

Bus system poor performance



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No. 243341 06 October 2008 YouBe The Consultant

Summary

The disquiet in the city manager's office is the result of poor performance of the bus system in the city. The reason offered by the city manager that the lack of new equipment in the maintenance department and the difficulty of hiring qualified mechanics temporarily saved the situation for him. However, for a long term solution it is necessary to improve the bus system through quick, corrective measures.

Question 1: To which of the three strategies should the department heads give priority

Call in favor owed by influential city employees and ride out the storm.

Question 2: What kind of networking is going on in this case, both formally and informally

The men, Fred Cox in charge of all transportations services, Paul Whitney in charge of the municipal airport, and Randi Schulman head of city roads and maintenance, work on a formal plan of action. The informal networking consists of getting together the influential city employees to manage the public till the time the bus system is made efficient.

Question 3: Describe the impact that each network can have on the outcome

Each network can appropriately impact the outcome. The procurement of new equipments in the maintenance department will galvanize this department to do better. The engagement of qualified mechanics will improve transportation services. The improved service is bound to bring in more revenues to meet the additional costs. There is need for good

coordination and teamwork to make the venture successful.

Question 4: How is the informal organization working Who are the major players

The informal organization is not working properly. The dim view of the public about the bus system proves that the informal organization is in poor shape. The need exists for accountability. Absence of new equipment and qualified mechanics is not the concern of the informal organization. The major players are Fred Cox, the in charge of all transportation services, Paul Whitney, in charge of the municipal airport, and Randi Schulman, head of city roads and maintenance.

Question 5: What roles can members of the informal groups play in resolving the problem

Informal groups have limited roles. They can avail of the bus system. They can with some patience wait for the bus system to improve. In the ultimate analysis, they can pressurize the system for results.

Question 6: How can the informal organization influence the directions taken by the city council

The informal organization can pressurize the city council to act. The bus system exists for the people. The informal organization can influence the directions of the city council by bringing to bear the people's feelings. The city council has to act in the interests of the people.

Question 7: How are politics impacting the decision of the council Give several examples.

The lack of new equipment in the maintenance department and the difficulty of hiring qualified mechanics can only mean that there is some politics to the issue. Also, the decision to call in influential city employees to ride out the

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storm implies politics. The three major department heads' decision to throw in their lot with the city manager also support the view that politics is impacting the council's decision.

Question 8: How realistic is the situation presented in this case

In this case, the situation shows the malady of an ineffective city manager unable to cope due to lack of new equipments and qualified mechanics. This is one of the odd situations when things are allowed to deteriorate to the extent of going for public hearing. The situation is bizarre although it is realistic because people do get caught in disturbing events which go through a stage when the person in charge has to put his job in peril seeking remedial measures.

Source:

Michaela E. Tyndell, *The Value of Networking*, Chapter 5.