Question 1 - Compulsory

1. Much has been written on motivation with contributions by theorists and practitioners alike. Drawing on the readings and notes on the topic, respond to the following two questions:
   1.1. When are employees motivated?
   1.2. And, of course, the opposite: When are employees demotivated?

   (25 marks)

Question 2

2. “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.” (Barnat)
   In the light of the above, briefly discuss the following three approaches:
   2.1. Scientific Management
   2.2. Human Relations
   2.3. Contingency
   Your discussion needs to include which approach you consider most relevant for the library and/or archive manager and why.

   (25 marks)

Question 3

3. Communication is all about understanding (or “correct interpretation”) and if that does not occur, the communication has in effect failed.
   Given this, discuss the barriers or obstacles to communication in the workplace bearing in mind the South African context. Your response needs to include the importance of feedback and the issues one needs to consider in order for effective communication to take place.

   (25 marks)
Question 4

4. Outline and discuss the contributions of Rensis Likert and Blake and Mouton to our understanding of leadership pointing out, where possible, the similarities in their contributions. Give some examples of the impact of what they have to say on communication within an organization.

(25 marks)

Question 5

5. The supervisor is dealing with people and it is essential for him/her to have some understanding of the human element of the organization. To do so, various theorists can be turned to for guidance.

Given the above, outline and discuss the contributions of Mayo, McGregor, Argyris and Davis to management thinking.

(25 marks)

Question 6

6. EITHER
   6.1. "Conflict in an organisation is inevitable"
       In the light of the above, discuss conflict in the work environment.
   OR
   6.2. "Disciplining is an unavoidable part of a manager's job"
       In the light of the above, discuss discipline in the work environment

(25 marks)

Question 7

7. As a manager, discuss what you consider to be the important issues concerning performance appraisal in the work environment.

(25 marks)

Question 8

8. “Despite being over 80 years old, Ranganathan's Five Laws of Library Science still encapsulate the essence of library and information work.”

Discuss this statement.

Your discussion must include the importance of the service ethic.

(25 marks)

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