Tutorial Letter 101/3/2018

Organisational Psychology

IOP2602

Semesters 1 & 2

Department Industrial and Organisational Psychology

IMPORTANT INFORMATION:

This tutorial letter contains important information
about your module.

Define tomorrow.

UNISA | university of south africa

CONTENTS

1   INTRODUCTION

Dear Student

Welcome to module IOP2602, a module which, we believe, you will find one of the most exciting learning experiences of your study career! We trust that you will find this module interesting, meaningful and rewarding and that it will also be of practical value to you in your work situation. We congratulate you on completing your first year of studies in Industrial Psychology successfully. You will find the semester ahead full of challenges, and you will be successful if you stay motivated and maintain regular contact with us.

What is Organisational Psychology?

Organisational Psychology is a rapidly growing field of specialisation in industrial psychology that studies the effect of individual behaviour, group behaviour and contextual variables (e.g. structure, work design and technology) on organisational functioning. Its purpose is to promote effectiveness through the application of knowledge.

Tutorial Letter 101 contains important information about the scheme of work, resources and assignments for this module. We urge you to read it carefully and to keep it at hand when working through the study material, preparing the assignment(s), preparing for the examination and addressing questions to your lecturers.

Please read Tutorial Letter 301 in combination with Tutorial Letter 101 as it provides you with important information that you need to know when studying at a distance and in a particular College.

In Tutorial Letter 101, you will find the assignments and assessment criteria, as well as instructions on the preparation and submission of the assignments. This tutorial letter also provides all the information you need regarding the prescribed study material and other resources and how to obtain all of these. Please study this information carefully and make sure that you obtain the prescribed material as soon as possible.

We have also included certain general and administrative information about this module. Please study this section of the tutorial letter carefully.

Right from the start, we would like to point out that you must read all the tutorial letters you receive during the semester immediately and carefully, as they always contain important and sometimes urgent information. Read Tutorial Letter IOPALLA/301/2018. It contains important information that will not be repeated here.

We hope that you will enjoy this module and wish you all the best!

1.1   Tutorial matter

On registration, you will have received an inventory letter telling you what you received in your study package and also showing items that are still outstanding. Also see the booklet entitled *Study @ Unisa*.

Check the study material that you have received against the inventory letter. You should have received all the items listed in the inventory, unless there is a statement like "out of stock" or "not available". If any item is missing, follow the instructions on the back of the inventory letter without delay.

2   PURPOSE OF AND OUTCOMES FOR THE MODULE

2.1   Purpose

Each module in the undergraduate section in the College of Economic and Management Sciences provides students with knowledge and skills to do work and fulfil certain roles in the work environment. Students who wish to specialise in Industrial and Organisational Psychology have to take a number of modules that provide them with sufficient knowledge of psychology and the skills to understand, evaluate and influence human behaviour in the work context.

To achieve the goals set out in the module, you will need to work through the study guide. The study units follow on from one another to form a cohesive whole. The study guide is divided into three themes:

*   Theme I: The nature of the individual
*   Theme II: The nature of the work group
*   Theme IlI: The organisational system

2.2   Outcomes

Study the learning outcomes section at the beginning of each learning unit in the study guide.

3   LECTURERS AND CONTACT DETAILS

3.1   Lecturers

The lecturers responsible for this module are as follows:

Lecturer's name	Ms SE Ramasodi (Course leader)
Building and office number	AJH van der Walt, 3-088
E-mail address	Eramass1@unisa.ac.za
Lecturer's name	Mrs LM Govender
Building and office number	AJH van der Walt, 3-090
E-mail address	Govenlm@unisa.ac.za

Lecturer availability

The lecturers for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, the days and times of lecturer's availability will be communicated in the module page on myUnisa. The days and times are subject to change from time to time in order to accommodate the lecturer's work schedule and other commitments. The changes on the days and times will be communicated by the lecturer in advance through the announcement option on myUnisa as and when this happen. Students are advised to check the module page on myUnisa before making phone calls or visiting the lecturer's office for academic enquiries/engagements.

3.2   Department

E-mail and telephone numbers are included above, but you might also want to write to us. Letters should be sent to:

The Module Leader IOP2602
Department of Industrial and Organisational Psychology
PO Box 392
UNISA
0003

PLEASE NOTE: Do not send any letters to lecturers with your assignments.

The contact number for the helpdesk is (012) 429 8054 and the e-mail address is DeptIOP@unisa.ac.za.

3.3   University

Contact addresses for the various administrative departments are included in *Study @ Unisa*, which you will have received with your study package. You may contact your lecturers by post, e-mail, telephone or on myUnisa.

Physical address:	University of South Africa, Preller Street, Muckleneuk, Pretoria, City of Tshwane
Postal address:	University of South Africa, P O Box 392, Unisa, 0003
Fax number:	+27 12 4294150
E-mail:	study-info@unisa.ac.za
Online address:	http://my.unisa.ac.za

Always quote your student number when you contact the University.

4   MODULE-RELATED RESOURCES

You will find the course content for IOP2602 in the study guide and in the prescribed book. You need the study guide because it serves as a basis for studying the prescribed book. Do not try to

work through your prescribed book without the assistance of the study guide. The study guide comprises nine study units. Examination themes will be selected from the prescribed book.

The study material you should receive for IOP2602 from the Department of Despatch includes the following:

•   one study guide
•   two tutorial letters upon registration:

Tutorial Letter IOPALLA/301/2018: General tutorial letter
Tutorial Letter IOP2602/101/3/2018: This tutorial letter

During the semester, the following tutorial letter will be sent to you:

Tutorial Letter IOP2602/201/2018: Feedback on all the assignments and information on the examination

4.1   Prescribed books

The details of the prescribed book, which you should purchase as soon as possible, are as follows:

Robbins, SP, Judge, TA, Odendaal, A & Roodt, G. 2018. Organisational psychology for IOP2602. 1st UNISA custom edition. Organisational behaviour: global and Southern African perspectives. Pearson Education: Cape Town.

It is essential that you buy this book as soon as possible so that you can complete your assignments on time and prepare for the examination.

If you have difficulty in obtaining the book from the official bookshops, please get in touch with Unisa.

Fax number: +27 12 429 4150 / 012 429 4152
E-mail: study-info@unisa.ac.za / vospresc@unisa.ac.za

4.2   Recommended books

There are no recommended books for this module.

4.3   Electronic Reserves (e-Reserves)

No electronic reserves are prescribed for this module.

4.4   Library services and resources information

For brief information go to: http://www.unisa.ac.za/contents/studies/docs/myStudies-at-Unisa2018-brochure.pdf

For more detailed information, go to the Unisa website: http://www.unisa.ac.za/, click on Library

For research support and the services of Personal Librarians, go to:
http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=7102

The Library has compiled numerous library guides:

- find recommended reading in the print collection and e-reserves –
  http://libguides.unisa.ac.za/request/undergrad
- request material – http://libguides.unisa.ac.za/request/request
- postgraduate information services – http://libguides.unisa.ac.za/request/postgrad
- finding, obtaining and using library resources and tools to assist in doing research –
  http://libguides.unisa.ac.za/Research_Skills
- how to contact the Library/find us on social media/frequently asked questions –
  http://libguides.unisa.ac.za/ask

5   STUDENT SUPPORT SERVICES FOR THE MODULE

For information on the various student support systems and services available at Unisa (for example student counselling, tutorial classes, language support), please consult the publication entitled *Study @ Unisa* that you will have received with your study material.

Contact with fellow students.

Study groups

It is advisable to have contact with fellow students. One way to do this is to run a study group yourself. The addresses of students in your area may be obtained from the following department:

Directorate: Student Administration and Registration
P O BOX 392
UNISA
0003

myUnisa

If you have access to a computer that is linked to the internet, you can quickly access resources and information at the University. The myUnisa learning management system is Unisa's online campus that will help you to communicate with your lecturers, with other students and with the administrative departments of Unisa – all through the computer and the internet.

To go to the myUnisa website, start at the main Unisa website, http://www.unisa.ac.za, and then click on the Login to myUnisa link on the right-hand side of the screen. This should take you to the myUnisa website. You can also go there directly by typing in http://www.unisa.ac.za

Please consult the publication entitled *Study @ Unisa* which you will have received with your study material for more information on myUnisa.

Library

Unisa Library login

You will be required to provide your login details, i.e. your student number and your myUnisa password, to access the library's online resources and services. This will enable you to:

- View or print your electronic course material
- Request library material
- View and renew your library material
- Use the library's e-resources

Requesting books from the library

Students are expected to purchase their own copies of the prescribed book listed in Tutorial Letter 101. A limited number of copies are housed in the Unisa libraries and are subject to each branch library's lending regulations. Problems experienced in obtaining copies from booksellers should be directed to the Prescribed Book section at e-mail vospresc@unisa.ac.za or telephone +27 12 429 4152.

Electronic requests

The preferred way of requesting recommended or additional books is online via the library's catalogue. Go to http://oasis.unisa.ac.za (or, via myUnisa, go to http://my.unisa.ac.za > Login > Library> Library catalogue). For mobile access (AirPAC), go to http://oasis.unisa.ac.za/airpac

Telephonic book requests

Telephonic book requests can be made at +27 12 429 3133.

Postal requests

Books may also be requested by completing one library book request card for each book. Request cards are included in your study package. These should be mailed to:

The Head: Request Services, Department of Library Services
PO Box 392
Pretoria 0003

or faxed to +27 12 429 8128.

Enquiries about requested books should be addressed to bib-circ@unisa.ac.za – please note that *requests* should not be sent to this e-mail address. Telephonic enquiries can be made at +27 12 4293133/3134. An after-hours voicemail service is also available at these numbers.

If you experience any technical difficulties, contact the relevant section:

Type of enquiry	E-Mail	telephone	SMS
MyUnisa myLife	myUnisaHelp@unisa.ac.za myLifeHelp@unisa.ac.za	011 471 2256	43582

You might also find it helpful to access the following links relating to studying online:

- Mystudies@unisa1.ac.za

- Study@unisa(2).ac.za: What does it mean to be an ODL student at Unisa?

6   MODULE-SPECIFIC STUDY PLAN

Given the limited time you have to work through the prescribed material, complete the assignments and prepare for the examination, we have drawn up a study schedule for you. This study schedule consists of a few guidelines indicating when you should have at least completed certain sections of the study material. Remember, though, that these are only guidelines.

You should always work at your own pace and you may even prefer to draw up your own time management schedule which is better suited to your particular situation. A study programme for the second semester is also provided. Please check, I am not sure whether information below should be deleted

You will be admitted to the examination if you submit Assignment 01 and Assignment 02 on or before the due date. If you do not follow our suggested schedule, draw up your own time schedule in which you spread your work out over approximately 15 weeks from registration to the examination, and work consistently according to your schedule.

Also use your *Study @ Unisa* brochure for general time management and planning skills.

7   MODULE PRACTICAL WORK AND WORK-INTEGRATED LEARNING

There is no practical work for this module. Work integrated learning and practical work are achieved by utilising case studies, examples and applications in the prescribed textbook and study guide as well as in applied questions in your assignments and during the examination.

8   ASSESSMENT

8.1   Assessment plan

Assignments are part of the learning material for this module. By completing the assignments, studying the reading texts, consulting other resources, discussing the work with fellow students or tutors and conducting some research, you are actively engaged in learning. Remember to look at the assessment criteria given for each assignment. This will help you to understand more clearly what is required of you.

Commentaries and feedback on assignments

You will receive the correct answers automatically for multiple-choice questions. For written assignments, markers will comment constructively on your work. However, commentaries on compulsory assignments will be sent to all students registered for this module in a follow-up

tutorial letter, and not only to those students who submitted the assignments. The tutorial letter number will be 201.

As soon as you have received the commentaries, please check your answers. The assignments and the commentaries on them are an important part of your learning and should help you to prepare better for the next assignment and the examination.

You will not get feedback on Assignment 03 because it is a self-assessment assignment. The memorandum and answers for it will be provided in Tutorial Letter 201/2018. This will enable you to mark your assignment as soon as you have completed it.

Feedback on Assignments 01 and 02 will be in the form of memorandums that will be sent out as Tutorial Letter 201/2018 after the closing date for the assignments.

Tuition rationale

Unisa's tuition rationale is directed at facilitating mature, responsible learning with a view to the acquisition of sound knowledge and to the ability to apply and develop knowledge and competencies in the workplace and in other contexts.

This course has been designed on the basis of outcomes-based principles that inform our tuition rationale and entail five steps (or phases) of cognitive understanding and planning.

Firstly, we are striving to create the desire in you to want to know more about organisational psychology. We should therefore explain why it is necessary for you to learn about organisational psychology. This module will help you to acquire well-rounded skills in this field.

To distinguish yourself as a specialist in the applied field of Industrial and Organisational psychology, you will, however, have to obtain a post-graduate qualification. Skills and knowledge about the field of organisational psychology will enable you to make a meaningful contribution to the world of work, your organisation and our country.

The second step is to put the topic in a real-life context to give you the opportunity to do a social analysis of situations. However, there is no need for us to do this, because you are probably employed, working for yourself or are preparing yourself for future employment. We live and work in a real-life context. Your experience of the work situation, the work experience of a significant other, or simply your experience in dealing with retailers on a day-to-day basis while shopping, provides you with sufficient evidence to make a difference by adding expert organisational psychology knowledge and skills to the situation in which you function. To make this outcomes-based approach more practical, you are challenged to get involved in analysing relevant problems and issues in the work context, in the community environment, or in your private life.

The third step is to provide a solid theoretical knowledge base to substantiate your analysis of the context of organisational psychology. To assist you with this, we have prescribed an outstanding textbook which is based on the most recent research in the field of organisational psychology.

Fourthly, we want you to ask: What can I do with what I have learned in the three previous steps to better myself, others, my organisation, my community and the environment? Finding answers to this question entails continuous reflection on your part. It is therefore your task to be

consistently aware of what you study in this course, to find ways of applying your awareness in your work situation or community, and to continually reflect on ways of improving the methods you have followed.

The last step involves evaluation, which covers academic assessment and self-evaluation. Here you have the opportunity to prove to yourself and others, by means of assignments and the examination, that you have succeeded in acquiring the necessary theoretical knowledge and that you are able to apply it successfully in practice.

The strategy that is followed in evaluation is based on four outcomes. This means that, when you answer questions (be they assignment questions or examination questions), you should prove that you:

• can explain why (knowledge and understanding: Do I know the facts and concepts, and can I explain their uses?)

• can do something (practical tasks/skills and the execution of certain practical competencies: Can I do or execute certain tasks, based on my knowledge of the study material, and do I have the required skills?)

• want to make a positive contribution (values: What is in it for me and for others? What is the value of my learning experiences to me, my work or society? How can I make a difference through my practical contributions?)

• want to do it well (attitude or mindset: Am I personally responsible? How well do I do tasks or answer questions? For example, why do I get a certain mark, or what weights do I allocate to certain aspects, and do I complete or submit my assignments before or on the due date?)

Applied competence entails applying your knowledge, skills, values and attitude in three ways (National Training Board 1998):

• Practical competence is the demonstrated ability to consider a range of options/possibilities and make decisions about practice.

• Foundational competence is the demonstrated understanding of what we are doing and why.

• Reflexive competence is the demonstrated ability to connect our understanding with our performance, so that we learn from our actions and adapt to changes and unforeseen circumstances.

We have put together fairly comprehensive assignments and activities in the study guide to provide you with examples of real-life situations. When you work through the various scenarios, you have to display a number of different skills to complete the assignments. The purpose is to give you the opportunity to apply the above competencies at all levels. You will also encounter self-evaluation questions in Assignment 03. Your foundational and practical competence will be tested by the questions on the case studies and practical tasks in the study guide and

assignments. Your reflexive competence will manifest itself as you work through the prescribed book, study guide activities, assignments and self-evaluation questions.

We believe that more specific competencies are also relevant and that you will display/use them during this course. What are these specific competencies we are referring to? A list of some of the most important competencies (also referred to as critical cross-field outcomes) appears below. This list is not exhaustive, but it will give you a good idea of the typical competencies a competent human being should have. These are also the competencies that the South African government has listed as learning outcomes that are relevant throughout life (Department of Education, 1998). These outcomes also apply to industrial psychologists, organisational counsellors and human resources practitioners.

Learning skills:	obtaining and exploring knowledge by using learning methods
Self-responsibility skills:	demonstrating self-management by obtaining and exploring information to complete and submit tasks
Research skills:	obtaining, analysing, organising, evaluating and reporting information
Problem-solving skills:	considering information and selecting correct data or alternatives to solve set problems; developing creative and critical thinking
Teamwork:	working effectively with others
Communication skills:	using various forms of communication
Technological and Organisational literacy:	utilising science and technology effectively and critically; being critical about and promoting the health of others and the environment
Developing a macro-vision:	recognising that various aspects relate to one another and that problems do not exist in isolation
Citizenship:	taking responsibility by participating in the life of local, national and global societies
Cultural and aesthetic understanding:	being sensitive to differences in and between groups
Employment-seeking skills:	exploring education and occupational opportunities
Entrepreneurship:	developing creativity and new opportunities

While you study, do your assignments or implement learned theory in the work situation, you should try to be aware of your effectiveness at displaying and using the competencies listed above. This will give you a broader understanding of your skills and acquired effectiveness.

The assignments will give you a good idea of what you can expect in the examination. It should be clear that we are interested in the reproduction of the given theory and your ability to create your own theory, based on the meaning that you give to concepts and their application in a given situation – be it in a personal or an organisational context, or even a global scenario.

We trust that you will find this course in organisational guidance interesting and worthwhile, and that it will provide you with a broader perspective on the world we work and live in.

8.2 General assignment numbers

Your assignments for this module are as follows:

Assignments 01 and 03 consist of essay type questions and Assignment 02 consists of multiple-choice questions. You are advised to start the assignments immediately to ensure that you have enough time to complete them. In our experience, students who work consistently do better in the examination than those who merely comply with the minimum requirements.

8.3 Preparing for the examination

To prepare for the examination, please adhere to the following guidelines for assignments. Answering paragraph/essay questions.

Answers to these questions should be written neatly or typed.

Note the following guidelines on answering paragraph/essay questions:

- Read the questions very carefully and answer only what is asked. No marks are given for facts that have nothing to do with the question. Use your own words and do not copy directly from the study guide or prescribed book.

- Structure answers to essay questions as follows:
  - Write a short introduction and conclusion.
  - Use paragraphs.
  - Include headings and subheadings.
  - Number points/answers wherever possible.

- The length of an answer depends on the type of question:
  - In "name-only questions" you should only name and number the answer or statements.
  - Answer questions worth five marks in half a page to one page.
  - Answers to questions worth 15 marks should not exceed three pages.

Important information on the technical presentation of your assignment.

- Number all the pages.
- Staple all the pages in numerical order.
- Try not to leave big open spaces or open pages.
- Do not write in the columns reserved for the tutor's comments.

- Make sure the details on your assignment cover are correct.
- Include all your answers.

Preparing of assignments

> Please note: Although students may work together when preparing assignments, each student must write and submit his or her own individual assignment. In other words, you must submit your own ideas in your own words. Short quotations should be referenced properly. It is unacceptable for students to submit identical assignments on the grounds that they have worked together. This is copying (a form of plagiarism) and none of these assignments will be marked. In addition, you may be penalised or subjected to disciplinary proceeding by the University.

8.2.1 Unique assignment numbers

Semester 1	
Assignment 01	702576
Assignment 02	757875
Semester 2	
Assignment 01	881617
Assignment 02	768969

8.2.2 Due dates for assignments

Because this module covers a wide field in organisational psychology, we suggest that you start working immediately. There are only three assignments (Assignments 01, 02 and 03) because we have a short semester before the examinations start.

The table below is a summary of your work programme for the semester. Please study it carefully and take note of the closing dates for Assignments 01 and 02, which are compulsory assignments. The compulsory assignments contribute 10% towards your final examination mark.Please check learning units

Assignment number	Closing date	Study material
Compulsory Assignment 01	Semester 1: 16 March 2018	Learning unit 3 and 5. Applicable sections in Robbins et al.
Compulsory Assignment 02	Semester 1: 18 April 2018	All themes. Applicable sections in Robbins et al.
Compulsory Assignment 01	Semester 2: 31 August 2018	Learning unit 5 and 6. Applicable sections in Robbins et al.
Compulsory Assignment 02	Semester 2: 28 September 2018	All themes. Applicable sections in Robbins et al.
Self-assessment Assignment 03	Semester 1 and 2	Theme 3. Applicable sections in Robbins et al.

8.3   Submission of assignments

You may submit written assignments and assignments done on mark-reading sheets either by post or electronically via myUnisa. Do not submit your assignments by fax or e-mail. For detailed information and requirements as far as assignments are concerned, see the brochure entitled S*tudy @ Unisa* that you will have received with your study material.

To submit an assignment via myUnisa:

•   Go to myUnisa
•   Log in with your student number and password.
•   Select the module.
•   Click on assignments in the left-hand menu.
•   Click on the assignment number you want to submit.
•   Follow the instructions on the screen.

8.4   Assignments

Semester 1

Assignment 01: Compulsory Assignment

Assignment 01:	Only for students registered for Semester 1
Closing date:	Semester 1: 16 March 2018
Unique number:	702576
Study material:	Robbins et al. (2018), Organisational Psychology for IOP2602: Organisational Behaviour, Global and Southern African Perspectives, (1st Unisa custom edition)

1.   People tend to use shortcuts in forming judgements (perceptions) about others which sometimes result in significant distortion. Explain and provide examples of the shortcuts used when making perceptions about others.   (10)

2.   Provide a detailed summary on each of the four most common types of teams in the organisation.   (15)

TOTAL: [25]

Semester 1

Assignment 02: Compulsory Assignment

Assignment 02:	Only for students registered for Semester 1
Closing date:	Semester 1: 18 April 2018
Unique number:	757875
Study material:	Robbins et al. (2018), Organisational Psychology for IOP2602: Organisational Behaviour, Global and Southern African Perspectives, (1st Unisa custom edition)

Please complete the mark-reading sheet as indicated on the instruction form.
Answer all the questions.

1. The field of study that investigates the impact that individuals, groups and structure have on behaviour within organisations and how this behaviour affects the organisation's performance is _____.

    1   productivity
    2   management
    3   organisational behaviour
    4   leadership

2. Which one of the following is **NOT** a discipline that contributes to the organisational behaviour field?

    1   Psychology.
    2   Biology.
    3   Social psychology.
    4   Sociology.

3. If you are dealing with increased foreign assignments, working with people from different cultures and overseeing movement of jobs to countries with low-cost labour, you are _____.

    1   responding to globalisation
    2   creating a positive work environment
    3   improving ethical behaviour
    4   helping employees balance work-life conflicts

4.   Today's successful organisations must foster innovation and master the art of change, or they will become candidates of extinction. This statement concerns _____.

1   improving ethical behaviour
2   improving customer service
3   workforce diversity
4   stimulating innovation and change

5.   In the organisational behaviour model, attitudes and stress, task performance, citizenship behaviour, withdrawal behaviour, group cohesion, group functioning, productivity and survival are _____.

1   inputs
2   processes
3   outcomes
4   structures

6.   _____ are evaluative statements – either favourable or unfavourable – about objects, people or events.

1   Attitudes
2   Perceptions
3   Judgements
4   Motivations

7.   The affective component of an attitude refers to _____.

1   the opinion or belief segment of an attitude
2   the emotional or feeling segment of an attitude
3   an intention to behave in a certain way toward someone or something
4   evaluative statements or judgements concerning objects, people or events

8.   The degree to which a person identifies with a job, actively participates in it and considers performance important to self-worth is _____.

1   organisational commitment
2   job satisfaction
3   psychological empowerment
4   job involvement

9. Which statement regarding job satisfaction is **incorrect**?

   1   Job satisfaction is an employee attitude.
   2   Job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics.
   3   A person with a high level of job satisfaction holds negative feelings about his/her job.
   4   Organisational behaviour researchers give job satisfaction high importance.

10. Perception is a process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment. Which one of the following is **NOT** a factor that influences perception?

   1   The perceiver.
   2   The object or target.
   3   Reality itself.
   4   The context of the situation in which the perception is made.

11. An attempt to determine whether an individual's behaviour is internally or externally caused, and which depends on three factors namely, distinctiveness, consensus and, consistency is _____.

   1   attribution theory
   2   common shortcuts in judging others
   3   self-serving bias
   4   selective perception

12. Which one of the following is not a decision-making model in organisations?

   1   Rational decision-making.
   2   Bounded rationality.
   3   Intuitive decision-making.
   4   Trial and error.

13. The least rational way of making decisions, which occurs outside conscious thought, relies on holistic associations, is fast and usually engages in emotions is called _____.

   1   bounded reality
   2   rational decision-making
   3   intuitive decision-making
   4   alternative decision-making

18

14. Studies have found that women are more likely than men to overanalyse problems when making a decision. This individual difference is based on _____.

    1   mental ability
    2   gender
    3   cultural differences
    4   self-esteem

15. Which one of the following is **NOT** a guideline for making ethical decisions?

    1   Gather all the facts, company rules and regulations governing such a decision.
    2   Define the ethical issues such as harm, kickbacks and accepting or offering bribes.
    3   You should not worry what co-workers think of you and nor should you ignore your character and integrity.
    4   Identify the consequences (short- and long-term) as well as the parties affected by the decision.

16. The higher-order needs in Maslow's hierarchy in theories of motivation are:

    1   Safety and love.
    2   Social and esteem.
    3   Esteem and self-actualisation.
    4   Physiological and self-actualisation.

17. Need for achievement (nAch), need for power (nPow) and need for affiliation (nAff) are concepts in ____.

    1   McClelland's theory of needs
    2   two-factor theory
    3   self-determination theory
    4   goal-setting theory

18. Self-inside, self-outside, other-inside, other-outside are concepts related to ____.

    1   reinforcement theory
    2   social-learning theory
    3   equity theory
    4   self-efficacy theory

19. Which one of the following is the definition for job engagement?

    1   The drive to excel and to succeed according to a high set of standards.
    2   Investment of physical, cognitive and emotional energies into job performance.
    2   An individual's belief that he/she is capable of performing a task.
    3   The desire for friendly and close interpersonal relationships at work.

20. Which one of the following describes the correct sequence in the five-stage group-development model?

   1   performing, storming, norming, forming, adjourning.
   2   forming, storming, norming, performing, adjourning.
   3   storming, norming, forming, performing, adjourning.
   4   adjourning, norming, storming, forming, performing.

21. An unwritten agreement that sets out what management expects from an employee and vice-versa is known as _____.

   1   role perception
   2   role expectation
   3   psychological contract
   4   expected behaviour

22. The tendency of individuals to put forth less of an effort when working in a group than when working alone is referred to as _____.

   1   status inequity
   2   social loafing
   3   group norms
   4   group cohesion

23. *Problem-solving*, *self-managed*, *cross-functional* and *virtual* are concepts related to _____.

   1   groups
   2   individuals
   3   teams
   4   associates

24. Which one of the following statements is applicable to South African teams in comparison to global teams?

   1   They need to develop cross-border skills more quickly.
   2   They have usually been part of the global market for many years.
   3   Team members are more used to interaction across borders.
   4   There has been extensive research on teamwork.

25. Theories that consider personal qualities and characteristics that differentiate leaders from non-leaders are _____.

    1   behavioural theories
    2   leader-member exchange theories
    3   contingency theories
    4   trait theories of leadership

26. The late President Nelson Mandela, Emeritus Archbishop Desmond Tutu, Martin Luther King Jr., and Steve Jobs are known as _____.

    1   transactional leaders
    2   situational leaders
    3   charismatic leaders
    4   behavioural leaders

27. Which one of the following does not apply to trust in leadership?

    1   Trust enhances productivity.
    2   Trust discourages taking risks.
    3   Trust facilitates information sharing.
    4   Trusting groups are more effective.

28. The process that begins when one party perceives that another party has negatively affected, or is about to affect negatively, something that the first party cares about is referred to as ____.

    1   power
    2   conflict
    3   leadership
    4   negotiation

29. Which one of the following does **NOT** apply to grouping of activities?

    1   Number of employees.
    2   Functions.
    3   Product or service.
    4   Geography or territory.

30. Edgars, Woolworths and Pick 'n Pay have given their store managers more freedom than some of their competitors in choosing what merchandise to stock. Through _____ they actively encourage entrepreneurship and innovation.

    1   centralisation
    2   formalisation
    3   span of control
    4   decentralisation

TOTAL: [30]

Semester 2

Assignment 01: Compulsory Assignment

Assignment 01:	Only for students registered for Semester 2
Closing date:	Semester 2: 31 August 2018
Unique number:	881617
Study material:	Robbins et al. (2018), Organisational Psychology for IOP2602: Organisational Behaviour, Global and Southern African Perspectives, (1st Unisa custom edition)

1.   Groups develop through a standard sequence of five stages. Name and discuss these five stages in group development. (10)

2.   Illustrate your understanding of trust as one of the important attributes associated with leadership. Use the following to build your answer:

      (a)   Definition of trust. (1)

      (b)   Explain the three key characteristics of a trustworthy leader. (6)

      (c)   Explain the consequences of trust. (8)
      [15]

TOTAL: [25]

Semester 2

Assignment 02: Compulsory Assignment

Assignment 02:	Only for students registered for Semester 2
Closing date:	Semester 2: 28 September 2018
Unique number:	768969
Study material:	Robbins et al. (2018), Organisational Psychology for IOP2602: Organisational Behaviour, Global and Southern African Perspectives, (1st Unisa custom edition)

Please complete the mark-reading sheet as indicated on the instruction form.

Answer all the questions.

1. Which one of the following is **NOT** an attitude?

    1. job productivity
    2. job satisfaction
    3. job involvement
    4. organisational commitment

2. Who proposed that the three major relevant motives or needs in workplace situations are achievement, affiliation and power?

    1. McClelland
    2. Alderfer
    3. Herzberg
    4. Maslow

3. Each of the following is a comparison an employee can use in equity theory, except _____.

    1. self-inside
    2. self-goal
    3. other-outside
    4. self-outside

4. The higher-order needs in Maslow's hierarchy in theories of motivation are:

    1. safety and love
    2. social and esteem
    3. esteem and self-actualisation
    4. physiological and self-actualisation

5.   Almost all organisations create rules and policies to programme decisions and get individuals to act in the intended manner and to limit decision choices. This type of constraint is referred to as _____.

     1.   formal regulations
     2.   reward system
     3.   performance evaluation
     4.   historical precedents

6.   Which one of the following is **NOT** a factor in determining whether teams are successful?

     1.   inadequate resources
     2.   effective leadership
     3.   a climate of trust
     4.   a performance evaluation and reward system

7.   The general dealer characterised by a low degree of departmentalisation, wide spans of control, authority centralised in a single person and little formalisation uses a _____.

     1.   bureaucracy
     2.   matrix structure
     3.   simple structure
     4.   complex structure

8.   An organisation that seeks to eliminate the chain of command, have limitless spans of control and replace departments with empowered teams, is known as _____.

     1.   the boundaryless organisation
     2.   the virtual organisation
     3.   the learning organisation
     4.   the downsized organisation

9.   The following are components of attitude except _____.

     1.   affective component
     2.   organisational component
     3.   behavioural component
     4.   cognitive component

10. All of the following are disciplines that contribute to the organisational behaviour except_____.

     1.   sociology
     2.   biology
     3.   psychology
     4.   social psychology

11. Which one of the following is **NOT** a guideline for making ethical decisions?

    1. Gather all the facts, company rules and regulations governing such a decision.
    2. Define the ethical issues such as harm, kickbacks and accepting or offering bribes.
    3. You should not worry what co-workers think of you, ignore your character and integrity.
    4. Identify the consequences (short- and long-term) as well as the parties affected by the decision.

12. When we judge someone based on our perception of the group to which he/she belongs, for example, older workers can't learn new skills, we are using _____.

    1. the halo effect
    2. selective perception
    3. the contrast effect
    4. stereotyping

13. The use of questionnaires to identify discrepancies among member perceptions; discussion follows, and remedies are suggested is called _____.

    1. survey feedback
    2. process consultation
    3. sensitivity training
    4. team building

14. All are methods used to transmit culture to employees except _____.

    1. stories
    2. rituals
    3. limited communication
    4. material symbol

15. An organisational culture in which the core values are intensely held and widely shared is referred to as a _____culture.

    1. weak
    2. neutral
    3. strong
    4. uniform

16. While most teams do their work face to face, _____ teams use computer technology.

    1. virtual
    2. telecommuting
    3. outsourced
    4. functional

17. The late President Nelson Mandela, Emeritus Archbishop Desmond Tutu and Steve Jobs are known as _____.

    1. behavioural leaders
    2. transactional leaders
    3. situational leaders
    4. charismatic leaders

18. Increased oil and petrol prices, electricity shortages, volatility of the South African rand and high inflation rates are _____ in forces of change.

    1. economic shocks
    2. social trends
    3. world politics
    4. competition factors

19. According to Lewin's three-step model, the change process that transforms the organisation from the status quo to a desired end state is called _____.

    1. refreezing
    2. movement
    3. unfreezing
    4. stabilising

20. Reduced productivity, absenteeism and staff turnover are the _____ related to high stress levels.

    1. psychological symptoms
    2. behavioural symptoms
    3. physiological symptoms
    4. economic symptoms

21. The correct order for the stages of the socialisation process are:

    1. prearrival, metamorphosis, encounter
    2. encounter, prearrival, metamorphosis
    3. metamorphosis, encounter, prearrival
    4. prearrival, encounter, metamorphosis

22. _____ refers to a change between a group's decision and an individual decision that a member within a group would make.

    1. Groupthink
    2. Electronic meeting
    3. Groupshift
    4. Brainstorming

23. Mini cultures within an organisation, defined by department designations and geographical separation, are called _____.

    1. dominant cultures
    2. subcultures
    3. core cultures
    4. strong cultures

24. When creating an ethical organisational culture, which of the following statements is **incorrect**?

    1. Provide ethical training
    2. Communicate ethical expectations
    3. Do not punish unethical acts
    4. Visibly reward ethical acts

25. "Win-win", "expand the pie so both parties are satisfied", "long-term" and high information sharing are concepts related to _____.

    1. organisational politics
    2. integrative bargaining
    3. negotiation
    4. distributive bargaining

26. There is a conflict between Sammy and Peter, and Peter decides to place Sammy's interests above his own in order to maintain the relationship. Thus, Peter's intention is _____.

    1. delaying
    2. avoiding
    3. competing
    4. accommodating

27. The importance of an attitude, its correspondence to behaviour, its accessibility, the presence of social pressure and whether a person has direct experience with the attitude, are referred to as _____.

    1. cognitive dissonance
    2. components of an attitude
    3. moderators of the attitude
    4. major job attitudes

28. Reinforcement theory refers to _____.

    1. the view that we can learn through both observation and direct experience
    2. behaviour following stimuli in a relatively unthinking manner
    3. an individual's belief that he/she is capable of performing a task
    4. behaviour as a function of its consequences

29. Culture performs all the following functions **except** _____.

   1. showing how organisations are all basically the same
   2. enhancing social system stability
   3. conveying a sense of identity for organisation members
   4. facilitating commitment to something larger than individual self-interest

30. A tactic where management apply direct threats or force on the resisters of change is _____.

   1. manipulation
   2. participation
   3. pressure
   4. coercion

TOTAL: [30]

Assignment 03 Semester 1 and 2

Assignment 03	
Closing date	Self-assessment
Study material:	Robbins et al. (2018), Organisational Psychology for IOP2602: Organisational Behaviour, Global and Southern African Perspectives, (1st Unisa custom edition)

PLEASE NOTE: DO NOT SUBMIT THIS ASSIGNMENT FOR MARKING. YOU SHOULD MARK THIS ASSIGNMENT YOURSELF. THE MEMORANDUM WILL BE PROVIDED IN TUTORIAL LETTER 201/2018.

You have been asked to consult for a departmental manager who has implemented new working procedures without consulting the employees affected by the change. She regards resistance to her change efforts as an irrational response from the employees, because the new procedures would, she believes, enhance the productivity of the department and may even lead to more job satisfaction. She has tried to convince the employees of the benefits of the new procedures, but their reaction is that they are used to the old procedures and that they have not experienced any problems using them. She has become so desperate that she has even threatened them with disciplinary action if they do not apply the new procedures.

QUESTIONS:

1.   Give the manager a balanced view of the possible value of resistance to change.   (3)

2.   Name the different sources of resistance to change and identify a source that probably plays a role in this scenario. Substantiate your answer.   (4)

3.   Identify and evaluate the tactic the manager probably used to overcome resistance to her change effort. Discuss and give five reasons for the tactic you would propose.   (5)

4.   Describe how the manager could use Kurt Lewin's model to manage a change process.
                                                                                                                                        (8)

TOTAL: [25]

9   OTHER ASSESSMENT METHODS

There are no other assessment methods.

10   EXAMINATION

For general information and requirements for assignments, see the brochure entitled *Study @ Unisa* you will have received with your study material.

Examination admission

Please note: To enable you to benefit from our tuition and assessment fully, the management of Unisa has decided to introduce at least two compulsory assignments in all modules for 2018. The compulsory assignments will be different for Semesters 1 and 2, and you must do the assignment set for the semester for which you are registered.

You must submit two compulsory assignments. If Assignment 01 is submitted on time, that is before or on the due date, you will gain examination admission. Your mark for this assignment will not influence your examination admission. However, your marks for each of these two compulsory assignments will contribute 50% towards your year mark. Your year mark counts for 20% of your final mark (10% per assignment) and will be added to your examination mark. Please see the following box.

MODULE: IOP2602	Contribution towards final mark	Weighting
Assignment 01	10%	
Assignment 02	10%	20% = year mark
Examination	0%	80%
	Final mark	Assignments weighting (10% + examination = 100%

FINAL MARK = YEAR MARK + EXAMINATION MARK

> Your year mark, based on the average mark obtained for the two compulsory assignments (each contributes 50%), contributes 20% toward your final mark, while your examination mark contributes 80%.
>
> The combined weighted average of your year mark and examination mark must be 50% or higher for you to pass the module/subject. However, you must obtain a minimum of 40% in the examination, regardless of your year mark. If you obtain less than 40% in the examination, you will fail.
>
> For example:
> Assignment marks of = 70% and 70% = 140/2 = 70%
>
> 20% of the assignment marks = 7%
> Examination mark = 50%
> 80% of the examination mark = 45%
>
> Final mark = (20% assignment marks) + (80% examination mark)
> = 7% + 45%
> =54%

Remember that the better your assignment mark, the better your year mark. It is therefore imperative that you do well in both assignments to obtain the benefit of good marks to be added to your examination mark.

Exam period

This module is offered during a semester that consists of 15 weeks. This means that, if you have registered for the first semester, you will write the exam in May/June 2018 and the supplementary exam in October/November 2018. If you have registered for the second semester, you will write the exam in October/November 2018 and the supplementary exam in May/June 2019.

During the semester, the Examination Department will send you information about the exam in general, exam venues, exam dates and exam times.

Exam paper

You will receive more information on the exam in Tutorial Letter IOP2602/201/2018, which will be sent to you during the course of the semester.

Details of the examination paper are as follows:

Total marks: 75
Pass mark: 50%
Duration: 2 hours

Any short paragraph questions will count between five and fifteen marks. There may be a question that counts 25 marks. Some questions could require a choice between alternatives.

Previous examination papers

Previous examination papers are available for students in the form of self-assessment questions in the study guide. However, you are advised not to focus on old exam papers only, because the content of courses, and therefore exam papers, differs from year to year.

Note: An example of a previous exam paper will be provided in Tutorial Letter 201/2018.

Tutorial Letter with information on the exam

You will receive a tutorial letter that sets out the format of the exam paper to help you prepare for the exam. This tutorial letter will contain examples of questions that you may expect and explain which material you have to study for the exam.

11   IN CLOSING

Organisational Psychology involves the person-environment-behavioural fit, which means that our behaviour and the environment (as well as the built-up environment) are in constant interaction and that the mutual dependence between these two variables has implications for our existence.

In the context of Organisational Psychology, Organisational Psychology practitioners are expected to get involved in creating sustainable environments in organisations and improve employees' quality of life. The field called workplace design has, over the past number of years, become increasingly important in organisations.

Organisational Psychology will become increasingly involved with the following:

•   the assurance that the work place environment is conducive to production efforts, improves the worker's quality of life and creates long-term benefits for the worker
•   the assurance that sustainable development is the norm in all aspects of our functioning
•   to create environments where the less privileged could improve their quality of life, through which stable and productive communities will be created
•   to create an environment for sustainable improvement in the social and psychological wellness of communities, to foster sustainable communities
•   to create blueprints for development that focus on the sustainability of environments

We wish you all the best for your studies this semester.
Please contact us without delay if you experience any problems with your studies.

Kind regards

Your lecturers

Ms SE Ramasodi and Mrs LM Govender