

**IOP2602**

( 475570)

October/November 2016

**ORGANISATIONAL PSYCHOLOGY**

Duration : 2 Hours

75 Marks

**EXAMINERS :**

FIRST

MR MB LEARY

MR MA MATJIE

SECOND

PROF LM UNGERER

**Closed book examination.**

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**This examination question paper consists of 7 pages plus instructions for the completion of a mark-reading sheet.**

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**SECTION A**

**Answer all questions in Section A on the mark-reading sheet. Please complete the mark-reading sheet as indicated on the instruction form. The unique number is 475570.**

- 1 When individuals observe behaviour, they attempt to determine whether it has been caused internally or externally. This is the \_\_\_\_\_
- 1 fundamental attribution error
  - 2 self-serving bias
  - 3 attribution theory.
  - 4 selective behaviour theory
- 2 Which behavioural science discipline has made the most significant contribution to understanding individual behaviour?
- 1 Sociology
  - 2 Social psychology
  - 3 Psychology
  - 4 Anthropology
- 3 According to the equity theory, individuals assess the \_\_\_\_\_
- 1 cost-benefit ratio
  - 2 efficiency-effectiveness trade-off
  - 3 quantity-quality trade-off
  - 4 outcome-input ratio
- 4 The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as the \_\_\_\_\_
- 1 performance-reward relationship
  - 2 effort-performance relationship
  - 3 rewards-personal goals relationship.
  - 4 effort-satisfaction relationship
- 5 People with an internal locus of control tend to \_\_\_\_\_
- 1 leave their jobs more often than those with an external locus of control
  - 2 leave their jobs less often than those with an external locus of control.
  - 3 perform better in their jobs
  - 4 start their own businesses

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- 6 The most powerful moderating variables of an individual's attitudes include \_\_\_\_\_
- 1 the generalisability of the attitude to other situations
  - 2 one's education and level of intellectual capacity
  - 3 reliability of the attitude
  - 4 how easily the attitude is remembered
- 7 Because it is impossible for us to assimilate everything we see, we engage in \_\_\_\_\_
- 1 selective perception.
  - 2 memorisation
  3. mental desensitisation
  4. periodic listening
- 8 The "Pygmalion effect" is when \_\_\_\_\_
- 1 a manager decides to execute a decision that should really be made through the rational model
  - 2 we assume someone thinks and believes the way we do because we attribute our motives to that person
  - 3 an individual uses the three-component model of creativity to solve a problem
  - 4 people behave in accordance with someone's expectations of them
- 9 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
- 10 You are a member of a team made up of employees from the same level within the organisation who have come together to accomplish a task This is an example of a \_\_\_\_\_
- 1 self-managed team
  - 2 cross-functional team
  - 3 problem-solving team
  - 4 quality circle
- 11 A work team has one important aspect **NOT** found in a work group. This is \_\_\_\_\_
- 1 energy
  - 2 enthusiasm
  - 3 synergy
  - 4 objectives
- 12 When describing motivation, the element most concerned with how hard someone works is \_\_\_\_\_
- 1 direction
  2. persistence
  - 3 need
  - 4 intensity

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- 13 If behavioural theories of leadership are valid, then leaders are \_\_\_\_\_
1. trained
  2. born
  3. dominant
  4. powerless
- 14 Group shift most often means that decisions \_\_\_\_\_
1. are made by groups rather than individuals
  2. contain greater risk
  3. are made more evade
  4. prove less effective
- 15 Integrative bargaining focuses relationships on \_\_\_\_\_
1. I win – you lose
  2. the short term
  3. resistance to bargaining.
  4. the long term
- 16 Cross-functional teams \_\_\_\_\_
1. are often made up of individuals from different levels within a company but the same operational area
  2. experience less conflict and less time in the storming stage due to the fact its members are all peers
  3. often take a great deal of time moving through the early stages of team development
  4. are one of the few team structures that do not require leadership
- 17 Changes in corporate strategy precede and lead to \_\_\_\_\_
1. changes in the environment
  2. better communication
  3. increased productivity
  4. changes in an organisation's structure.
- 18 Virtual teams differ from traditional face-to-face teams in three key ways, including \_\_\_\_\_
1. there are some types of team tasks virtual teams cannot perform
  2. they tend to experience lower levels of satisfaction
  3. a heightened awareness of paraverbal cues and paralanguage due to the intense focus on each other via video and audio links
  4. an inability to overcome time constraints
- 19 Which of the following is **NOT** true about institutionalisation?
1. It operates to produce common understandings about appropriate behaviour.
  2. Acceptable modes of behaviour become largely self-evident to its members
  3. The organisation is valued for itself
  4. The organisation is bound by its original mission

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- 20 A person who believes that the end justifies the means can be said to have the characteristic of \_\_\_\_\_
- 1 authoritarianism
  - 2 machiavellianism
  - 3 an external locus of control
  - 4 risk taking
- 21 In addition to feedback, which two other factors have been found to influence the goal-performance relationship?
- 1 Goal commitment and task difficulty
  - 2 Self-efficacy and task subjectivity
  - 3 Goal commitment and self-efficacy
  - 4 Task subjectivity and task difficulty
- 22 The key characteristic that distinguishes a learning organisation from all other types of organisations is \_\_\_\_\_
- 1 size and structure
  - 2 its use of innovation
  - 3 the use of reengineering
  - 4 its problem-solving process
- 23 Culture is a liability when \_\_\_\_\_
- 1 shared values are not in agreement with those that will further the organisation's effectiveness
  - 2 diverse employees are hired
  3. it creates a barrier to a merger or acquisition
  - 4 All of the above
- 24 While most teams do their work face to face, \_\_\_\_\_ teams use computer technology
- 1 virtual
  - 2 telecommuting
  - 3 outsourced
  - 4 functional
- 25 McClelland's need for achievement best approximates Maslow's need for \_\_\_\_\_
- 1 esteem.
  - 2 self-actualisation
  - 3 love
  - 4 success

**TOTAL SECTION A: [25]**

**[TURN OVER]**

**SECTION B****CASE STUDY**

Read the following case study carefully and answer the questions that follow

A number of serious accidents occurred at Timba, a manufacturing company. This series of accidents have a negative impact on employees' attitudes. One view is that the accidents are caused by the differences between Timba's culture and the culture of the employees of the maintenance and cleaning company (New Generation Resources), who work on the same shop floor.

In order to find out more about the two different cultures, the following information was obtained about the two companies:

<b>TIMBA</b>	<b>NEW GENERATION RESOURCES</b>
<p>Managers are expected to document all decisions fully, a "good manager" is one who can provide detailed data to support his/her recommendations. Because managers of failed projects are openly criticised and penalised, managers try not to implement ideas that differ too much from the status quo.</p> <p>For safety reasons, Timba has extensive rules and regulations that employees are required to follow. Managers supervise employees closely to ensure there are no deviations from these rules and regulations. Management is concerned with high productivity, regardless of the impact on employees' morale or turnover.</p> <p>Work activities are designed around individuals. The work is highly specialised and employees are proud of their respective occupations. Performance evaluations and rewards emphasise individual effort, though seniority tends to be the primary factor in the determination of pay raises and promotions.</p>	<p>For cost-saving purposes, management encourages and rewards risk-taking and change. Decisions based on intuition are valued as much as those that are thoroughly rationalised.</p> <p>Management prides itself on its history of experimenting with new products and its innovative ideas. Managers or employees who have cost-saving ideas are encouraged to "run with it". Failures are treated as "learning experiences". The company prides itself on rapidly responding to the changing needs of its customers.</p> <p>There are few rules and regulations for employees to follow and little supervision, because management believes that its employees are hardworking and proud of their company. Management is concerned with high productivity, but believes this is achieved by treating its people well.</p>

**QUESTIONS**

1. What is meant by the term "organisational culture"? (2)
2. Distinguish between the cultures of Timba and New Generation Resources, based on the primary characteristics of organisational culture. (14)
3. Distinguish between three different types of job-related attitudes and determine the relevancy of each for employees of Timba and New Generation Resources. (9)

**TOTAL SECTION B: [25]**

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**SECTION C****ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS:**

- 1 According to the equity theory of motivation, there are four comparisons that an employee can make. Give a description of the equity theory (briefly), the four comparisons and the different moderating variables influencing the comparisons (10)

**OR**

- 2 Name and discuss the five conflict-handling intentions in the conflict process (10)
- [10]**

**ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS:**

- 3 As organisations endeavour to compete more effectively and efficiently, they have turned to teams in order to utilise employee skills more fully. Provide an overview of the key components and categories of effective teams (15)

**OR**

- 4 Describe the primary characteristics that are used to distinguish between different organisational cultures. Also explain how a culture is created and maintained (15)
- [15]**

**TOTAL SECTION C: [25]****GRAND TOTAL: [75]**

**PART 1 (GENERAL/ALGEMEEN) DEEL 1**

STUDY UNIT e.g. PSY100-X  
STUDIE-EENHEID by PSY100-X

INITIALS AND SURNAME  
VOORLETTERS EN VAN

DATE OF EXAMINATION  
DATUM VAN EKSAMEN

EXAMINATION CENTRE (E.G. PRETORIA)  
EKSAMENSENTRUM (BY PRETORIA)

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VRAESTELNOMMER

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UNIQUE PAPER NO  
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For use by examination invigilator  
Vir gebruik deur eksamenopsiener

**IMPORTANT**

1. USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
2. MARK LIKE THIS
3. CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
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**PART 2 (ANSWERS/ANTWOORDE) DEEL 2**

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