give a brief account of values and attitudes one should have when dispensing relief (give three do's and three don't's). (03 Marks)
  3. How do the reconstruction efforts differ from relief efforts? (03 Marks)
  4. List three types of forecasting models? (02 Marks)
  5. List at least three factors on which the choice of forecasting method depend. (03 Marks)
  6. Briefly outline the status of people in any of the welfare camp you have visited in the last three months. (04 Marks)
- (Total 17 Marks)**