

IOP2602

(492348)

May/June 2018

Organisational Psychology

Duration 2 Hours

75 Marks

EXAMINERS

FIRST
SECOND

MRS LM GOVENDER
PROF LM UNGERER

MS SE RAMASODI

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.

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 492348.

- 1 _____ is 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
- 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 _____ are evaluative statements – either favourable or unfavourable about objects, people or events
- 1 Attitudes
 - 2 Perceptions
 - 3 Judgements
 - 4 Motivations
- 4 The following are a component of attitude, except the _____
- 1 affective component
 - 2 organisational component
 - 3 behavioural component
 - 4 cognitive component
- 5 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
- 6 _____ is an attempt to determine whether an individual's behaviour is internally or externally caused and depends on three factors, namely distinctiveness, consensus and consistency
- 1 Attribution theory
 - 2 Common shortcuts in judging others
 - 3 Self-serving bias
 - 4 Selective perception

- 7 Need for achievement (nAch), need for power (nPow) and need for affiliation (nAff) are concepts in (the) _____
- 1 McClelland's theory of needs
 - 2 two-factor theory
 - 3 self-determination theory
 - 4 goal-setting theory
- 8 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
- 9 Problem-solving, self-managed, cross-functional and virtual are concepts related to _____
- 1 groups
 - 2 individuals
 - 3 teams
 - 4 associates
- 10 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
- 11 The higher-order needs in Maslow's hierarchy in theories of motivation are
- 1 Safety and esteem
 - 2 Social and physiological
 - 3 Esteem and self-actualisation
 - 4 Physiological and self-actualisation
- 12 Perception is a process by which individuals organise and interpret their sensory impression in order to give meaning to their environment Which one of the following is **NOT** a factor that influences perception?
- 1 Reality itself
 - 2 The object or target
 - 3 The perceiver
 - 4 The context of the situation in which the perception is made

- 13 In Lewin's three step model, unfreezing refers to _____
- 1 keeping the status quo
 - 2 transforming the organisation from the status quo to a desired end state
 - 3 stabilising a change intervention by balancing driving and retraining forces
 - 4 changing to overcome the pressures of both individual resistance and group conformity
- 14 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
- 15 All apply to trust, except _____
- 1 trust enhances productivity
 - 2 trust discourages taking risks
 - 3 trust facilitates information sharing
 - 4 trusting groups are more effective
- 16 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
- 17 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
- 18 In resolving conflict where both sides agree to give something up, neither party wins or loses This is called _____
- 1 accommodating
 - 2 collaborating
 - 3 compromising
 - 4 competing
- 19 The matrix structure combines which two forms of departmentalisation?
- 1 Simple and functional
 - 2 Functional and product
 - 3 Product and organic
 - 4 Organic and mechanistic

- 20 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
- 21 _____ is an approach to managing organisational change that involves diagnosing, analysing, feedback, action and evaluation
- 1 Organisational development
 - 2 Action research
 - 3 Kotter's eight-step plan
 - 4 Lewin's three-step model
- 22 Which of the following structures will be most conducive to an innovative environment?
- 1 Mechanistic
 - 2 Bureaucratic
 - 3 Organic
 - 4 Autocratic
- 23 An organisation's culture is defined by several primary characteristics. The characteristic that is demonstrated by activities that emphasise maintaining the status quo versus growing exemplifies which primary characteristic?
- 1 Attention to detail
 - 2 Outcome orientation
 - 3 People orientation
 - 4 Stability
- 24 Each of the following is a comparison an employee can use in equity theory, except _____
- 1 self-inside
 - 2 other-outside
 - 3 self-goal
 - 4 self-outside
- 25 Culture performs all of 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

TOTAL SECTION A [25]

SECTION B
CASE STUDY

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

Rumours started doing the rounds in a computer company that develops software for industry. These rumours imply that the company plans to do its own marketing and to implement its products for clients itself to become more competitive. These rumours resulted in a drastic increase in conflict between employees.

Management heard the rumours and a representative committee was formed in an attempt to deal with the conflict, to improve relationships and to set employees' minds at ease by pointing out that only a preliminary investigation has been undertaken thus far. During a meeting of this committee, management also mentions that if these developments did indeed happen, it would expect its employees to fulfil these additional functions, but that they would be notified in good time and would be remunerated if the company were to become more profitable. Management also expressed their concern about the possibility of specialists leaving the company as they are sought-after by other computer companies. During the meeting, management was also blamed for withholding information from employees, who stated that any form of change will affect them negatively and that it is not acceptable that they are merely informed of such a decision.

As an Industrial psychologist, you want to assist the manager to find the best possible approach of dealing with this situation.

QUESTIONS

- 1 Describe intentions in the conflict handling process (2)
- 2 Discuss the possible conflict handling intentions that management can consider. Which one would you recommend to management and why? (12)
- 3 Describe how Kurt Lewin's model can be used to manage change if management decides to proceed with its plans (6)
- 4 Give a balanced view of the possible value of resistance to change and describe two sources of resistance to change that possibly influenced individual employees' attitude toward management (5)

TOTAL SECTION B: [25]

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

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

OR

- 2 Organisations use socialisation to keep a culture alive. In view of this statement discuss the following
- a) The meaning of socialisation (1)
- b) The three stages of socialisation (9)
- [10]**

ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS:

- 3 Provide a discussion of the following factors to consider when creating an effective team
- a) Contextual factors (4)
- b) Team composition (6)
- c) Team processes (5)
- [15]**

OR

- 4 Illustrate your understanding of trust as one of the important attributes associated with leadership by referring to the following
- a) Definition of trust (1)
- b) Explanation of the three key characteristics of a trustworthy leader (6)
- c) Explanation of the consequences of trust (8)
- [15]**

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

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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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MARK READING SHEET INSTRUCTIONS

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

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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 ① to ⑩ refer to spaces on your mark reading sheet which you should fill in as follows

- ① Write your paper code in these eight squares, for instance

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- ② The paper number pertains only to first-level courses consisting of two papers

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- ③ Fill in your initials and surname
- ④ Fill in the date of the examination
- ⑤ Fill in the name of the examination centre
- ⑥ 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
- ⑦ In each vertical column mark the digit that corresponds to the digit in your student number as follows [-]
- ⑧ 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)
- ⑨ In each vertical column mark the digit that corresponds to the digit number in your unique paper number as follows [-]
- ⑩ 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 [-]
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