UNIVERSITY OF KWAZULU-NATAL, PIETERMARITZBURG
SCHOOL OF SOCIAL SCIENCES

SUBJECT: MODULE & CODE: MANAGEMENT OF INFORMATION AND ARCHIVAL AGENCIES (LIIS645P2)

MAIN EXAMINATION: 7 November 2014

DURATION: 3 Hours TOTAL MARKS: 100
INTERNAL EXAMINERS: Mr Athol Leach
EXTERNAL EXAMINER: Dr Naresh Sentoo

STUDENTS ARE REQUESTED, IN THEIR OWN INTERESTS, TO WRITE LEGIBLY.

INSTRUCTIONS:

1. Answer Four (4) questions for Twenty five (25) marks each.
2. Number your answers clearly.
3. This paper consists of Three (3) pages. Please ensure that you have all of them.

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Question 1

EITHER

1. a) Provide a critical overview of the LIS (including archival) situation in South Africa

OR

1. b) Write relevant notes on an information agency of your choice.

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Question 2

Answer either question 1 OR question 2, NOT both.

PROVIDE (for 5 marks each):

a) What you consider to be a useful definition of management and outline the generally agreed Upon functions of management.

b) A motivation as to why you need to have an understanding of library management.

c) The distinction between effectiveness and efficiency and motivate why you believe the one to be more important than the other.

d) Five important skills that you believe a supervisor (lower level manager) needs to have and list which one skill you consider to be the most important of all and why.

e) Five factors which make libraries and archives different to other organizations.

(25)
“Over the years, disagreement on exactly how many different approaches to management exist and what each approach entails has been common. Some count as few as three approaches, others as many as seven.” (Ryszard Barnat).

In the light of the above, outline and discuss three approaches (also referred to as perspectives) to management covered in the module. Your response needs to include why you have chosen those approaches.

4.1 Outline and discuss the contributions of Mayo, McGregor, Argyris and Davis to management thinking.

OR

4.1.1 Outline the roles of the supervisor in the organisational context (15 marks)
4.1.2 Discuss McGregor’s contribution to management (10 marks)

Maslow and Herzberg have put forward theories of motivation. Discuss these. Your discussion must include how the two theories are in fact quite similar and how they (that of Maslow in particular) can be applied to the work environment.

Arguably, communication is all about understanding (or “correct interpretation”) and if that does not occur, the communication has in effect failed.

In the light of the above outline and discuss the obstacles or stumbling blocks (also referred to as “noise”) in communication. Your response must include the importance of feedback and the issues one needs to consider in order for effective communication to take place.
Question 7

“One of the most derided of all workplace activities, meetings, nevertheless serve an important function in allowing library employees and managers a set aside time and space to communicate, brainstorm, and collaborate.” (Gordon)

Respond to this statement outlining in particular what needs to be done to ensure that meetings are both effective and efficient in terms of communication.

(25)

Question 8

EITHER

8. a) Discuss delegation as an important aspect of leadership. (10 marks)
   i. Briefly discuss the contributions of Likert and Blake and Mouton to our understanding of leadership pointing out, where possible, the similarities in their contributions. (15 marks)

OR

8. b) Discuss the three approaches to leadership which were described in the PowerPoint Presentation on the topic.

(25)

Question 9

EITHER

9a. “Conflict in an organisation is inevitable”
   In the light of the above, discuss conflict in the work environment.

OR

9b. “Disciplining is an unavoidable part of a manager’s job”
   In the light of the above, discuss discipline in the work environment.

(25)

Question 10

As a library and/or archive manager, discuss what you consider to be the important issues concerning performance appraisal (also referred to as performance review or performance evaluation) in the work environment.

(25)

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