

IOP2602 EXAM SOLUTIONS

2nd SEMESTER 2018

IOP 2602 Exam Analysis

Exam	Section B		Section C
June 2015 June 2014 June 2013 June 2012 June 2010	1) Explain reaction to Job dissatisfaction	October 2015 June 2014 June 2013 June 2012 June 2010	1) Description of attitude and explanation on relationship between attitudes and behaviour, discussing four moderating variables (own examples) (10) OR
June 2015 June 2014	2) Proposals to rectify trust relationships with employees	June 2015	2) 5 Stages of group development (10)
June 2015 October 2015	3) Describe Kurt Lewin Model to manage change	June 2014	3) Evaluate statement that trait theories on leadership are outdated and no longer serve purpose and refer to the most recent approaches to leadership (15) OR
	4) Balanced view of resistance to change & identify sources of resistance that influence employees attitude to management	June 2015 October 2015 June 2014 June 2013 June 2012 June 2010 Jun 2009	4) Discuss 6 elements that are required to be considered when investigating the structure of a department that has too many employees which makes it difficult to supervise (15)
	Section B		Section C
Oct 2015 Oct 2013 June 2011	1) Description of equity theory of motivation (2)	June 2015 June 2015 Oct 2013 June 2011	1) Comparison on transactional and transformational leaders and comment on how these leadership styles differentiate managers from leaders (10) OR

Oct 2009			
Oct 2015 Oct 2012 Oct 2010 Jun 2009	2) Equity Theory refers to 4 referent comparisons employees make, describe comparisons and 4 moderating variables that influence them. Make comparisons and apply case study examples (10)	Oct 2015 Oct 2013 June 2011 Oct 2009 Jun 2009	2) State 2 goals of plan change and describe how Kurt Lewin's model is used to manage change (10) OR
June 2015	3) Explain 6 choices employees make when they perceive an equity and determine the choice from case study (James) what other options could be considered? Motivate your answer (8)	OCT 2014 June 2011 Oct 2009 Oct 2012 Oct 2010	3) Name and describe the 5 conflict handling intentions in the conflict handling process (10)
	4) Distinguish between distributive and procedure justice and apply to case study (5)	Oct 2015 OCT 2014 Oct 2013	3) Describe various Organisational development interventions and Org can use to improve its functioning (15)
		June 2011 Oct 2009 Oct 2012 Jun 2009	3) Give an overview of the key components and categories of effective teams (15) OR
		Oct 2014 Oct 2013 June 2011 Oct 2009	4) Describe the 3 most common organisation design and the advantages and disadvantages of each (15)
		Oct 2009	4) Identify and explain 4 contemporary issues in leadership and relate them to the SA context (15)
	Section B		Section C
Oct 2015 Oct 2014 Oct 2012 Oct 2010	1) What is meant by Org Culture?	Oct 2015 Oct 2011 Oct 2012 Oct 2010 Jun 2009	1) There are 4 comparisons that an employee can make in the equity theory of motivation. Give a description of each and the different moderating variables that influence these comparisons (10) OR

Jun 2009			
Oct 2015	2) Using primary characteristics of Org Culture, distinguish between the cultures Timber and New generation resources)	Oct 2012	4) Describe primary characteristics that are used to distinguish between different org cultures and explain how a culture is created and maintained (15)
	3) Distinguish between 3 different types of job related attitudes and determine how relevant each are for the employees of both Timber and New Generation.	Oct 2015 Oct 2010	4) Describe the various OB interventions that an ORG can use (15)

4 FORMAT OF AND PREPARATION FOR THE EXAMINATION OCT/NOV 2017

2nd edition (2009)	3rd edition (2016)	Important concepts
Chapter 1	Chapter 1	What is organisational behaviour? Please study Robbins et al. (2009 or 2016) for multiple choice questions. Aspects to study: Definition, Disciplines that contribute to the OB field, Challenges and opportunities.
Chapter 2	Chapter 2	Organisational behaviour in a global and diverse context. You do not need to study this chapter for examination purposes.
Chapter 3	Chapter 3	Foundations of individual behaviour You do not need to study this chapter for examination purposes.
Chapter 4	Chapter 4	Attitudes and job satisfaction Please study Robbins et al. (2009 or 2016) for multiple choice questions. Aspects to study: Definition of attitudes, Components of an attitude, Major job attitudes and Job satisfaction.
Chapter 5	Chapter 6	Personality and values Please study Robbins et al. (2009 or 2016) for multiple choice questions. Multiple choice questions may be asked on values.

Chapter 6	Chapter 7	Perception and individual decision-making Please study Robbins et al. (2009 or 2016) for paragraph and multiple-choice questions Aspects to study: Definition of perception, Attribution theory, Short cuts, Decision-making models and Ethics in decision-making.
Chapter 7	Chapter 8	Basic motivation concepts Please study Robbins et al. (2009 or 2016) for multiple choice questions. Aspects to study: Early theories of motivation and Contemporary theories of motivation. Check space, please.
Chapter 8	Chapter 9	Motivation: From concepts to applications Please study Robins et al. (2009 or 2016) for multiple choice questions. Aspects to study: The job characteristics model, Job redesign and Employee involvement.
Chapter 9	Chapter 5	Emotions and moods You do not need to study this chapter for examination purposes.
Chapter 10	Chapter 10	Foundations of group behaviour Please study Robbins et al. (2009 or 2016) for paragraph and multiple-choice questions. Aspects to study: Definition of groups and classification, Group stages, Strengths and weaknesses of groups.
Chapter 11	Chapter 11	Understanding work teams Please study Robbins et al. (2009 or 2016) for paragraph and multiple-choice questions. Aspects to study: Types of teams and Creating effective teams.
Chapter 12	Chapter 12	Communication You do not need to study this section for examination purposes.
Chapter 13	Chapter 13	Leadership Please study Robbins et al. (2009 or 2016) for multiple choice questions. Aspects to study: Leadership theories (trait, behavioural, contingency and leader-member exchange).
Chapter 14	Chapter 13	Contemporary issues in leadership

		Please study Robbins et al. (2009 or 2016) for paragraph and multiple-choice questions. Aspects to study: Contemporary leadership (charismatic and transformational) and Trust.
Chapter 15	Chapter 14	Power and politics You do not need to study this chapter for examination purposes
Chapter 16	Chapter 15	Conflict and negotiation You do not need to study this chapter for examination purposes.
Chapter 17	Chapter 16	Foundations of organisational structure Please study Robbins et al. (2009 or 2016) for multiple choice questions. Aspects to study: Organisational designs and Forces that determine organisations' choice of structure.
Chapter 18	Chapter 17	Organisational culture Please study Robbins et al. (2009 or 2016) for paragraph and multiple-choice questions. Aspects to study: Definition of organisational culture, Characteristics of organisational culture, Strong and weak cultures, Functions of organisational culture and Learning/transmitting culture and Positive organisational culture.
Chapter 19	Chapter 18	Human resource policies and practices You do not need to study this chapter for examination purposes
Chapter 20	Chapter 19	Organisational change and stress management Please study Robbins et al. (2009 or 2016) for paragraph questions. Aspects to study: Planned change, Sources of resistance to change, Overcoming resistance to change, and Approaches to managing organisational change.

IOP2602: GUIDELINES FOR THE OCTOBER 2018 EXAMINATION

NB: The Guidelines below must be read together with Tutorial Letter 201/2018
(Semester 2)

Take note of the following when studying the course content and preparing for the examination. The prescribed book is: *Organisational psychology for IOP2602*. 1st UNISA custom edition (2017). **ISBN: 978-1-776-10249-5**.

Examination: MCQs

For the MCQ part of the examination, make sure that you can answer all the MCQs at the end of each Study Unit in the Study Guide. Read Tutorial Letter 201/2018 regarding errors in the Study Guide.

Examination: Written (paragraph) questions

Chapter in prescribed text book	What it covers
Chapter 1	You do not have to study this chapter
Chapter 2/UNIT 2	Attitudes and Job Satisfaction – study this chapter.
Chapter 3	You do not have to study this chapter
Chapter 4	You do not have to study this chapter
Chapter 5	You do not have to study this chapter
Chapter 6	You do not have to study this chapter
Chapter 7/UNIT 6	Leadership – study this chapter (concentrate on Trust and Leadership)
Chapter 8/UNIT 7	Conflict and negotiation – study this chapter
Chapter 9	You do not have to study this chapter
Chapter 10/ UNIT 8	Organisational culture – study this chapter
Chapter 11/UNIT 9	Organisational change and stress management – study this chapter. (concentrate on the change part of the chapter, and not work stress and its management)

IOP 2602 MAY/JUNE MCQS EXAM PAPER 2018

QUESTIONS	ANSWERS
1	3
2	2
3	1
4	2
5	4
6	1
7	1
8	2
9	3
10	2
11	3
12	1
13	2
14	3
15	2
16	3
17	1
18	3
19	2
20	4
21	2
22	3
23	4
24	3
25	1

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.

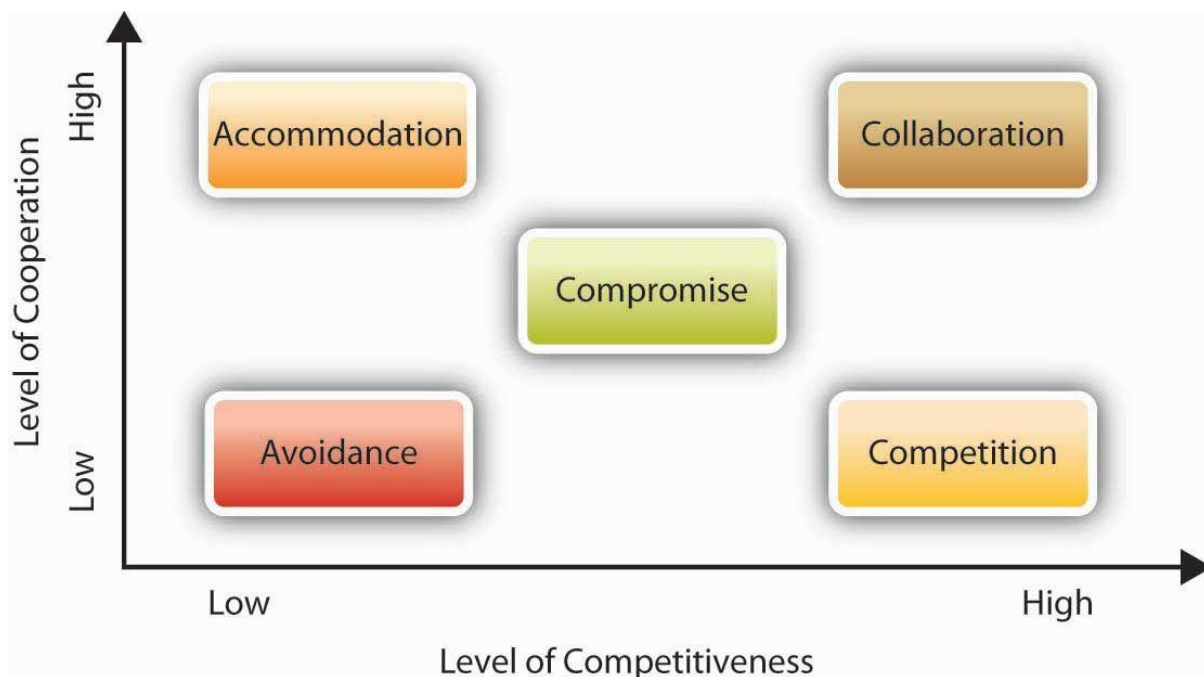
As an Industrial psychologist, you want to assist the manager to find the best possible approach of dealing with this situation.

QUESTIONS

- 1 Describe intentions in the conflict handling process (2)

Stage 3 Intentions: These intervene between people's perceptions and emotions and their overt behaviour. Many conflict situations escalate merely because one party attributed the wrong intentions and behaviour. Robbins attempts to identify the primary conflict – intentions see fig 14.2 pg 379.

- 2 Discuss the possible conflict handling intentions that management can consider. Which one would you recommend to management and why? (12)



1. **Competing:** “I win you lose” This intention refers to one party or person putting their self interest over the other party regardless of the impact it has on the other party.
2. **Collaborating:** “I win you win” Both parties want to fully satisfy the other concerns of thw other party there is cooperation and a search for mutually beneficial outcome. The intentin is to solve a problem by clarifying differences rather than accommodating various points of view.
3. **Avoiding:** A person recognises that conflict exists but avoiding any attempt at confronting and resolving the conflict. They just ignore the conflict and avo others with whom they are disagreeing.
4. **Accommodating:** This happens when one party puts the interests of the other party above themselves.In order to maintain the the relationship one party is prepared to sacrifice their own opinion even though they disagree. “Give in just to keep the peace.”
5. **Compromising:** When one party seeks to give up something then sharing occurs. There is no clear winner of loser. The intention of compromising is that each party is prepared to give something up.

3 Describe how Kurt Lewin’s model can be used to manage change if management decides to proceed with its plans (6)

1.5.1 THE CHANGE MODEL OF KURT LEWIN. THE THREE STEP PROCESS”

Step 1: Unfreezing:

- Most individuals resist change and prefer to remain with the status quo.
- **Unfreezing entails two critical elements**
 1. Current behaviours have to be carefully examined and employees have to be shown how necessary change is, and how the status quo is hindering organisational growth.
 2. Employees have to be informed of the imminent change, why it is necessary, what it will entail and how it will benefit them.
- During this phase communication is crucial. (the more the employees know and understand the purposes of the change the smoother the process will be)

Step 2: Changing:

- This is the most difficult phase as it involves the practical implementation of the change.
- Employees have to start learning the new required behaviours and they require a lot of support.
- This phase is characterised by
 - Employees acquiring new knowledge, skills and attitudes (e.g. through training)
 - Organisational structures and systems changing
 - Communication throughout to maintain the momentum of change by reminding employees why it is necessary and how it benefit them

Step 3: Freezing:

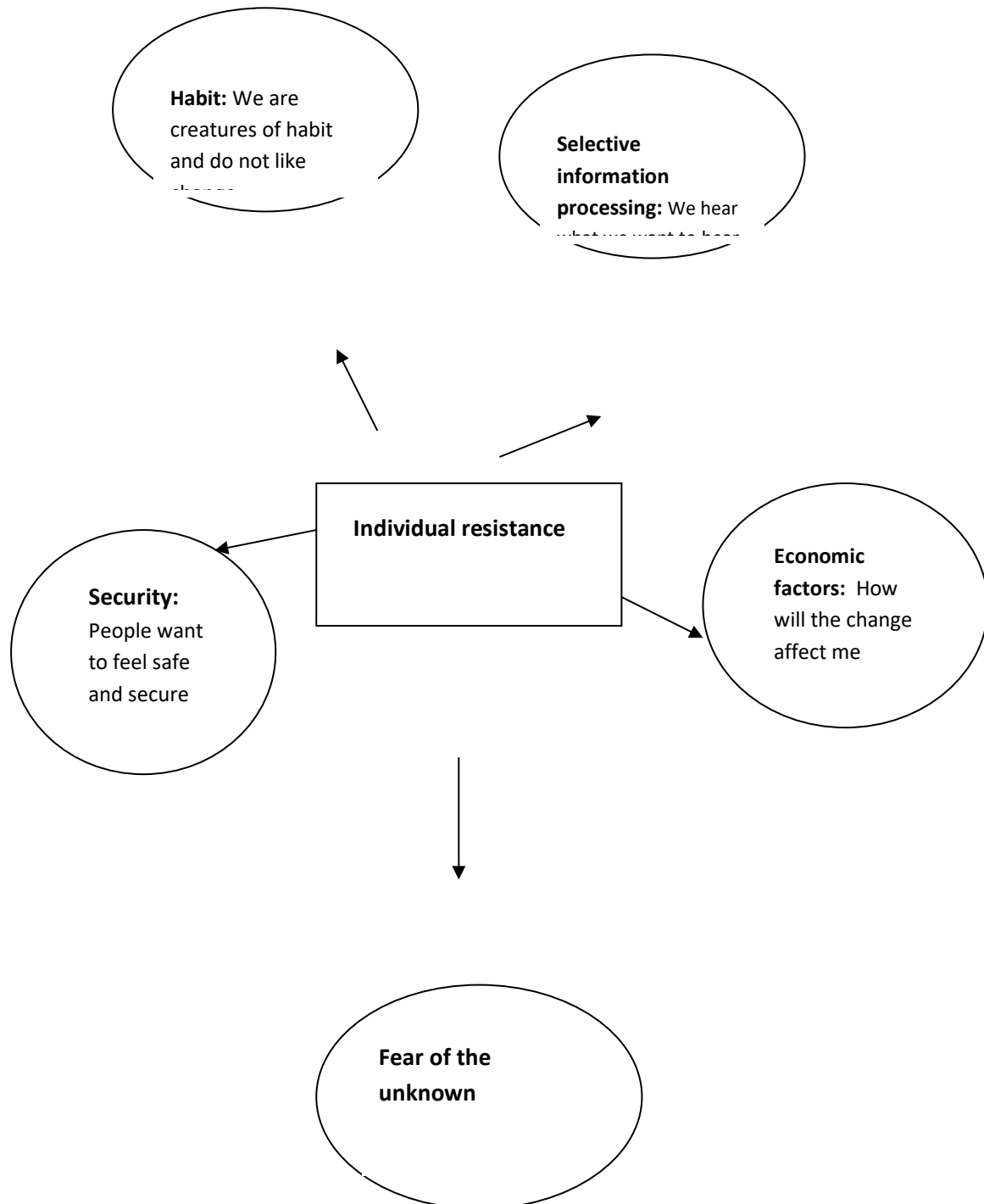
- Once change has been implemented it is necessary to make it permanent.
- The change should therefore form part of the performance management and reward systems of the organisations. (see example in SG page 59) MNG3702

- 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)

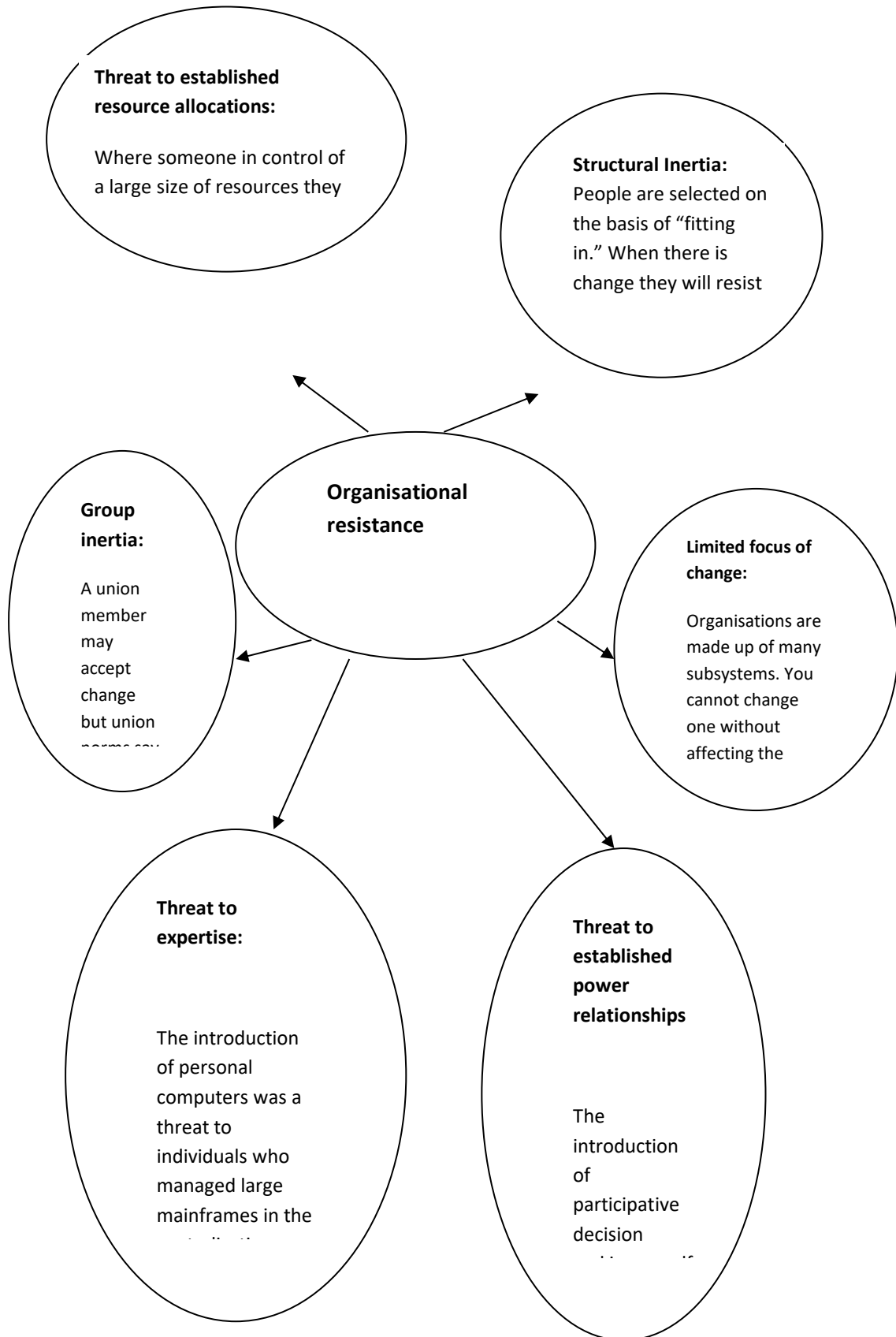
11.4 Resistance to change

- Note resistance can be covert or overt. It is easier to manage when the resistance is overt because then you can see that there is some type of resistive behaviour. However at times employees will not say anything but quietly do things that will ensure that changes do not take place.
- At other times when change is forced onto people without consultation then tensions start mounting and can even escalate to such a degree that employees start to openly revolt.

- There are two sources of resistance
- **Individual resistance**



- **Organisational resistance**



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)

UNIT 3 PERCEPTION AND DECISION MAKING NOT LONG QUESTION 2018

4.2.2 Frequently used shortcuts in judging others

- **Selective perception:** Because it is impossible for us to assimilate everything or all the information going on around us we only hear and see what we want to hear and see. An experiment done on 23 executives given a case study describing activities and possible problems in their organizations all focuses on their own functions and those activities which would directly impact on them. The sales executives focused on the sales and the financial on the financial issues. Selective perception allows us to “speed read” others, however we can draw wrong conclusions.
- **Halo effect:** When we draw conclusions and impressions about an individual based on a single characteristic such as sociability or intelligence then we call this the **halo effect**. A study was done in which subjects were given a list of traits such as intelligence, skillful, practical, determined and warm. When these traits were used the person was judged as wise, humorous, popular and imaginative. When the same list was modified people were judged as cold as opposed to warm etc. There were a completely different set of perceptions.
- **Contrast effects:** We are inclined to rate people based on a comparison with others. This often happens in the interview process where the person is judged in contrast to the person who has just been interviewed. If the previous candidate was bad the new one in the interview process will be considered in a positive light.
- **Stereotyping:** We do this when we judge someone on the basis of our perception of the group to which she or he belongs. Often known as generalization. It has its advantages but one cannot assume that all sportsmen who you hire are going to be hard working and ambitious.

OR

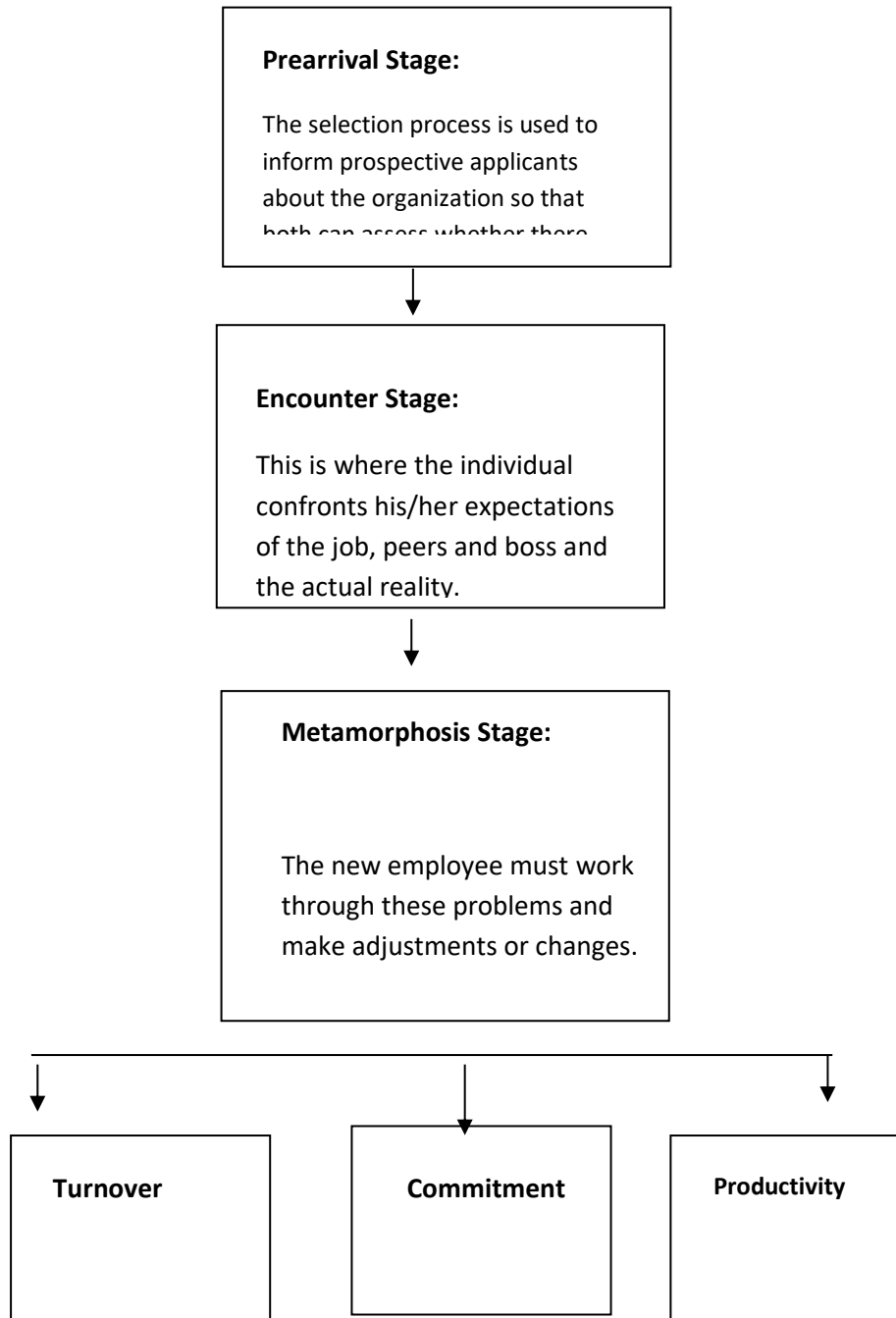
- 2 Organisations use socialisation to keep a culture alive. In view of this statement discuss the following
- a) The meaning of socialisation (1)

- (i) Socialisation methods: Because employees are not familiar with the culture they may cause conflict when they question the basic value system and beliefs held by the organisation. The company needs to inculcate these people pretty quickly into their culture. This done through socialization process.

b) The three stages of socialisation

(9)
[10]

Socialisation Process



UNIT 5 GROUPS AND TEAMS NO LONG QUESTIONS IN 2018

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)

Context

- Adequate resources
- Leadership
- Performance evaluation and rewards

(6)

(5)

[15]

b) Team composition

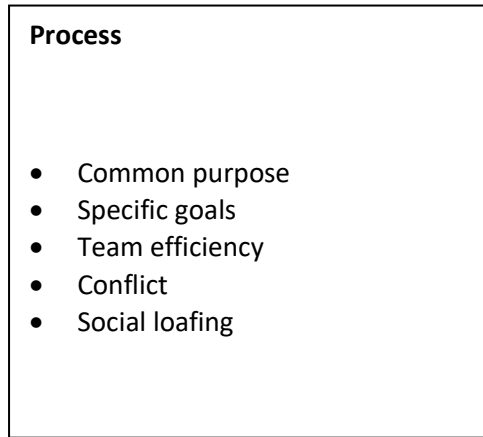
(6)

Composition

- Ability
- Personality
- Roles and diversity
- Size
- Flexibility
- Preferences for teamwork

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)

TRUST AND LEADERSHIP (PAGE 329 TEXT BOOK)

Trust is a positive expectation that another will not through words actions or decisions act opportunistically

b) Explanation of the three key characteristics of a trustworthy leader

(6)

THREE TYPES OF TRUST:

- 1. DETERRENCE-BASED TRUST:** The most fragile relationships are conyaned in this type. One violation of inconistency can estroy the relationship. This type oof trust is based on fear and fear of reprisal if the trust is violated. This type of trust can only exist to the egree that punishment is possible, consquences are clear and punishment is actually imposed if trust is violated. (new manager-employee relationship)
- 2. Knowledge based trust:** Knowledge of the other oarty and predictability of his or her behaviourthat comes feom a history of interaction. Trust is not necessarily broken if you can explain or understand the other’s violation and you can accept aand forgive. This would not happen at deterrence-based trust.
- 3. Identification-based trust:** The highest level of trust is axhieved when there is a emotional connection betwee the parties. Trust exists because the parties undrstand each other. A

typical example is a long-term happily married couple. Also people who have worked for a long time together in an organisation.

c) Explanation of the consequences of trust

(8)
[15]

NEW TEXT BOOK???? 2017

MAY/JUNE 2017 EXAM

QUESTION	ANSWER	PAGE NOTES
1	2	
2	2	
3	1	
4	2	
5	4	
6	1	
7	3	
8	2	
9	3	
10	4	
11	4	
12	1	
13	2	
14	2	
15	2	
16	4	
17	2	
18	4	
19	3	
20	2	
21	3	
22	2	
23	2	
24	2	
25	4	

SECTION B

CASE STUDY

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

Two mechanical engineers, an electrical engineer and an artisan used to work together as a team for a large manufacturing company. They were motivated and often won awards for their performance. (There are also other similar teams working in the company.) Due to the workload, it was decided to appoint John (another electrical engineer) to this particular team. John was headhunted by the management of the company, since suitably qualified engineers are also in demand at other companies.

James, the electrical engineer who is currently working for the company, joined the company five years ago. He is regarded as a pillar in his department, because of his innovative ideas that gave the company the competitive edge. He is also the leader of the team.

Since his appointment, John has been regarded as the new star in the team and has, after only six months, received his first salary increase – something that, according to company policy, only happens after at least three years of service. The productivity of the team has dropped and the innovative ideas have dried up. The effort that James has been putting into his work has also decreased to levels even lower than that of his newly appointed colleague.

As an industrial psychologist, you want to determine the role that equity plays in the motivation of the team.

QUESTIONS

- 1 Give a brief description of the equity theory of motivation (2)

NOT LONG QUESTIONS IN 2018

(iv) Equity theory

- Employees make comparisons of their job inputs in terms of effort, experience education, competence and outputs like salary levels, recognition relative to others.
 - We then compare our input – output ratio with the outcome - input ratio of relevant others.
 - When we see the ratio is unequal we experience tensions. If it is equal we perceive the situation as being fair.
- 2 According to the equity theory, there are four referent comparisons that an employee can make. Describe the different comparisons and the four moderating variables influencing the comparisons. According to you, what is the most probable comparison or comparisons that James could have made? Substantiate your answer (10)

NOT LONG QUESTIONS IN 2018

- The referent that the individual selects adds to the complexity of equity theory. There are four referent comparisons that an employee can use.

Self inside

The employee's experiences in a different position inside his or her current position

Self – outside

An employee's experiences in a situation or position outside his or her current organisation

Other – inside

Another individual or group of the individuals inside the employee's

Other – outside

Another individual or group of individuals inside the employer's organisation

- 3 Based on the equity theory, when employees perceive inequity, it can be predicted that they will make one of six choices. Briefly explain the six choices and determine the choice that James has probably made. What other option would he probably also consider? Substantiate your answer. (8)

NOT LONG QUESTIONS IN 2018

- In cases where employees make more other – outside comparisons, based on the equity theory the following six choices should be expected
 - (i) Change their inputs (exert less effort)
 - (ii) Change outcomes (produce more but at a lower quality if on piece work)
 - (iii) Distort perceptions of self (I used to think that I worked at a moderate pace but now I realise that I work very hard.

- (iv) Distort the perception of other's work (Siwzwe's job isn't as desirable as I previously thought I was.)
- (v) Choose a different referent (I may not make as much as my brother – in – law but I am doing much better than my dad when he was my age")
- (vi) Resign

- 4 Recent research has been directed at expanding what is meant by equity or fairness. Distinguish between distributive justice and procedural justice. What is your opinion on the type of justice that is applicable in this case? Substantiate your answer (5)

NOT LONG QUESTIONS IN 2018

- Historically equity and fairness has focused on *distributive justice*, allocation of rewards among individuals. However equity should also include procedural justice. In other words the process that determines the rewards.

SECTION C

ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS

- 1 Give a brief description of an attitude and explain the relationship between attitudes and behaviour by discussing the four moderating variables. Use your own examples when you explain the influence of the moderating variables (10)
- Some moderating variables strengthen the link between attitudes and future behaviour: **(exam)**
 - The five most powerful moderators of the attitude-behaviour relationship are:
 - (i) **The importance of the attitude:** Attitudes that individuals consider important tend to show a strong relationship to behaviour
 - (ii) **Correspondence to behavior:** More closely attitude and behaviour match the stronger the relationship and can be used to predict specific behaviour. (are you going to leave the organisation in the next six months better predictor than how happy are you in your job)
 - (iii) **Accessibility:** Attitudes we remember easily are more likely to predict our behaviour
 - (iv) **The existence of social pressures:** Discrepancies between attitudes and behaviour are more likely to occur when there are powerful external pressures
 - (v) **Personal and direct experience of the attitude:** Attitude-behaviour is likely to be much stronger when the person has had direct personal experience

OR

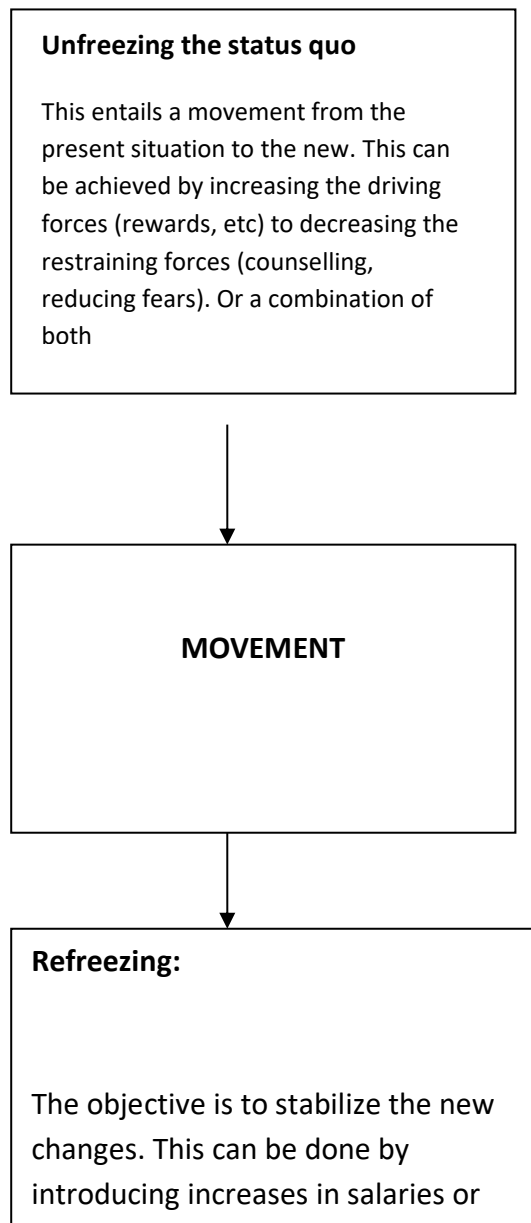
- 2 State the two goals of planned change and describe how Kurt Lewin's model is used to manage change (10)

11.2 Managing planned change.

- **Goals of planned change:** Firstly it seeks to improve the ability of the organisation to adapt to changes in the environment. Secondly it seeks to change employee behaviour.

11.5 Approaches to managing organisational change

Lewin's three – step change model

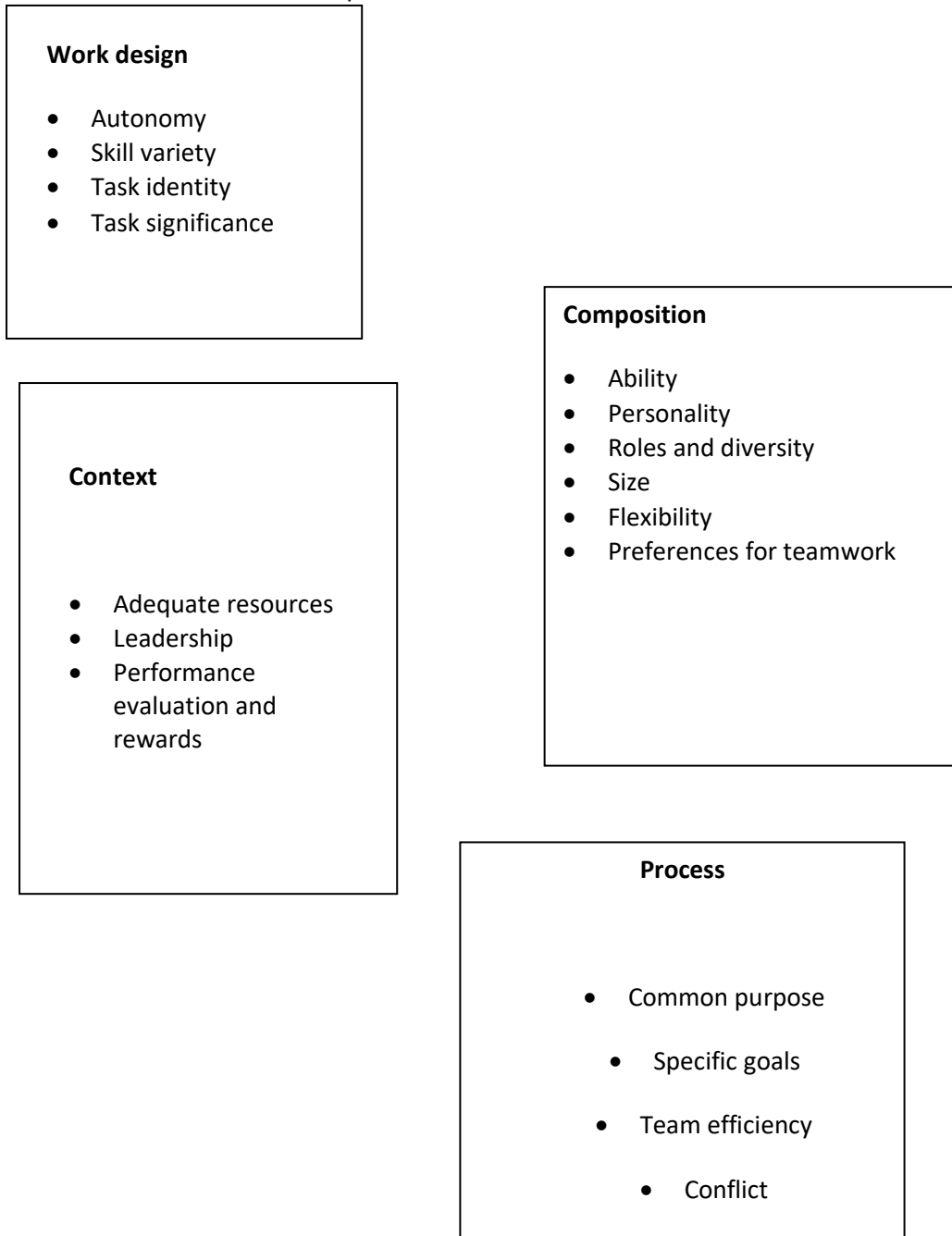


ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS

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

NO LONG QUESTIONS 2018

Fig 11.2 pg 249 summaries components that make up effective teams: The team effectiveness model shows all the components that contribute to team effectiveness.



OR

- 4 Discuss briefly the three common organisational designs and the advantage and disadvantage of each (15)

Sub Total: [25]

TOTAL [75]

9.2 Common organizational structures (Designs)

- (i) **The simple structure:** Characterised by low departmentisation. There is one person in the centre who controls the entire decision making. Informal relationships and there are few written policies and procedures. This type of structure is usually run by entrepreneurs. The advantages are that the decision making is quick and there is flexibility. The leader has a clear picture of the whole organisation and communication and information is generally available to everyone because there are large spans of control. The major disadvantage is that there is no participation and ideas being generated from the employees. Another disadvantage is that the decision maker can sometimes be so overloaded that major things may not be given the required attention.
- (ii) **The bureaucracy.** This type of structure is highly structured with clear levels of authority. Specialisation of tasks are a major feature. There are formalised policies, rules and procedures that are strictly adhered to. The departments are organized by function. Spans of control are short and authority is centralized and decision making follows the chain of command. The advantage of bureaucracy is that it can perform standardized tasks and advantage can be taken of economies of scale. They need less skilled individuals to carry out the routine tasks. Because employees are grouped together in functions there is little duplication of work and they can all speak the same language or jargon. The disadvantages include departments only focusing on their own needs and goals. All employees work to rules and things take a long time to get done if there are any exceptions. It is difficult for bureaucracies to adapt to change quickly. They are generally inflexible because of their size.
- (iii) **The matrix structure:** (study guides states that this particular structure should be studied) The matrix organization combines two forms of departmentalisation which are functional and product or project. The matrix is a popular structure with construction companies, management consulting firms and entertainment companies. The advantage is that specialists are allocated to a particular project. Only core people are retained and contract workers are brought in only when required for the duration of the project. Another disadvantage is that is the difficulty in coordinating all the functional tasks so that activities are done in the required time frame. Individuals also have to answer to two bosses and it is essential to have good communication systems operating.

OCTOBER/NOVEMBER 2016

QUESTION	ANSWER	PAGE NOTES
1	3	33
2	3	5
3	4	
4	1	45
5	1	15
6	4	26
7	1	
8	4	35
9	1	
10	2	64
11	3	64
12	4	38
13	1	
14	2	59
15	4	
16	3	
17	4	
18	2	66
19	4	
20	2	16
21	3	41
22	2	
23	3	85
24	2	
25	2	

SECTION B

THIS IS A REPEAT OF PREVIOUS QUESTIONS AND 90% OF EXAM PAPER 2010

1103

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)

NO LONG QUESTIONS 2018

Creating effective teams

- The key components of effective teams can be summed into four general categories
 - (i) The resources and other **contextual** influences make teams effective
 - (ii) This relates to the team's composition.

(iii) The **work design**

(iv) The **process** variables reflect those things that influences effectiveness

Fig 11.2 pg 249 summaries components that make up effective teams: The team effectiveness model shows all the components that contribute to team effectiveness.

Work design

- Autonomy
- Skill variety
- Task identity
- Task significance

Context

- Adequate resources
- Leadership
- Performance evaluation and rewards

Composition

- Ability
- Personality
- Roles and diversity
- Size
- Flexibility
- Preferences for teamwork

Process

- Common purpose
- Specific goals
- Team efficiency
- Conflict
- Social loafing

- **Contextual factor that determine team effectiveness:** There are four contextual factors that are most significant related to team performance

- (i) **Adequate resources:** Researchers after looking at 13 factors potentially related to group performance “perhaps one of the most important characteristics of an effective work group is the support the group receives from the organisation.” Organisational support has a positive correlation with organisational commitment, job security and the experience of role clarity. At the same time it was found that there was a negative correlation with role conflict. This support includes timely information, proper equipment, adequate staffing, encouragement, and administrative assistance.
- (ii) **Leadership and structure:** leadership is especially important in **multi-team systems** where different teams need to coordinate their efforts to produce a desired outcome. In such systems, leaders need to empower teams by delegating responsibility to them, and they need to play the role of facilitator, making sure teams are coordinating their efforts so that they work together rather than against one another. The Southern African team leader must achieve leader empowering behavior through:
- Delegation of authority, whereby members could be given specific objects to compete with the necessary accountability and resources
 - Acting as people developer for team members
 - Making team members responsible and accountable for performance, results and decisions.
 - Allowing employees to make decisions about issues that affect work, rather than telling employees how things should get done.
 - Enhancing communication and information sharing between the leader and the team, as well as among employees as soon as it is available
 - Participative decision making, by involving employees in decision making process, and allowing a sense of ownership in implementing and execution of their duties.
 - Coaching and developing people to become competent and to optimize potential.
 - Creating meaningful work by means of job enrichment, job enlargement, multi-skilling and multi- tasking.
 - Improving employees’ “impact” by allowing a great deal of control over what happens in their environment.
- (iii) **Climate of trust:** interpersonal trust among team members facilitates cooperation, reduces the need to monitor each others’ behavior, and bonds, members belief that others in the team won’t take advantage of them. Risk taking and exposure of vulnerabilities by team members will be more likely if the team members trust each other.
- (iv) **Performance evaluation and reward systems;** In addition to evaluating and rewarding employees for their individual contributions, management should be group-based appraising, profit-sharing, gainsharing, small-group incentives and other system modifications that reinforce team effort and commitment.

OR

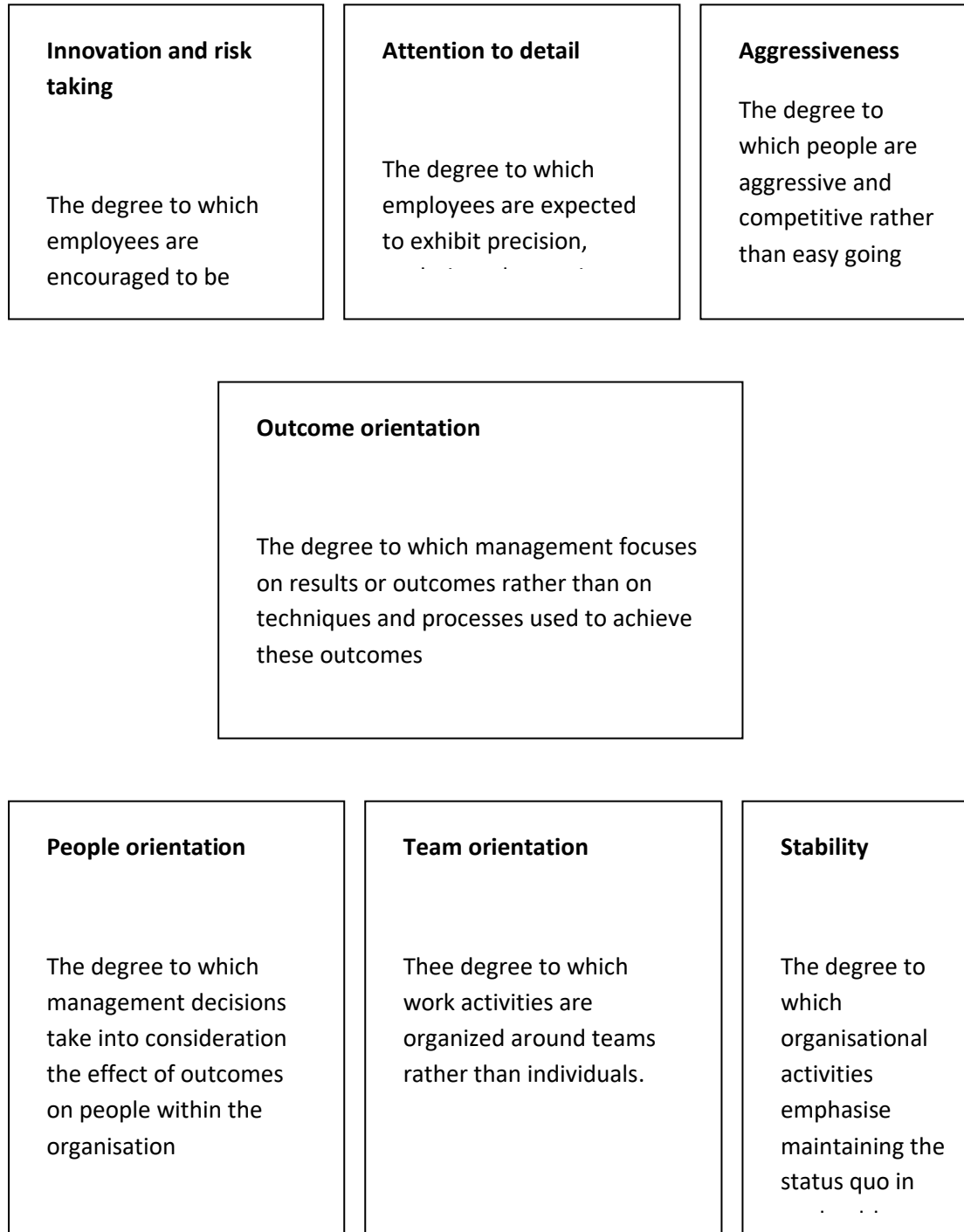
- 4 Describe the primary characteristics that are used to distinguish between different organisational cultures Also explain how a culture is created and maintained (15)

[15]

THE ORGANISATIONAL SYSTEM.

10.1 What is organisational culture?

This refers to a system of shared meaning held by members, distinguishing the organization from other organisations. Robbins refers to research that identified seven primary characteristics that capture the essence of an organization.



- Appraising the organisation on these seven characteristics gives a composite picture of its culture. This picture then becomes the basis of feelings of shared understanding that members have about the organisation, how things are done and the way members are supposed to behave.

10.3 Creating and sustaining culture

(1) How culture begins: The founders have a big impact. The process of culture creation occurs in three ways

- (i) Founders only appoint employees who think and feel the same way as they do.
- (ii) They indoctrinate and socialize these employees to the way of thinking and feeling
- (iii) The founder's own behaviour acts as a role model that encourages employees to identify with the beliefs, values and assumptions of the founders.

(3) Keeping culture alive: Three forces play a role

- (i) Selection practices: The appointment of people will be as a result of their values fitting in with the organisation. The selection process is a two way process since the candidate also assesses whether their values will fit in with the organisations.
- (ii) The actions of top management: The action of top management their behaviour establish the norms such as risk taking or how much freedom in decision making is allowed or even how to dress..
- (iii) Socialisation methods: Because employees are not familiar with the culture they may cause conflict when they question the basic value system and beliefs held by the organisation. The company needs to inculcate these people pretty quickly into their culture. This done through socialization process.

MAY/JUNE 2016

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9	2	228
10	3	244
11	3	379
12	4	329
13	4	
14	4	80
15	2	
16	2	409
17	3	427
18	1	490
19	4	
20	2	10
21	2	
22	1	
23	2	
24	2	
25	2	

THE NEXT SECTIONS ARE ASKED IN MAY/JUNE 2015 AND OTHER PAPERS.

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 in order to become more competitive. These rumours resulted in a drastic increase in conflict between employees, and a decrease in productivity.

Management heard the rumours and a representative committee was formed in an attempt to deal with the conflict, to improve relationships and to set the 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 fulfill this additional function, but that they would be notified in good time and would be remunerated if the company were to become more profitable. It also expressed its 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 the employees, who state that they no longer trust the company, that any form of change will affect them negatively and that, as a result of management's behaviour, they no longer experience any job satisfaction. It is not acceptable for them just to be informed of such a decision.

QUESTIONS

- 1 Explain the employee's possible reactions to their experience of job dissatisfaction (8)

PREVIOUS EXAMS

- 2 What suggestions would you offer management to rectify the trust relationship with its employees?(7)

PREVIOUS EXAMS

- 3 If management decides to proceed with its plans, describe how Kurt Lewin's model can be used to manage the change (6)

PREVIOUS EXAMS

- 4 Give a balanced view of the possible value of resistance to change and identify two sources of resistance that possibly influence the attitude of individual employees toward management (4)

PREVIOUS EXAMS

SECTION C

ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS

- 1 Give a brief description of an attitude and explain the relationship between attitudes and behaviour by discussing the four moderating variables. Use your own examples in explaining the influence of the moderating variables (10)

PREVIOUS EXAMS

OR

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

NOT A LONG QUESTION IN 2018**ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS**

- 3 "Trait theories on leadership are outdated and no longer serve any purpose" Critically evaluate this statement with specific reference to the most recent approaches to leadership (15)

PREVIOUS EXAM**OCTOBER/NOVEMBER 2015**

QUESTION	ANSWER	PAGE
1	2	
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12	2	
13	2	
14	2	
15	4	
16	3	
17	3	
18	1	
19	4	
20	4	
21	1	
22	2	
23	4	

24	1	
25	3	

SECTION B**CASE STUDY**

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

A number of serious accidents have occurred at Timba, a manufacturing company. This series of accidents has 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.

TIMBA

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 much from the status quo.

For safety reasons, this firm 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 employee morale or turnover.

Work activities are designed around individuals. The work is highly specialized and employees are proud of their respective occupations. Performance evaluations and rewards emphasise individual effort, although seniority tends to be the primary factor in the determination of pay raises and promotions.

NEW GENERATION RESOURCES

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. 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 being rapidly responsive to the changing needs of its customers.

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 that this comes through treating its people well.

QUESTIONS

1. What is meant by the term "organisational culture"? (2)

Organisational culture is defined by Robbins et al (2009:424) as:

A system of shared meaning held by members, distinguishing the organisation from others organisations. (

2. Using the primary characteristics of organisational culture, distinguish between the cultures of Timba and New Generation Resources (14)

The primary characteristics of organisational culture are described on page 424 in Robbins et al (2009). You should use these characteristics to determine the cultures of Timba and New Generation Resources.

Characteristics

1. Innovation and risk taking
2. Attention to detail
3. Outcome orientation
4. People orientation
5. Team orientation
6. Aggressiveness
7. Stability

- 3 Distinguish between three different types of job-related attitudes and determine the relevancy of each for the employees of Timba and New Generation Resources (9)

The different types of attitudes are described on pages 74 and 76 in Robbins et al (2009). The relevancy can be presented as follows:

7 IOP202R/201/2/2011

Attitudes (1) Job satisfaction General attitude towards one's job

Probably don't experience job Satisfaction (High degree of absenteeism (rise in trade union activities).

Attitude: Job involvement: Degree to which one identifies psychologically with one's job, and considers perceived performance level important to self-worth

No evidence of job involvement is mentioned.

Attitude: Organisational commitment: Degree to which a person identifies with a particular organisation and its goals and wishes to maintain membership with the organisation.

Attitude: A lack of commitment to the organisation is expressed ("I only work here"). For example, in the second part of the question related to the relevancy of the attitude to the relevant organisation – you could indicate in the second column (1) – which attitude has relevancy to which organisation i.e. Timba or New Generation Resources – as indicated in column (1).

of attitudes (3x2=6); relevancy (3) (9)

7

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10/11 2015

SECTION C

ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS

- (1) According to the equity theory, there are four referent comparisons that an employee can make Describe the different comparisons and the four moderating variables influencing the comparisons (10)

OR

NOT A LONG QUESTION IN 2018

- (iv) Equity theory

- Employees make comparisons of their job inputs in terms of effort, experience education, competence and outputs like salary levels, recognition relative to others.
 - We then compare our input – output ratio with the outcome - input ratio of relevant others.
 - When we see the ratio is unequal we experience tensions. If it is equal we perceive the situation as being fair.
 - The referent that the individual selects adds to the complexity of equity theory. There are four referent comparisons that an employee can use.

Self inside

The employee's experiences in a different position inside his or her current position

Self – outside

An employee's experiences in a situation or position outside his or her current organisation

Other – inside

Another individual or group of the individuals inside the employee's

Other – outside

Another individual or group of individuals inside the employer's organisation

- Employees may compare themselves to friends, neighbours, co workers, or colleagues in other organisations.

- Which referent group the employee uses will be influenced by the information the employee holds about referents as well as the attractiveness of the referent.

- Robbins gives four moderating variables:

(ii) Gender

(iii) Length of tenure

(iv) level in the organization

(v) Amount of education or professionalism

OR

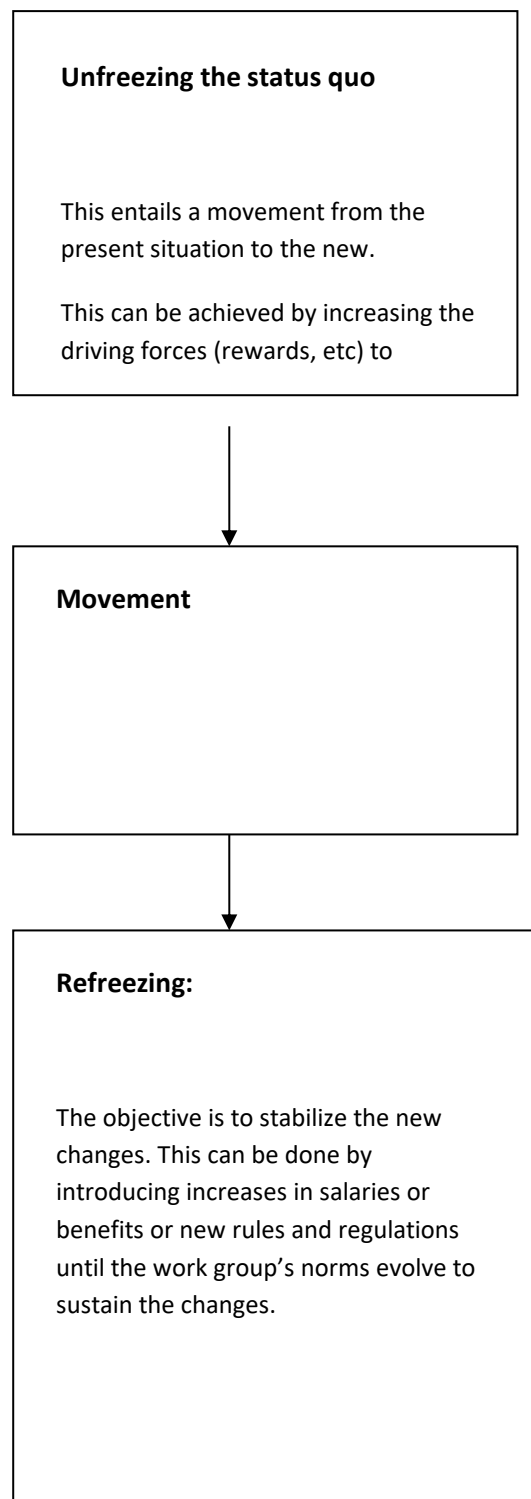
- (2) State the two goals of planned change and describe how Kurt Lewin's model is used to manage change (10)

11.2 Managing planned change.

- **Goals of planned change:** Firstly it seeks to improve the ability of the organisation to adapt to changes in the environment. Secondly it seeks to change employee behaviour.

11.5 Approaches to managing organisational change

Lewin's three – step change model



ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS

- (3) Organizational development (OD) interventions are used to improve the functioning of organisations and the wellbeing of employees. Describe the various OD interventions that an organisation can use (15)

OD INTERVENTIONS (page 490)

- **Sensitivity training:** The attempts to change behaviour through unstructured group interaction. Groups are brought together and are given tasks which often have time pressures on them. The group members learn by observing and participating rather than being told what to do
- **Survey feedback:** Members of the organisation participate in either questions or interviews to determine what the issues are in the organisation that may have to be dealt with. The data is collected and tabulated and put into bar charts or some other type of graphic. The results are given back to the participants and they are then asked for suggestions or recommendations on what needs to be done to improve the situation.
- **Process consultation:** This generally is done with managers who know they are not performing well but are not sure how to fix it. This is a 'set of activities' on the part of the consultant that helps the client to perceive, understand and to act to improve the situation.
- **Team building:** This utilizes high-interaction group activities to increase trust and openness among team members.
- **Intergroup development:** This deals with dysfunctional conflict between groups. Intergroup development seeks to change the attitudes, stereotypes and perceptions that groups have of each other.

OR

- 4) You are requested to investigate the structure of a section in a company department. The manager complains that he finds it difficult to manage the number of employees under his supervision. Discuss the six elements you need to consider when investigating the structure of this department (15)

3.1 External conditions imposed on the group (JUST READ)

- **The organisation's overall structure**
 - Could be a strategy for reducing overall costs or expansion
 - The strategy pursued will influence power bases which determine the resources that will be allocated.

- **The authority structures**
 - These structures determine where everyone fits into the organisation.
 - It shows where the different work groups are located, the formal leader of the group and the formal relationship between groups.
- **Formal regulations:**
 - These are the rules, procedures, policies, job descriptions and other forms implemented in order to standardise employees' behaviour.
- **Resources:**
 - The presence and absence of resources such as money, equipment, machinery and raw materials allocated to a group have a big bearing on the behaviour of the group.
- **Selection process:**
 - The criteria that an organisation used in its selection process will determine which people will be employed in the different work groups.
- **The performance evaluation and reward system.**
 - The type of challenges that an organisation presents to its employees as well as the rewards for good performance affects the behaviour of the employees.
- **Organisation's culture:**
 - After a few months most employees know how to dress, whether the rules are rigidly enforces, what are the behaviours that get people into trouble and which are overlooked.
- **Physical work setting:**

- Architects, office designers and engineers make decisions about the layout of the workplace. This includes the allocation of space, the type of work stations, lighting and acoustics to cut down noise. These will create both opportunities and barriers for work groups to interact.

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QUESTION	ANSWER	PAGE
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9	2	52
10	1	295
11	4	
12	3	407
13	4	
14	1	409
15	2	49
16	3	94
17	2	103
18	4	379
19	3	
20	4	151
21	4	
22	3	
23	2	232
24	4	424
25	3	98

PREVIOUS EXAMS

SECTION B

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

Rumours have started doing the rounds in a computer company that develops software for industry. These rumours are to the effect that the company plans to do its own marketing and to implement its products for clients itself in order to become more competitive. The results of these rumours is a drastic decrease in conflict between employees, and a decrease in productivity.

Management has heard the rumours and a representative committee has been formed in an attempt to deal with the conflict, to improve relationships and to set the employees' minds at rest by pointing out that only a preliminary investigation has been undertaken so far. During a meeting of this committee, management also mentions that if these developments did indeed happen, it would expect its employees to fulfil this additional function, but that they would be notified in good time and would be remunerated if the company were to become more profitable. It also expresses its concern about the possibility of specialists leaving the company as they are sought after by other computer companies. During this meeting, management is also blamed for withholding information from the employees, who state that they no longer trust the company, that any form of change will affect them negatively and that, as a result of management's behaviour, they no longer experience any job satisfaction. It is not acceptable for them just to be informed of such a decision.

QUESTIONS

- 1 Explain the employee's possible reactions to their experience of job dissatisfaction (8)

NOT A LONG QUESTION IN 2018

How employees can express dissatisfaction (page 80)

Rather than resign employees may complain, be subordinate, steal from the organization or shirk responsibilities. Robbins gives four responses that differ from one another along two dimensions: constructiveness/destructiveness and activity/passivity.

<p>Exit (encompass productivity, absenteeism and turnover)</p>	<p>Behaviour directed towards leaving the organization, including looking for a new position as well as resigning.</p>
<p>Voice (Constructive behaviour that allows individuals to tolerate unpleasant situations or to revise satisfactory working conditions)</p>	<p>Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors and some forms of union activity</p>

Loyalty (Constructive behaviour that allows individuals to tolerate unpleasant situations or to revise satisfactory working conditions)	Passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of criticism and trusting the organization and its management to “do the right thing”
Neglect (encompass productivity, absenteeism and turnover)	Passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort and increased error rate.

- 2 What proposals would you offer management to rectify the trust relationship with its employees? (7)

TRUST AS THE FOUNDATION OF LEADERSHIP

Managers can build up trust in organisations by see study guide page 62.

- 3 Briefly discuss the sources of resistance to change that possibly influence the attitude of individual employees towards management (5)

Page 92 of notes

- 4 Except for “informing” or “educating” the employees on the possible change, which other alternatives are available for overcoming resistance? (5)

11.4 Overcoming resistance to change.

- Education and communication
- Participation
- Facilitation and support
- Negotiation
- Manipulation and co-optation
- Coercion

SECTION C

Answer any ONE of the following two questions:

- 1 Groups and teams have to make decisions in order to function effectively in organisations Compare four different group decision-making techniques that can be used (10)

NOT A LONG QUESTION IN 2018

- **Group decision making techniques:** The most common form of group decision making takes place in **interacting groups**. Members meet face to face and rely on both verbal and non verbal communication. The following are techniques used for group decision making.
 - **Brain storming:** in the interacting group is intended to overcome conformity that inhibits the development of creative alternatives. It works on the idea that one person's idea will generate creative responses from the other members of the group. Usually 6 -12 people sit around a table and the group leader states the problem. Members are allowed to throw any ideas forward and no one is allowed to criticise the ideas. This technique is only good for generating ideas. It also requires an experienced facilitator otherwise certain members will dominate the group.
 - **The nominal group technique:** To overcome the possible dominance found in brainstorming, this technique requires members to operate independently. Each member writes down independently their solution to the problem. After this their ideas are presented to the group. Once all the ideas are presented then the group members can try and gain clarity from the presenter of the idea. From there each group member silently and independently ranks the ideas. The idea with the highest rank determines the final decision. Main advantage is that it allows the group to meet informally but does not restrict independent thinking.
 - **The Delphi technique:** Sometimes it is impossible to get group members together. This could happen when the company has branches all that are scattered far distances. It could also occur when experts such as professors at university or other such input is required and it is too expensive or logistically impossible to get them all together in the same room.
 - **Electronic meeting:** This is a modern techniques which requires technology in the form of computers. Up to 50 people sit around a shoe – shaped table that is empty except for a series of computer terminals Issues are presented to participants and they type up their responses. All ideas and comments are displayed on the screen. The major advantages of a electronic meeting is anonymity, honesty and speed. The obvious disadvantage is the cost of the electronic equipment.

2 State the two goals of planned change and describe how Kurt Lewin's model is used to manage change (10)

- **Magnitude of change:**

- (i) **First order change:** It implies that there are no fundamental shifts in the assumptions held by members of the organisation of their world or how the organization can could improve the way it functions
- (ii) **Second order change:** This is a multidimensional, multilevel, discontinuous, radical change involving reframing of assumptions about the organisation and the world in which it operates.

LEWIN PAGE 94 OF NOTES.

Answer any ONE of the following two questions

- 3 "Trait theories on leadership are outdated and no longer serve any purpose" Critically evaluate this statement with specific reference to the most recent approaches to leadership (15)

Limitations of trait theory

1. No universal traits can be predicted for all situations
2. Traits predict behaviour more in "weak situations than strong (strong behavioural norms, incentives and expectations where behaviour is rewarded or punished)
3. Evidence does not clearly separate cause from effect
4. Traits are better at predicting the appearance of leadership than actually distinguishing between effective and ineffective leadership

INSPIRATIONAL APPROACHES TO LEADERSHIP:

Charismatic leadership: Four step process:

- (i) Articulates an appealing vision to followers.
- (ii) High performance expectations are communicated and that he/she has all the confidence that followers will attain them.
- (iii) The leader, via words and actions a new set of values and sets an example
- (iv) Leader makes self-sacrifices and engages in unconventional behavior to demonstrate courage and convictions with regard to vision.

Transformational leader:

- This is built on transactional leadership
- These leader inspire their followers to transcend their own self interests for the good of the organisation.
- They tend to have a profound and extraordinary affection for their followers
- See 14.2 page 326 for characteristics of transformational and transactional leaders.

- 4 You are requested to investigate the structure of a section in a company department The manager complains that he finds it difficult to manage the number of employees under his supervision Discuss the six elements you need to consider when investigating the structure of this department (15)

9.1 What is organisational structure? This defines how job tasks are formally divided, grouped and coordinated. The six key elements managers need to address when designing an organizational structure.

Table 15.1 pg 312

Key question	Answer provided by
1. To what degree are tasks subdivided into separate jobs?	Work specialisation
2. On what basis will jobs be grouped together?	Departmentalisation
3. To whom do individuals and groups report?	Chain of command
4. How many individuals can a manager direct efficiently and effectively?	Span of control
5. Where does the decision – making authority lie?	Centralisation and decentralisation
6. To what degree will there be rules and regulations to direct employees and managers.	Formalisation.

Oct/Nov 2014

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12	2	
13	2	

14	1	
15	2	
16	4	
17	3	
18	4	
19	3	
20	3	
21	3	
22	2	
23	3	
24	2	
25	4	

SECTION B

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

A number of serious accidents have occurred at Timba, a manufacturing company. This series of accidents has a negative impact on employee 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:

TIMBA	NEW GENERATION RESOURCES
<p><i>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.</i></p> <p><i>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 employee morale or turnover.</i></p> <p><i>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.</i></p>	<p><i>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.</i></p> <p><i>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 being rapidly responsive to the changing needs of its customers.</i></p> <p><i>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.</i></p>

QUESTIONS

- 1 What is meant by the term "organisational culture"? (2)

- 2 Using the primary characteristics of organisational culture, distinguish between the cultures of Timba and New Generation Resources (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)

NOT A LONG QUESTION IN 2018

(iv) Equity theory

- Employees make comparisons of their job inputs in terms of effort, experience education, competence and outputs like salary levels, recognition relative to others.
 - We then compare our input – output ratio with the outcome - input ratio of relevant others.
 - When we see the ratio is unequal we experience tensions. If it is equal we perceive the situation as being fair.
 - The referent that the individual selects adds to the complexity of equity theory. There are four referent comparisons that an employee can use.

Self inside

The employee's experiences in a different position inside his or her current position

Self – outside

An employee's experiences in a situation or position outside his or her current organisation

Other – inside

Another individual or group of the individuals inside the employee's

Other – outside

Another individual or group of individuals inside the employer's organisation

- Employees may compare themselves to friends, neighbours, co workers, or colleagues in other organisations.
- Which referent group the employee uses will be influenced by the information the employee holds about referents as well as the attractiveness of the referent.
- Robbins gives four moderating variables:
 - (vi) Gender
 - (vii) Length of tenure
 - (viii) Level in the organization
 - (ix) Amount of education or professionalism
- Research show that both men and women prefer same gender comparisons. Typically research shows that women are paid less than men.. Women also have lower expectations than men for the same work.
- In cases where employees make more other – outside comparisons, based on the equity theory the following six choices should be expected
 - (vii) Change their inputs (exert less effort)
 - (viii) Change outcomes (produce more but at a lower quality if on piece work)
 - (ix) Distort perceptions of self (I used to think that I worked at a moderate pace but now I realise that I work very hard.
 - (x) Distort the perception of other’s work (Siwzwe’s job isn’t as desirable as I previously thought I was.)
 - (xi) Choose a different referent (I may not make as much as my brother – in – law but I am doing much better than my dad when he was my age”)
 - (xii) Resign

OR

- 2 Discuss briefly the three most common organisational designs and the advantages and disadvantages of each (10)

PREVIOUS EXAM

9.2 Common organizational structures

- (iv) **The simple structure:** Characterised by low departmentisation. There is one person in the centre who controls the entire decision making. Informal relationships and there are few written policies and procedures. This type of structure is usually run by entrepreneurs. The advantages are that the decision making is quick and there is flexibility. The leader has a clear picture of the whole organisation and communication and information is generally available to everyone because there are large spans of control. The major disadvantage is that there is no participation and ideas being generated from the employees. Another disadvantage is that the decision maker can sometimes be so overloaded that major things may not be given the required attention.
- (v) **The bureaucracy.** This type of structure is highly structured with clear levels of authority. Specialisation of tasks are a major feature. There are formalised policies, rules and procedures that are strictly adhered to. The departments are organized by function. Spans of control are short and authority is centralized and decision making follows the chain of command. The advantage of bureaucracy is that it can perform standardized tasks and advantage can be taken of economies of scale. They need less skilled individuals to carry out the routine tasks. Because employees are grouped together in functions there is little duplication of work and they can all speak the same language or jargon. The disadvantages include departments only focusing on their own needs and goals. All employees work to rules and things take a long time to get done if there are any exceptions. It is difficult for bureaucracies to adapt to change quickly. They are generally inflexible because of their size.
- (vi) **The matrix structure:** (study guides states that this particular structure should be studied) The matrix organization combines two forms of departmentalisation which are functional and product or project. The matrix is a popular structure with construction companies, management consulting firms and entertainment companies. The advantage is that specialists are allocated to a particular project. Only core people are retained and contract workers are brought in only when required for the duration of the project. Another disadvantage is that is the difficulty in coordinating all the functional tasks so that activities are done in the required time frame. Individuals also have to answer to two bosses and it is essential to have good communication systems operating.

3 Name and discuss the five conflict-handling intentions in the conflict process (15)

Competing, Collaborating, Avoiding, competing, Avoiding and compromising. Page 379

PREVIOUS EXAM

OR

4 Organisational development (OD) interventions are used to improve the functioning of organisations and the well-being of employees Describe the various OD interventions that an organisation can use (15)

OD INTERVENTIONS (page 490)

- **Sensitivity training:** The attempts to change behaviour through unstructured group interaction. Groups are brought together and are given tasks which often have time pressures on them. The group members learn by observing and participating rather than being told what to do
- **Survey feedback:** Members of the organisation participate in either questions or interviews to determine what the issues are in the organisation that may have to be dealt with. The data is collected and tabulated and put into bar charts or some other type of graphic. The results are given back to the participants and they are then asked for suggestions or recommendations on what needs to be done to improve the situation.
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- **Intergroup development:** This deals with dysfunctional conflict between groups. Intergroup development seeks to change the attitudes, stereotypes and perceptions that groups have of each other.

May/June 2014

QUESTION	ANSWER	PAGE
1	3	8
2	3	10
3	2	96
4	2	51
5	1	79
6	4	73
7	2	122
8	2	155
9	1	148

10	2	205
11	4	151
12	2	151
13	1	295
14	2	231
15	4	383
16	3	246
17	4	
18	2	247
19	3	423
20	1	300
21	3	493
22	2	381
23	3	
24	2	487
25	4	424

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4	2	
5	3	
6	1	
7	2	
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12	4	
13	2	
14	3	
15	3	
16	4	
17	4	
18	1	
19	2	
20	2	
21	4	
22	1	
23	2	
24	1	
25	4	

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3	4	
4	3	
5	3	
6	2	
7	3	
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12	4	
13	4	
14	4	
15	2	
16	4	
17	3	
18	4	
19	4	
20	2	
21	2	
22	1	
23	2	
24	2	
25	1	

Oct/Nov 2012

QUESTION	ANSWER	PAGE
1	3	
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4	1	
5	3	
6	4	
7	1	
8	4	
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10	2	
11	3	
12	4	
13	1	
14	1	
15	4	
16	3	
17	4	
18	2	

19	4	
20	2	
21	1	
22	2	
23	4	
24	2	
25	2	

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QUESTION	ANSWER	PAGE
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3	4	424
4	1	
5	4	149
6	3	
7	3	
8	1	
9	3	
10	3	
11	2	229
12	3	244
13	3	
14	4	329
15	2	
16	3	424
17	3	
18	4	
19	2	
20	2	409
21	3	
22	2	
23	4	245
24	2	
25	4	

IOP 202R/IOP 2602

May/June 2012

Organisational Psychology

Section B

Read the following case study and answer the questions that follow

Rumours have started doing the rounds in a computer that develops software for industry these rumours are to the effect that the company plans to do its own marketing and to implement its products for clients itself in order to become more competitive. The result of these rumours is a drastic increase in conflict between employees, and a decrease in productivity.

Management has heard the rumours and a representative committee has been formed in an attempt to deal with the conflict, to improve relationships and to set the employee's minds at rest by pointing out that only a preliminary investigation has been undertaken so far. During a meeting of this committee management also mentions that if these developments did indeed happen, it would expect its employees to fulfil this additional function, but that they would be notified in good time and would be remunerated if the company were to become more profitable. It also expresses its concern about the possibility of specialists management is also blamed for withholding information from the employees, who state that they management behaviour, they no longer experience any job satisfaction. It is not acceptable for them just to be informed of such a decision.

Questions

1. Explain the employee's possible reactions to their experience of job dissatisfaction. [8]

Use your own insight.

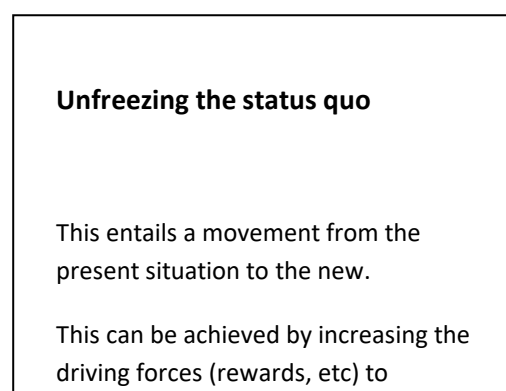
2. What proposals would you offer management to rectify the trust relationship with its employees? [7]

TRUST AS THE FOUNDATION OF LEADERSHIP

Managers can build up trust IN organisations by see study guide page 62.

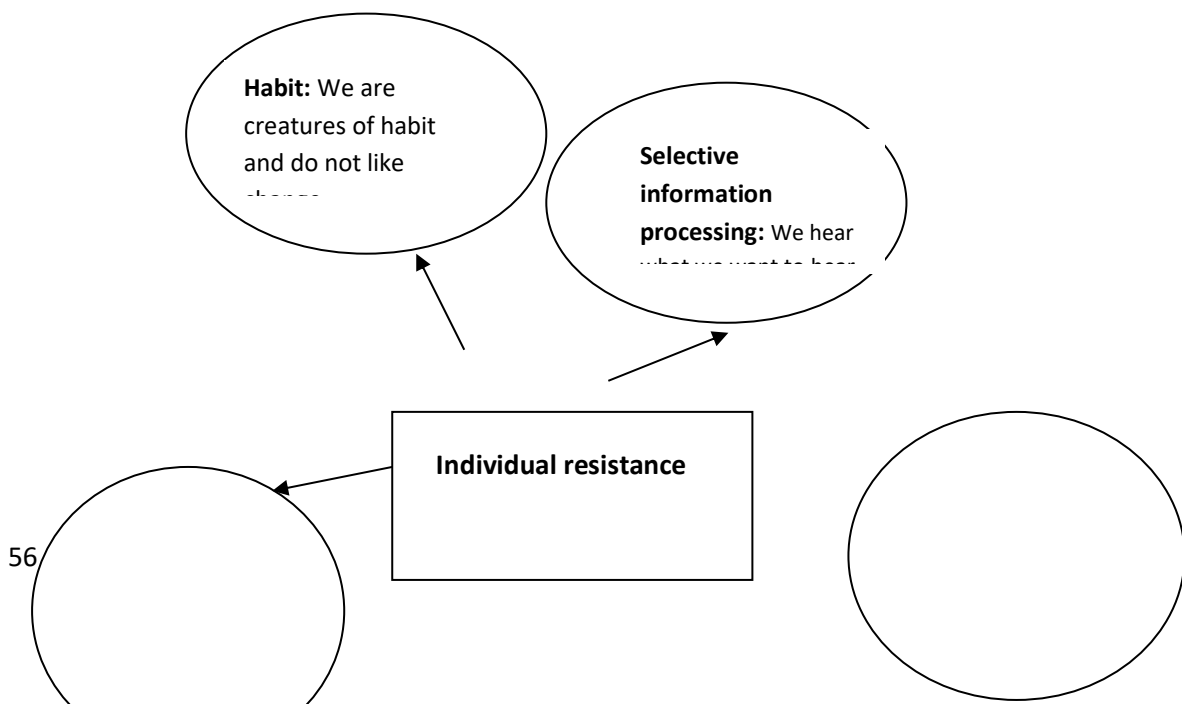
3. If management decides to carry on with its plans, describe how Kurt Lewin's model can be used to manage the change. [6]

Lewin's three – step change model



4. Give a balanced view of the possible value of resistance to change and identify two sources of resistance that possibly influence at attitude of individual employees to ward management. [4]

- There are two sources of resistance
- **Individual resistance**

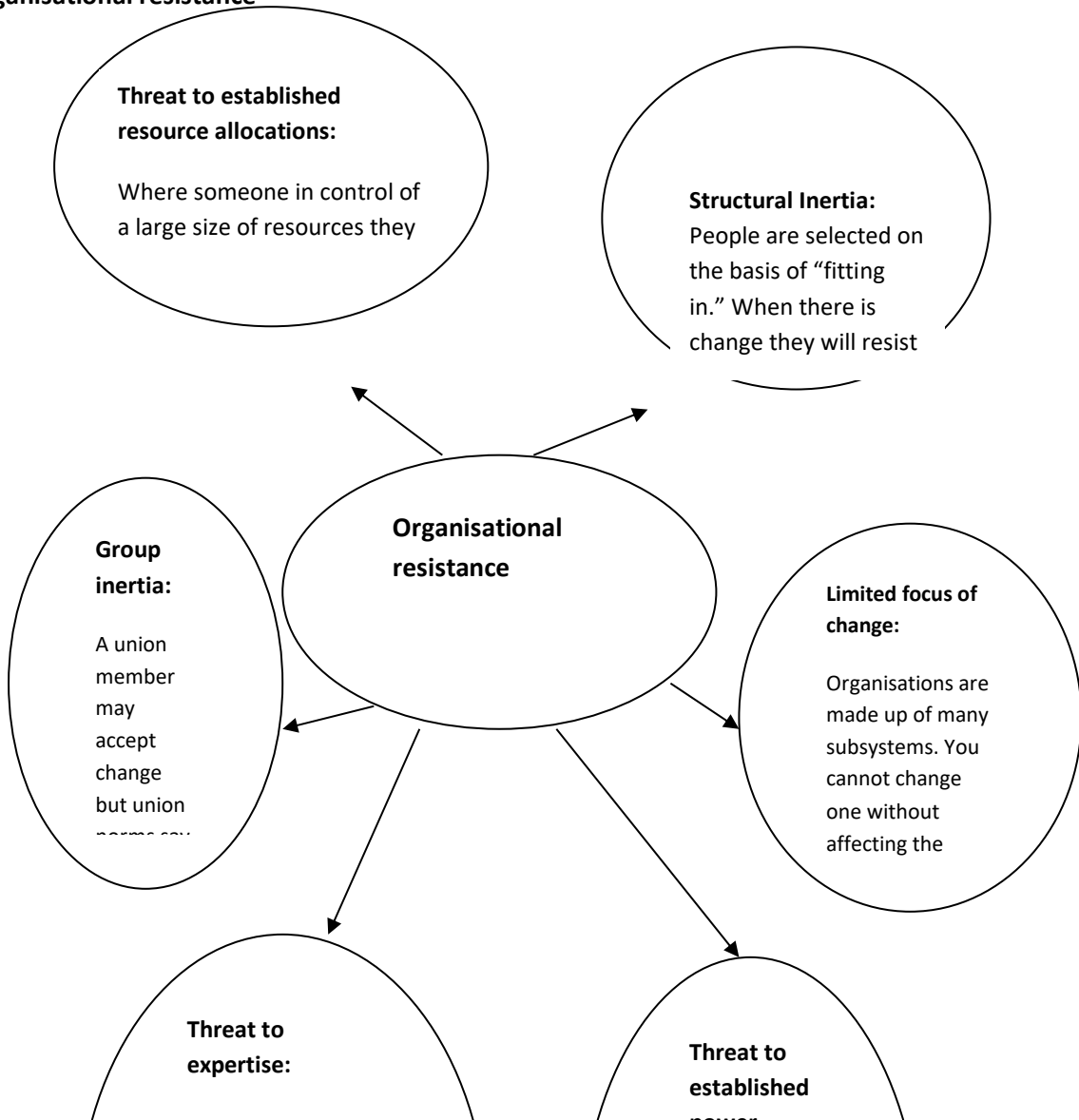


Security:
People want to feel safe and secure

Economic factors: How will the change affect me



Organisational resistance



Total: [25]

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Section C

Answer any one of the following two questions:

- (1) Give a brief description of an attitude and explain the relationship between attitudes and behaviour by discussing the four moderating variables. Use your own examples when you explain the influence of the moderating variables (10)

Does behaviour always follow from attitudes (study guide page 13)

- This is determined by “cognitive dissonance” which refers to the incompatibility between two or more attitudes or between behavior and attitudes.
 - Individuals seek to reduce this uncomfortable gap or *dissonance* in order to reach stability and consistency.
 - Consistency is achieved by changing attitudes, modifying behavior or through rationalization.
 - The desire to reduce dissonance depends on
 - The importance of the elements
 - The degree of individual influence
 - The rewards involved in dissonance.
 - Some moderating variables strengthen the link between attitudes and future behavior:
 - The five most powerful moderators of the attitude-behaviour relationship are:
 - (vi) **The importance of the attitude:** Attitudes that individuals consider important tend to show a strong relationship to behaviour

- (vii) **Correspondence to behavior:** More closely attitude and behaviour match the stronger the relationship and can be used to predict specific behavior. (are you going to leave the organisation in the next six months better predictor than how happy are you in your job)
- (viii) **Accessibility:** Attitudes we remember easily are more likely to predict our behaviour
- (ix) **The existence of social pressures:** Discrepancies between attitudes and behaviour are more likely to occur when there are powerful external pressures
- (x) **Personal and direct experience of the attitude:** Attitude-behaviour is likely to be much stronger when the person has had direct personal experience
 - Important attitudes have a strong relationship with behavior.
 - The closer the match the stronger the behavior.

OR

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

Answer any one of the following two questions:

- (3) “Trait theories on leadership are out dated and no longer serve any purpose.” Critically evaluate this statement with specific reference to the most recent approaches to leadership. (15)

The above leadership styles had little success in identifying key leadership characteristics and group performance. The study guide points out that these theorists failed to take into account the situational factors that impact on the group performance.

For exam purposes you only have to study the Fiedler and Path – Goal model. For the other three you only have to evaluate.

(iii) Contingency theories

- Example of “Chainsaw A” used by Robinson to illustrate that there is no one way to manage. At a company Lily Tulip AI fired 50% of corporate staff, at Crown – Zellerbach he cut 20% of workforce, At Scott paper he tried the same strategy by cutting 11 000 employees. He turned these companies around to make great profits for himself and the shareholders. However when AI tried the same strategy at Sunbeam the result was disaster. Employee’s motivation dropped, key management left profits disappeared and shares collapsed.

Identifying leadership style

- Basic leadership style considered a key factor in leadership success
- Created least preferred co – worker questionnaire (**LPC**) to find out what basic style was.
- 16 contrasting adjectives (pleasant unpleasant)
- Respondents rated least enjoyed person that they worked with on scale 1 – 8
- From this rated you as **relationship**

Defining the situation

- Identified three contingency dimensions that define the key situational factors for effective leadership.
- **Leader – member:** The degree of trust, confidence and respect members have for leader
- **Task structure:** The degree to which job assignments are structured or unstructured.
- **Position power:** The degree of influence a leader has in hiring, firing and remuneration.
- **Evaluate** these three contingency variables: leader member either good or bad, task structure: high or low and position power:

Fiedler Contingency model: Proposes that effective group performance depends upon a proper match between the leader’s style and the degree to which the situation gives control to the leader

Matching leaders and situations

- See figure 12.2 pg 247
- Individual LPC scores from the figure would determine the type of situation for which leaders would be best suited.
- The “situation” would be defined by evaluating the three contingency factors leader-member relations, task and structure and position power

Evaluation

- In terms of overall validity the model is generally positive conclusion.
- There is evidence to support some parts of the model if only three categories are used as opposed to 8
- The practical use of model has problems
- LPC model’ logic is not clearly understood
- The contingency variables are difficult for practitioners to assess.
- Difficult in practice to determine how good leader-member relations are, how

7.3 Evaluation of other theories:

- Hersey Blanchard situational theory (Focus on the followers and their readiness and willingness to accomplish a particular task).
- The Leader – participation model (Because of time pressures leaders establish a special relationship with a small group of followers, “the in group”).
- The Leader-member – exchange theory (related leadership behaviour and participation to decision making).

INSPIRATIONAL APPROACHES TO LEADERSHIP:

Charismatic leadership: Four step process:

- (v) Articulates an appealing vision to followers.
- (vi) High performance expectations are communicated and that he/she has all the confidence that followers will attain them.
- (vii) The leader, via words and actions a new set of values and sets an example
- (viii) Leader makes self-sacrifices and engages in unconventional behavior to demonstrate courage and convictions with regard to vision.

Transformational leader:

- This is built on transactional leadership
- These leader inspire their followers to transcend their own self interests for the good of the organisation.
- They tend to have a profound and extraordinary affection for their followers
- See 14.2 page 326 for characteristics of transformational and transactional leaders.

OR

- (4) You are requested to investigate the structure of a section in a company department. The manager complains that he finds it difficult to manage the number of employees under his supervision.

Discuss the six elements you need to consider when investigating the structure of this department.

(15)

- (5) **What is organisational structure?** This defines how job tasks are formally divided, grouped and coordinated. The six key elements managers need to address when designing an organizational structure.

(6)

- (7) **Table 15.1 pg 312**

Key question	Answer provided by
1. To what degree are tasks subdivided into separate jobs?	Work specialisation
2. On what basis will jobs be grouped together?	Departmentalisation
3. To whom do individuals and groups report?	Chain of command
4. How many individuals can a manager direct efficiently and effectively?	Span of control
5. Where does the decision – making authority lie?	Centralisation and decentralisation
6. To what degree will there be rules and regulations to direct employees and managers.	Formalisation.

(8)

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QUESTION	ANSWER	PAGE
1	2	9
2	4	
3	2	96
4	4	100
5	1	121
6	1	81
7	2	245
8	2	119
9	1	487
10	3	246
11	2	300
12	4	148
13	2	243
14	2	229
15	4	244
16	4	424
17	3	296
18	1	376
19	4	384
20	4	401
21	1	158

22	2	
23	4	119
24	4	175
25	3	376

SECTION B

CASE STUDY

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

In order to find out more about the two cultures the following information was obtained about the two companies.

TIMBA

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 much from the status quo.

For safety reasons this firm has extensive rules and regulations that employees are required to follow. Managers supervise employees closely to ensure that there are no deviations from these rules and regulations. Management is concerned with high productivity, regardless of the impact on employee morale or turnover.

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, although seniority tends to be primary the factor in the determination of pay raises and promotions.

NEW GENERATION RESOURCES

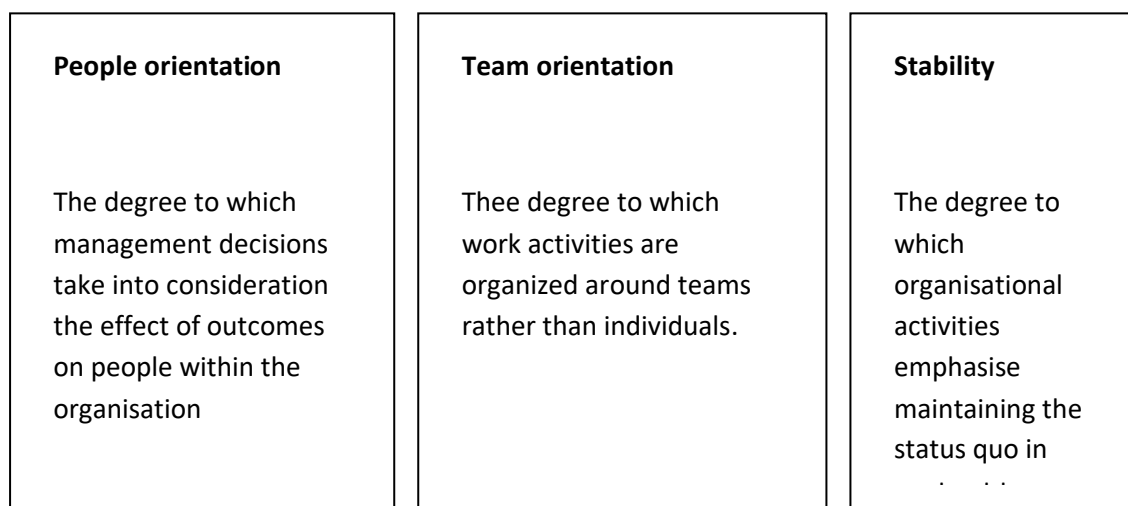
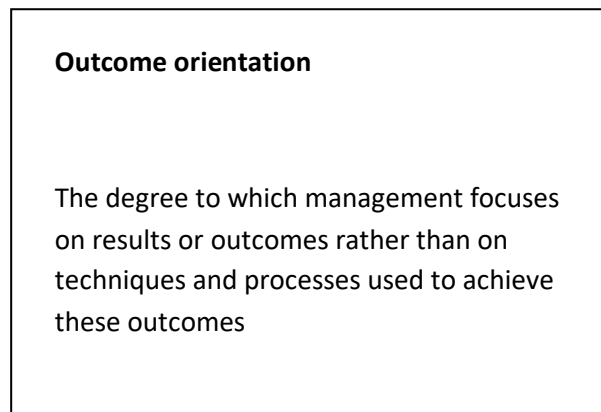
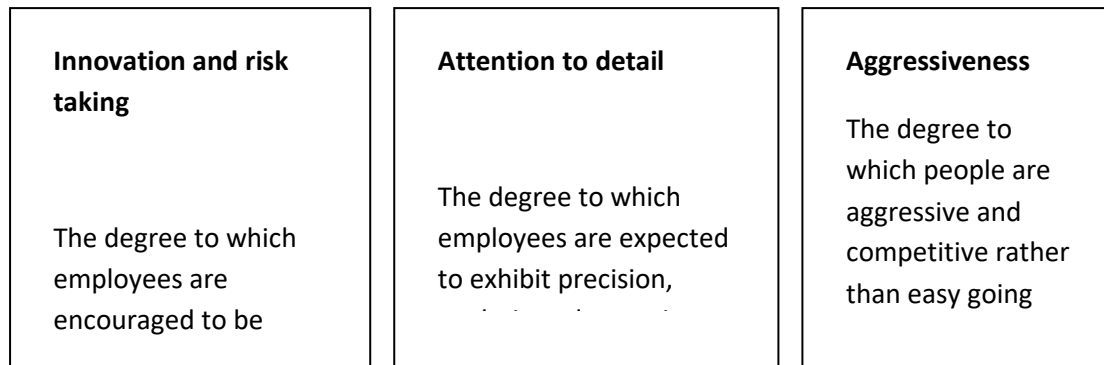
For cost saving purposes management encourages and rewards risk taking and change. Decisions based on intuition are valued as much as those thoroughly rationalised. Management prides itself on its history of experimenting with new products and its innovative ideas. Managers or employees who have cost-saving ideas are encouraged to "run with it." Failures are treated as "learning experiences." The company prides itself on being rapidly responsive to the changing needs of its customers.

There are few rules and regulations for employees to follow and little supervision because management believes its employees are hardworking and proud of their company. Management is concerned with high productivity but believes that this comes through treating people well.

QUESTIONS

1. **What is meant by the term “organisational culture”?** (2)
2. Robbins defines conflict as **“the process that begins when one party has negatively affected or is about to negatively affect, something that the first party cares about”**
3. **Using the primary characteristics of organisational culture distinguish between the culture of Timba and New Generations Resources** (14)

10.1 What is organisational culture This refers to a system of shared meaning held by members, distinguishing the organization from other organisations. Robbins refers to research that identified seven primary characteristics that capture the essence of an organization.



- Appraising the organisation on these seven characteristics gives a composite picture of its culture. This picture then becomes the basis of feelings of shared understanding that members have about the organisation, how things are done and the way members are supposed to behave.

4. Distinguish between three different types of job related attitudes and determine the relevancy of each for the employees of Timba and New Generation

Resources. (9)

Types of major job attitudes: A person can have thousands of attitudes according to Robbins, however OB focuses on a very limited number of job – related attitudes. Most research only focuses on three attitudes

Job Satisfaction:

- Refers to an individual’s attitude to his/her job
- High positive job satisfaction high positive attitude towards job
- When people speak of employees attitudes they generally refer to job satisfaction

Job involvement:

- Robbins defines job involvement as the degree to which a person identifies psychologically with his/her job
- The extent to which an individual perceives his performance level important to self – worth.
- High work involvement fewer

Organizational commitment

- Robbins defines this as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership In the organization.
- High job involvement means identifying with one’s specific job and organisational commitment means identifying with one’s employing organization.
- Research has shown that organisational commitment is a far better predictor of turnover than job satisfaction.
- An employee may be dissatisfied with their job but only consider this a temporary situation, but remain in the organization because they are not dissatisfied with the organization
- However if the employee is dissatisfied with the organisation then they will consider resigning
- The above evidence was collected 20 years ago, according to Robbins, and needs to be updated to reflect the changing employer – employee relationships

SECTION C

ANSWER ANYONE OF THE FOLLOWING TWO QUESTIONS:

- (1) According to the equity theory there are four referent comparisons that an employee can make. Describe the different comparisons and the four moderating variables influencing the comparisons. (10)

- The referent that the individual selects adds to the complexity of equity theory. There are four referent comparisons that an employee can use.

Self inside

The employee's experiences in a different position inside his or her current position

Self – outside

An employee's experiences in a situation or position outside his or her current organisation

Other – inside

Another individual or group of the individuals inside the employee's

Other – outside

Another individual or group of individuals inside the employer's organisation

- Employees may compare themselves to friends, neighbours, co workers, or colleagues in other organisations.

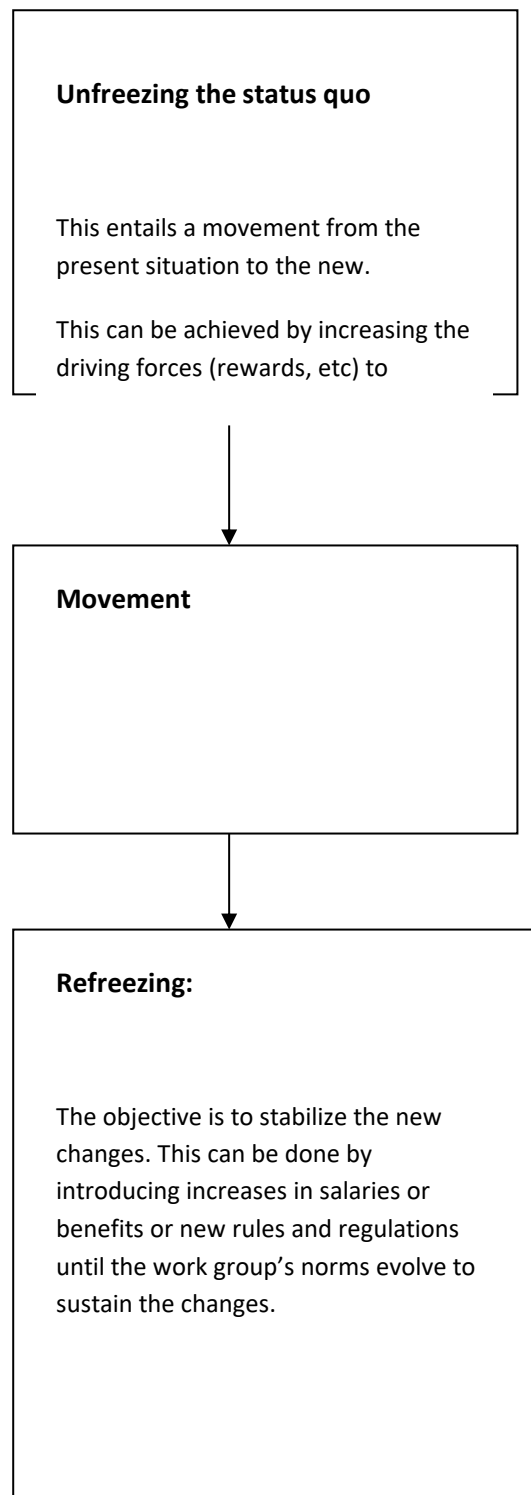
- Which referent group the employee uses will be influenced by the information the employee holds about referents as well as the attractiveness of the referent.
- Robbins gives four moderating variables:
 - (x) Gender
 - (xi) Length of tenure
 - (xii) Level in the organization
 - (xiii) Amount of education or professionalism
- Research show that both men and women prefer same gender comparisons. Typically research shows that women are paid less than men.. Women also have lower expectations than men for the same work.

OR

(2) State the two goals of planned change and describe how Kurt Lewin's model is used to manage change. (10)

- **Goals of planned change:** Firstly it seeks to improve the ability of the organisation to adapt to changes in the environment. Secondly it seeks to change employee behaviour.

Lewin's three – step change model (exhibit 20.2 page 489)



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3	1	74
4	1	148
5	4	155
6	2	155
7	1	145
8	3	244
9	1	120
10	3	230
11	1	292
12	4	379
13	4	329
14	4	427
15	2	407
16	4	424
17	3	296
18	1	376
19	4	384
20	4	411
21	1	158
22	2	
23	4	119
24	4	176
25	4	380

SECTION B

CASE STUDY

1. Give a brief description of the equity theory of motivation (2)

(iv) Equity theory (page 46 notes)

- Employees make comparisons of their job inputs in terms of effort, experience education, competence and outputs like salary levels, recognition relative to others.
- We then compare our input – output ratio with the outcome - input ratio of relevant others.

- When we see the ratio is unequal we experience tensions. If it is equal we perceive the situation as being fair.

2. According to the equity theory, there are four referent comparisons that an employee can make. Describe the different comparisons and four moderating variables influencing the comparisons. According to you, what is the most probable comparison or comparisons that James could have made? Substantiate your answer (10)

The referent that the individual selects adds to the complexity of equity theory. There are four referent comparisons that an employee can use.(page 47 of notes)

Self inside

The employee's experiences in a different position inside his or her current position

Self – outside

An employee's experiences in a situation or position outside his or her current organisation

Other – inside

Another individual or group of the individuals inside the employee's

Other – outside

Another individual or group of individuals inside the employer's organisation

- Employees may compare themselves to friends, neighbours, co workers, or colleagues in other organisations.

- Which referent group the employee uses will be influenced by the information the employee holds about referents as well as the attractiveness of the referent.
- 3. Based on the equity theory, when employees perceive inequity, it can be predicted that they will make one of six choices. Briefly explain the six choices and determine the choice that James has probably made. What other option would he probably also consider. Substantiate your answer (8)**
- In cases where employees make more other – outside comparisons, based on the equity theory the following six choices should be expected
 - (xiii) Change their inputs (exert less effort)
 - (xiv) Change outcomes (produce more but at a lower quality if on piece work)
 - (xv) Distort perceptions of self (I used to think that I worked at a moderate pace but now I realise that I work very hard.
 - (xvi) Distort the perception of other’s work (Siwzwe’s job isn’t as desirable as I previously thought I was.)
 - (xvii) Choose a different referent (I may not make as much as my brother – in – law but I am doing much better than my dad when he was my age’’)
 - (xviii) Resign

- 4. Recent research has been directed at expanding what is meant by equity or fairness. Distinguish between distributive justice and procedural justice. What is your opinion of the type of justice that is applicable in this case? Substantiate your answer. (5) (25)**

Historically equity and fairness has focused on *distributive justice*, allocation of rewards among individuals. However equity should also include procedural justice. In other words the process that determines the rewards. (Page 49)

SECTION C (Options)

- (1) Compare transactional leadership with transformational leadership. Comment on how these leadership styles differentiate managers from leaders (10)**

- (i) **Transactional leaders:** These leaders guide or motivate their followers in the direction of established goals by clarifying roles and task requirements

Characteristics of transactional leaders: (exhibit 14.2 page 326)

- **Contingent reward:** Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments.

- **Management by exception (active):** Watches and searches for deviations from rules and standards, takes correct action.
 - **Management by exception:** (passive): Intervenes only when standards are not met.
 - **Laissez – faire:** Abdicates responsibilities, avoids making decisions.
- (ii) **Transformational leader:** These leaders inspire followers to transcend their own self-interest for the good of the organisation.

Characteristics of transformational leaders: (exhibit 14.2 page 326)

- **Idealized influence:** Provides vision and sense of mission, instills pride, gains respect and trust
- **Inspirational motivation:** Communicates high expectations, uses symbols to focus efforts, and expresses important purposes in simple ways.
- **Intellectual stimulation:** promotes intelligence, rationality and careful problem solving
- **Individualised consideration:** Gives personal attention, treats each employee individually, coaches and advises.

or

- (2) **Name and describe the five conflict handling intentions in the conflict process 10)**

Stage 3 Intentions: These intervene between people's perceptions and emotions and their overt behaviour. Many conflict situations escalate merely because one party attributed the wrong intentions and behaviour. Robbins attempts to identify the primary conflict – intentions see fig 14.2 pg 379.

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

Fig 11.2 pg 249 summaries components that make up effective teams: The team effectiveness model shows all the components that contribute to team effectiveness.

Work design

- Autonomy
- Skill variety
- Task identity
- Task significance

Context

- Adequate resources
- Leadership
- Performance evaluation and rewards

Composition

- Ability
- Personality
- Roles and diversity
- Size
- Flexibility
- Preferences for teamwork

Process

- Common purpose
- Specific goals
- Team efficiency
- Conflict
- Social loafing

- **Contextual factor that determine team effectiveness:** There are four contextual factors that are most significant related to team performance
 - (v) **Adequate resources:** Researchers after looking at 13 factors potentially related to group performance “perhaps one of the most important characteristics of an effective work group is the support the group receives from the organisation.” Organisational support has a positive correlation with organisational commitment, job security and the experience of role clarity. At the same time it was found that there was a negative correlation with role conflict. This support includes timely information, proper equipment, adequate staffing, encouragement, and administrative assistance.
 - (vi) **Leadership and structure:** leadership is especially important in **multi-team systems** where different teams need to coordinate their efforts to produce a desired outcome. In such systems, leaders need to empower teams by delegating responsibility to them, and they need to play the role of facilitator, making sure teams are co-coordinating their efforts so that they work together rather than against one another. The Southern African team leader must achieve leader empowering behavior through:
 - Delegation of authority, whereby members could be given specific objects to compete with the necessary accountability and resources
 - Acting as people developer for team members
 - Making team members responsible and accountable for performance, results and decisions.
 - Allowing employees to make decisions about issues that affect work, rather than telling employees how things should get done.
 - Enhancing communication and information sharing between the leader and the team, as well as among employees as soon as it is available
 - Participative decision making, by involving employees in decision making process, and allowing a sense of ownership in implementing and execution of their duties.
 - Coaching and developing people to become competent and to optimize potential.
 - Creating meaningful work by means of job enrichment, job enlargement, multi-skilling and multi- tasking.
 - Improving employees’ “impact” by allowing a great deal of control over what happens in their environment.
 - (vii) **Climate of trust:** interpersonal trust among team members facilitates cooperation, reduces the need to monitor each others’ behavior, and bonds, members belief that others in the team won’t take advantage of them. Risk taking and exposure of vulnerabilities by team members will be more likely if the team members trust each other.
 - (viii) **Performance evaluation and reward systems;** In addition to evaluating and rewarding employees for their individual contributions, management should be group-based appraising, profit-sharing, gainsharing, small-group incentives and other system modifications that reinforce team effort and commitment.

or

- (4) **Discuss briefly the three most common organisational designs and the advantages and disadvantages of each.** (15)

Common organizational structures (page 408)

- (vii) **The simple structure:** Characterised by low departmentisation. There is one person in the centre who controls the entire decision making. Informal relationships and there are few written policies and procedures. This type of structure is usually run by entrepreneurs. The advantages are that the decision making is quick and there is flexibility. The leader has a clear picture of the whole organisation and communication and information is generally available to everyone because there are large spans of control. The major disadvantage is that there is no participation and ideas being generated from the employees. Another disadvantage is that the decision maker can sometimes be so overloaded that major things may not be given the required attention. (see exhibit 17.6 page 410)
- (viii) **The bureaucracy.** This type of structure is highly structured with clear levels of authority. Specialisation of tasks are a major feature. There are formalised policies, rules and procedures that are strictly adhered to. The departments are organized by function. Spans of control are short and authority is centralized and decision making follows the chain of command. The advantage of bureaucracy is that it can perform standardized tasks and advantage can be taken of economies of scale. They need less skilled individuals to carry out the routine tasks. Because employees are grouped together in functions there is little duplication of work and they can all speak the same language or jargon. The disadvantages include departments only focusing on their own needs and goals. All employees work to rules and things take a long time to get done if there are any exceptions. It is difficult for bureaucracies to adapt to change quickly. They are generally inflexible because of their size.

The matrix structure: The matrix organization combines two forms of departmentalisation which are functional and product or project. The matrix is a popular structure with construction companies, management consulting firms and entertainment companies. The advantage is that specialists are allocated to a particular project. Only core people are retained and contract workers are brought in only when required for the duration of the project. Another disadvantage is that is the difficulty in coordinating all the functional tasks so that activities are done in the required time frame. Individuals also have to answer to two bosses and it is essential to have good communication systems operating

QUESTION June 2010	ANSWER	PAGE IN TEXT BOOK
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1	2	122
2	3	
3	4	424
4	4	122
5	4	149
6	3	409
7	3	488
8	2	146
9	3	155
10	3	220
11	2	228
12	1	244
13	3	379
14	4	329
15	3	155
16	4	245
17	3	96
18	4	80
19	2	404
20	4	409
21	3	427
22	1	490
23	2	96
24	2	245
25	4	244

SECTION B

QUESTIONS

1. **EXPLAIN THE EMPLOYEE'S POSSIBLE REACTIONS TO THEIR EXPERIENCE OF JOB DISSATISFACTION** (8)

First of all the rumours that the organisation has plans to do its own marketing and to implement its products for clients itself, have led to a drastic increase in conflict between employees and a decrease in productivity. The employees also blame management for withholding information from employees, who state that they no longer trust the company. The possible reactions to this experience of job dissatisfaction could include not only increased conflict, decreased productivity and lack of trust but the employees especially the specialists will leave because they are in higher demand. The employees have not been consulted so they may even sabotage the additional work that is allocated to them. The fact that the company will only remunerate them if it becomes profitable will cause further resentment and dissatisfaction as the needs of the organisation only have been taken into account.

2. **What proposals would you offer management to rectify the trust relationship with its employees?** (7) (page 329)

Trust is vital to any relationship and the organisation needs to regain this trust. There are five dimensions that underlie the concept of trust.

- (i) **Integrity:** This refers to honesty and truthfulness. Management need to be open and honest with the employees about what is happening. There should be open debate and the employees' fears need to be addressed.
- (ii) **Competence:** This encompasses an individual's technical and interpersonal knowledge and skills. The employees need to trust that the management have the necessary abilities and skills to carry out what they say they are going to do. Management have to display that they have the necessary skills and abilities to implement what they say that they are going to do.
- (iii) **Consistency:** This relates to an individual's reliability, predictability and good judgement in handling situations. If there are inconsistencies between words and action then trust will decrease. The management must "walk the talk."
- (iv) **Loyalty:** This is the willingness to protect face for another person. If management want the employees to trust them they need to convince them that they can be depended on and not act opportunistically.
- (v) **Openness:** At the moment it does seem that management can be relied on to give the whole truth. Management therefore have to really explain to employees their

intentions about the additional work and the remuneration thereof. If the employee's will only be paid after there is a profit then the reasons behind this decision need to be explained so that employees can make informed decisions.

3. **If management decides to carry on with its plans, describe how Kurt Lewin's model can be used to manage change. (6)**

A change issue is held in equilibrium by the interaction between two conflicting or opposing forces. The one is the driving forces which aim to promote change and the restraining forces which aim to maintain the status quo. The forces that drive or restrain the change process include people, habits, customs and attitudes.

Unfreezing the status quo: This entails a movement from the present situation to the new. This can be achieved by increasing the driving forces such as rewards and recognition to those individuals who promote the change to decreasing the restraining forces by carrying out individual counselling sessions and help reduce these individuals' fears. Or management can do a combination of both of these techniques if the resistance is particularly high as in this case.

Movement: This entails the movement of the employees towards the change once their fears and resistance to the change has been addressed to the mutual benefit of all the parties.

Refreezing: The objective is to stabilize the new changes. This can be done by introducing increases in salaries or benefits or new rules and regulations until the work group's norms evolve to sustain the changes. In this case the management seem to have a problem with cash flow but they should really seek to give an upward adjustment in salaries since there is an expectation of the additional work and this will also signal to the specialists that are considered worthy to keep in the organisation. If after consolidation the new change behaviours are consolidated there is a good chance that the behaviour will resort back to the previous one.

4. **Give a balanced view of the possible value of resistance to change and identify two sources of resistance that possible influence the attitude of individual employees toward management. (4)**

The best value that resistance to change can contribute to an organisation is that it allows management to identify the fears and concerns of the employees and they can then focus on addressing them, instead of guessing and carrying on thinking that everything is in order. The two forces of resistance include habit where employees are used to their present status quo and are comfortable doing the same things. The other resistance to change is the fear of the unknown. Especially in this case where management is changing the way that things are going to be done and the employees have no idea how this will impact on them directly.

SECTION C

- (1) **Give a brief description of an attitude and explain the relationship between attitudes and behaviour by discussing the four moderating variables. Use your own examples when you explain the influence of the moderating variables. (10)**

Attitudes are evaluative statements either favourable or unfavourable about objects, people or events, for example "I like my job or I do not like my job." There are three main components of attitudes. The component part which is a description or a belief of the way things are, such as "my pay is too low". This sets the stage for the next component of the attitude and this is the emotional or feeling segment of the attitude and is reflected in the statement "I m angry over how little I am paid." The next component is the behavioural one which is "I am so angry over my low pay that I am going to look for another job." The attitude-behaviour relationship is likely to be much stronger is the attitude refers to something with which the individual has some personal experience such as management not keeping a promise of an increase at a particular date.

The moderating variables are the:

- (i) **The importance of the attitude:** Important attitudes reflect fundamental values,propositions. self-interest, or identification with individuals or groups that a person values. Attitudes that individuals consider important have a strong relationship with behaviour as is found in the case of one's pay which is very important.
- (ii) **Its correspondence to behaviour.** The more closely an attitude and the behaviour correspond the stronger the relationship. Specific attitudes tend to predict specific behaviour. If you ask some one whether they are going to stay with the organisation over the next six months it is likely to predict specific behaviours turnover for that person for the next six months. . General attitudes on the other hand will not be a good predictor of turnover if the person is asked how satisfied they are with their jobs.
- (iii) **Accessibility:** The more easily the attitude is remembered the more likely they will predict behaviour. We are more likely to remember attitudes that are frequently expressed such as "the communication in this company is so poor we never know what is going on."
- (iv) **Social pressure:** Discrepancies between behaviour and attitudes are more likely to occur when there are social pressures to behave in certain ways hold exceptional power such as " a slow work ethic."

- (2) **Groups develop through a standard sequence of five stages. Name and discuss these five stages of group development (10)**

1. **Forming:** In this stage the group members come together. It is characterised by uncertainty as the groups members are not sure if they will fit into group, whether they will be able to perform and wether they will like the group or the group will like them. This is the "getting to know you" stage

2. **Storming:** This stage is characterised by conflict as the group members try and establish leadership and other positions. This stage can be volatile as found in gangs where the individuals fighting for the leadership positions may even turn violent. Other positions are also jockeyed for where the group may split in rival groups.
3. **Norming:** Once the group members have established their roles and positions within the group the members will set standards, rules and norms, which will govern the behaviour of the group members. These norms include what time to begin work or tasks, what the dress code may be as well as how the different authoritative structures in the group will operate.
4. **Performing:** The structure of the group is accepted and the group members start performing their tasks and roles.

(3) “Trait theories on leadership are outdated and no longer serve any purpose.” Critically evaluate this statement with specific reference to the most recent approaches to leadership. (15)

Trait theories focus on the characteristics of leaders such as ambition and energy, the desire to lead, honesty and integrity, self-confidence, intelligence and job related knowledge

The limitations of trait theory include

4. No universal traits can be predicted for all situations
5. Traits predict behaviour more in “weak situations than strong (strong behavioural norms, incentives and expectations where behaviour is rewarded or punished)
6. Evidence does not clearly separate cause from effect
7. Traits are better at predicting the appearance of leadership than actually distinguishing between effective and ineffective leadership.

Fiedler Contingency model: Proposes that effective group performance depends upon a proper match between the leader’s style and the degree to which the situation gives control to the leader

Identifying leadership style

- Basic leadership style considered a key factor in leadership success
- Created least preferred co – worker questionnaire (**LPC**) to find out what basic style was.
- 16 contrasting adjectives (pleasant unpleasant)
- Respondents rated least enjoyed person that they worked with on scale 1 – 8
From this rated you as **relationship oriented or task oriented**.

Defining the situation

- Identified three contingency dimensions that define the key situational factors for effective leadership.
- **Leader – member:** The degree of trust, confidence and respect members have for leader
- **Task structure:** The degree to which job assignments are structured or unstructured.

- **Position power:** The degree of influence a leader has in hiring, firing and remuneration.
- **Evaluate** these three contingency variables: leader member either good or bad, task structure: high or low and position power: strong or weak

Evaluation

- In terms of overall validity the model is generally positive conclusion.
- There is evidence to support some parts of the model if only three categories are used as opposed to 8
- The practical use of model has problems
- LPC model' logic is not clearly understood
- The contingency variables are difficult for practitioners to assess.
- Difficult in practice to determine how good leader-member relations are, how structured the task is and how much position power the leader has.

Evaluation of other theories:

- Hersey Blanchard situational theory (Focus on the followers and their readiness and willingness to accomplish a particular task.
- The Leader – participation model (Because of time pressures leaders establish a special relationship with a small group of followers, “the in group”).
- The Leader-member – exchange theory (related leadership behaviour and participation to decision making).

Trait theories do have a place in that they identify characteristics of leaders however it is not just about the characteristics that leaders possess but the type of leadership style depends on the situation and the followers. The leadership style is therefore not static and needs to adapt and is contingent on the situation in the organisation.

- (4) **You are requested to investigate the structure of a section in a company department. The manager complains that he finds it difficult to manage the number of employees under his supervision. Discuss the six elements you need to consider when investigating the structure of this department. (15)**

Key question	Answer provided by
1. To what degree are tasks subdivided into separate jobs?	Work specialisation
2. On what basis will jobs be grouped together?	Departmentalisation
3. To whom do individuals and groups report?	Chain of command

4. How many individuals can a manager direct efficiently and effectively?	Span of control
5. Where does the decision – making authority lie?	Centralisation and decentralisation
6. To what degree will there be rules and regulations to direct employees and managers.	Formalisation.

ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS

(3) Organisational development (OD) interventions are used to improve the functioning of organisations and the well being of employees. Describe the various OD interventions that an organisation can use. (15)

• **OD Interventions (page 490)**

- (i) **Sensitivity training:** This is changing behavior through unstructured group interaction.
- (ii) **Survey feedback:** Everybody in the organisation participates in the survey so should also be given feedback on the results. Members can make recommendation for interventions.
- (iii) **Process consultation:** This is a “set of activities on the part of the consultant that helps the client to perceive, understand and act to improve the situation as defined by the client.” The consultant identifies what needs to be improved and how to go about improving it.(examples work flow, informal relationships, among unit members and formal communication channels.)
- (iv) **Team building:** This technique or intervention utilizes high-in-interaction group activities to increase trust and openness among team members. Activities typically include goal setting, development of interpersonal relationships among team members, role analysis to clarify each member’s role and responsibilities and team process analysis.
- (v) **Intergroup development:** seeks to change the attitudes, stereotypes and perceptions that groups have of each other. Popular methods are problem solving. In post apartheid South Africa **cultural diversity** poses unique challenges to the change agents.

OR

(4) You are requested to investigate the structure in a company department. The manager complains that he finds it difficult to manage the number of employees under his supervision. Discuss the six elements you need to consider when investigating the structure of this department. (15)

What is organisational structure? This defines how job tasks are formally divided, grouped and coordinated. The six key elements managers need to address when designing an organizational structure.

Table 17.1 pg 401

Key question	Answer provided by
1. To what degree are tasks subdivided into separate jobs?	Work specialisation
2. On what basis will jobs be grouped together?	Departmentalisation
3. To whom do individuals and groups report?	Chain of command
4. How many individuals can a manager direct efficiently and effectively?	Span of control
5. Where does the decision – making authority lie?	Centralisation and decentralisation
6. To what degree will there be rules and regulations to direct employees and managers.	Formalisation.

(75)