

**IOP2602**

( 491589) October/November 2017

**ORGANISATIONAL PSYCHOLOGY**

Duration 2 Hours

75 Marks

**EXAMINERS**

FIRST

SECOND

MRS LM GOVENDER

PROF LM UNGERER

MS SE RAMASODI

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Closed book examination

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**This examination question paper consists of 8 pages plus instructions for the completion of a mark-reading sheet.**

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**SECTION A**

**Answer all the 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 491589**

- 1 \_\_\_\_\_ is the field of study that investigates the impact that individuals, groups and structures have on behaviour within organisations and how this behaviour affects the organisation's performance
- 1 Productivity
  - 2 Management
  - 3 Organisational behaviour
  - 4 Leadership
- 2 All are disciplines that contribute to organisational behaviour except \_\_\_\_\_
- 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 the 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 to 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

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- 6 \_\_\_\_\_ are evaluative statements – either favourable or unfavourable – about objects, people or events
- 1 Attitudes
  - 2 Perceptions
  - 3 Judgements
  - 4 Motivations
- 7 The following are a component of attitude except the \_\_\_\_\_
- 1 affective component
  - 2 organisational component
  - 3 behavioural component
  - 4 cognitive component
- 8 The degree to which a person identifies with a job, actively participates in it and considers performance important to self-worth is called \_\_\_\_\_
- 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 Which one of the following does **NOT** apply to values?
- 1 Freedom, self-respect, honesty, obedience and equality are not values
  - 2 They contain a judgmental element in that they carry an individual's ideas as to what is right, good or desirable
  - 3 Values have both content and intensity attributes
  - 4 Values represent basic convictions that a specific mode of conduct is personally or socially preferable to an opposite mode of conduct

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- 11 According to the Rokeach Value Survey (RVS), examples of \_\_\_\_\_ are economic success, freedom, health and wellbeing, social recognition and meaning in life. Examples of \_\_\_\_\_ are self-improvement, autonomy, personal discipline, ambition and goal-orientation
- 1 generational values, terminal values
  - 2 terminal values, instrumental values
  - 3 instrumental values, generational values
  - 4 instrumental values, terminal values
- 12 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
- 13 An attempt to determine whether an individual's behaviour is internally or externally caused depends on three factors namely, distinctiveness, consensus and consistency and is called \_\_\_\_\_
- 1 the attribution theory
  - 2 common shortcuts in judging others
  - 3 self-serving bias
  - 4 selective perception
- 14 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
- 15 Utilitarianism, fundamental liberties and privileges and justice or equitable distribution are the three \_\_\_\_\_ criteria in decision-making
- 1 error
  - 2 ethical
  - 3 judgmental
  - 4 common biases

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- 16 The higher-order needs in Maslow's hierarchy in theories of motivation include \_\_\_\_\_
- 1 safety needs
  - 2 social needs
  - 3 esteem and self-actualisation needs
  - 4 physiological needs
- 17 The need for achievement (nAch), the need for power (nPow) and the need for affiliation (nAff) are concepts in \_\_\_\_\_
- 1 McClelland's theory of needs
  - 2 the two-factor theory
  - 3 the self-determination theory
  - 4 the goal-setting theory
- 18 The five core job dimensions, skill variety, task identity, task significance, autonomy and feedback, refer to the \_\_\_\_\_
- 1 job-rotation model
  - 2 flexitime model
  - 3 job-sharing model
  - 4 job-characteristics model
- 19 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
- 20 "Problem-solving", "self-managed", "cross-functional" and "virtual" are concepts related to \_\_\_\_\_
- 1 groups
  - 2 individuals
  - 3 teams
  - 4 associates
- 21 Which one of the following is **NOT** a factor in determining whether teams are successful?
- 1 Inadequate or limited resources
  - 2 Effective leadership
  - 3 A climate of trust
  - 4 A performance evaluation and reward system

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- 22 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
- 23 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
- 24 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
- 25 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

**Total Section A [25]**

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**SECTION B  
CASE STUDY****Answer ALL the questions**

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 (10)
- 4 Describe how the manager could use Kurt Lewin's model to manage a change process (8)

**Total Section B [25]**

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**SECTION C****Answer any ONE of the following two questions****QUESTION 1**

You have been tasked to identify employees who will form a work team for a product development project  
Discuss any five variables to consider when completing this team composition task (10)

**OR****QUESTION 2**

Explain and illustrate with examples the shortcuts used when making perceptions about others (10)

**Answer any ONE of the following two questions****QUESTION 3**

Illustrate your understanding of trust as one of the important attributes associated with leadership by doing the following

- |     |   |             |
|-----|---|-------------|
| 3 1 | Give a definition of trust                                    | (1)         |
| 3 2 | Explain the three key characteristics of a trustworthy leader | (6)         |
| 3 3 | Explain the consequences of trust                             | (8)         |
|     |   | <b>[15]</b> |

**OR****QUESTION 4**

Explain the following aspects of organisational culture

- |     |  |             |
|-----|--|-------------|
| 4 1 | The functions of culture   | (4)         |
| 4 2 | The forms of transmitting culture to employees, and provide examples | (8)         |
| 4 3 | To create a positive organisational culture                          | (3)         |
|     |  | <b>[15]</b> |

**Total Section C [25]****GRANT TOTAL [75]**



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

STUDY UNIT: 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)

PAPER NUMBER  
 VRAESTELNOMMER

STUDENT NUMBER  
 STUDENTENOMMER

UNIQUE PAPER NO.  
 UNIEKE VRAESTEL NR.

For use by examination invigilator  
 Vir gebruik deur eksamenopsiener

- IMPORTANT**
- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
  - MARK LIKE THIS
  - CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
  - ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
  - CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
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  - CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
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**PART 2 (ANSWERS/ANTWOORDE) DEEL 2**

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**Specimen only**

## MARK READING SHEET INSTRUCTIONS

Your mark reading sheet is marked by computer and should therefore be filled in thoroughly and correctly

### USE ONLY AN HB PENCIL TO COMPLETE YOUR MARK READING SHEET

*PLEASE DO NOT FOLD OR DAMAGE YOUR MARK READING SHEET*

Consult the illustration of a mark reading sheet on the reverse of this page and follow the instructions step by step when working on your sheet

Instruction numbers ❶ to ❿ refer to spaces on your mark reading sheet which you should fill in as follows

- ❶ Write your paper code in these eight squares, for instance

P	S	Y	1	0	0	-	X
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- ❷ The paper number pertains only to first-level courses consisting of two papers

WRITE 

0	1
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 for the first paper and 

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 for the second. If only one paper, then leave blank

- ❸ Fill in your initials and surname
- ❹ Fill in the date of the examination
- ❺ Fill in the name of the examination centre
- ❻ WRITE the digits of your student number HORIZONTALLY (from left to right). Begin by filling in the first digit of your student number in the first square on the left, then fill in the other digits, each one in a separate square
- ❼ In each vertical column mark the digit that corresponds to the digit in your student number as follows [-]
- ❽ WRITE your unique paper number HORIZONTALLY  
NB Your unique paper number appears at the top of your examination paper and consists only of digits (e.g. 403326)
- ❾ In each vertical column mark the digit that corresponds to the digit number in your unique paper number as follows [-]
- ❿ Question numbers 1 to 140 indicate corresponding question numbers in your examination paper. The five spaces with digits 1 to 5 next to each question number indicate an alternative answer to each question. The spaces of which the number correspond to the answer you have chosen for each question and should be marked as follows [-]
- ◆ For official use by the invigilator. Do not fill in any information here