

IOP2602

(478727)

May/June 2016

ORGANISATIONAL PSYCHOLOGY

Duration 2 Hours

75 Marks

EXAMINERS

FIRST

SECOND

MR MB LEARY

PROF LM UNGERER

Closed book examination

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

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SECTION A

Answer all the questions in Section A on the mark-reading sheet. Please complete the mark-reading sheet as indicated on the instruction form.
The unique number is 478727.

- 1 Which of the following structures will be most conducive to an innovative environment?
- 1 Mechanistic
 - 2 Bureaucratic
 - 3 Organic
 - 4 Autocratic
- 2 An organisation's culture is defined by several primary characteristics. The characteristics that are demonstrated by activities that emphasises maintaining the status quo versus growing exemplifies which primary characteristic?
- 1 Attention to detail
 - 2 Outcome orientation
 - 3 People orientation
 - 4 Stability
- 3 _____ essentially argues that extrinsic rewards such as pay and other compensation can actually decrease motivation when these rewards replace intrinsic rewards which the individual obtains from doing interesting tasks
- 1 ERG theory
 - 2 Reinforcement theory
 - 3 Self-efficacy theory
 - 4 Cognitive evaluation theory
- 4 The _____ organisation is in sharp contrast to the typical bureaucracy that has many vertical levels of management and where control is sought through ownership
- 1 virtual
 - 2 team
 - 3 boundaryless
 - 4 matrix
- 5 A popular approach to managing change, which involves examining both how to increase individual behaviours that supports the change effort and how to decrease anything that hinders movement away from the existing equilibrium, is known as _____
- 1 action research
 - 2 organisational development
 - 3 Lewin's three-stage model
 - 4 fundamental attribution error
- 6 According to Herzberg, factors that lead to job satisfaction are _____
- 1 related to hygiene factors only
 - 2 related to motivation factors only
 - 3 a combination of both hygiene and motivation factors
 - 4 separate and distinct from those that relate to job dissatisfaction

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- 7 Equity theory is a _____
- 1 method of remuneration that is aligned with employment equity
 - 2 philosophy of rewards that advocates equal pay for equal work
 - 3 consideration of both hygiene and motivational factors
 - 4 theory that relates to job satisfaction
- 8 'Storming' is _____
- 1 the first stage of group development
 - 2 a rushed approach to team decision-making
 - 3 the second stage of group development
 - 4 a process in creative thinking
- 9 Cohesiveness refers to _____
- 1 the nature of relationships between individual group members
 - 2 the degree to which members are attracted to each other and are motivated to stay in the group
 - 3 the tendency of certain people in the group to stick together to the exclusion of others
 - 4 none of the above
- 10 What defines a work team as opposed to a work group?
- 1 Work group and work teams perform different types of work
 - 2 Only specialist people work in work teams
 - 3 The existence of positive synergy
 - 4 Work groups and work teams are the same thing
- 11 In resolving conflict where both sides agree to give something up, neither party wins or loses. This is called _____
- 1 accommodating
 - 2 collaborating
 - 3 compromising
 - 4 completing
- 12 What is considered the most important dimension of trust?
- 1 Consistency
 - 2 Competence
 - 3 Honesty
 - 4 Integrity
- 13 The age of a worker seems to have a direct correlation with _____
- 1 productivity
 - 2 turnover
 - 3 absenteeism
 - 4 none of the above

[TURN OVER]

- 14 For both the individual and the organisation, the best strategy in managing job dissatisfaction is _____
- 1 exit
 - 2 loyalty
 - 3 neglect
 - 4 voice
- 15 Which of the following is not an advantage of wide spans of control?
- 1 Reduced costs because of fewer management levels
 - 2 The opportunity to closely supervise employees' work
 - 3 Employee autonomy and empowerment
 - 4 Faster decision-making
- 16 A boundaryless organisation _____
- 1 would probably have an organic structure
 - 2 is sometimes referred to as a T-form organisation
 - 3 relies heavily on technology
 - 4 all of the above
- 17 Which one of the following is not a function of culture?
- 1 It creates distinctions between organisations
 - 2 It provides the social glue that binds the organisation to appropriate standards
 - 3 It promotes high levels of performance
 - 4 It facilitates commitment to something larger than individual self-interest
- 18 Action research is _____
- 1 a process of change
 - 2 a type of research design
 - 3 a process that involves the collection and analysis of data
 - 4 all of the above
- 19 In contrasting values and attitudes, which one of the following is true?
- 1 They come from different sources
 - 2 There is no significant correlation between the two
 - 3 Attitudes are more stable than values
 - 4 Values are more stable than attitudes
- 20 The discipline which brings the tools for measuring, explaining, and sometimes modifying human behaviour to the study of organisational behaviour is _____
- 1 political science
 - 2 psychology
 - 3 sociology
 - 4 anthropology

[TURN OVER]

- 21 Peter notices that sales professionals at other companies get a higher basic salary and a higher commission rate than he does, even though they do not work as hard or sell as much. According to equity theory, what type of referent comparison is Peter using?
- 1 Self-inside
 - 2 Self-outside
 - 3 Other-outside
 - 4 Outside-outside
- 22 The best predictor of turnover is _____
- 1 job satisfaction
 - 2 personality
 - 3 organisational commitment
 - 4 values
- 23 When one person inaccurately perceives a second person and the resulting expectations cause the second person to behave in ways that are consistent with the original perception, _____ has occurred
- 1 stereotyping
 - 2 a self-fulfilling prophecy
 - 3 a self-serving bias
 - 4 attribution theory
- 24 Which one of the following is not a factor that influences perception?
- 1 Target
 - 2 Society
 - 3 Perceiver
 - 4 Situation
- 25 When employees are fully informed about a change effort, they have participated in making the decisions but their anxiety level is high, and time is not critical, an excellent tactic for overcoming resistance to change and reducing anxiety is _____
- 1 education and communication
 - 2 facilitation and support
 - 3 negotiation
 - 4 manipulation and cooperation

TOTAL SECTION A [25]

[TURN OVER]

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)
- 2 What suggestions would you offer management to rectify the trust relationship with its employees?(7)
- 3 If management decides to proceed with its plans, describe how Kurt Lewin's model can be used to manage the change (6)
- 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)

Total Section B: [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 in explaining the influence of the moderating variables (10)

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

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)

Sub-Total [25]**TOTAL [75]**

PART 1: (GENERAL/ALGEMEEN) - DEEL 1

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

INITIALS AND SURNAME / VOORLETTERS EN VAN

DATE OF EXAMINATION / DATUM VAN EKSAMEN

PAPER NUMBER / VRAESTELNOMMER

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

STUDENT NUMBER / STUDENTNOMMER

UNIQUE PAPER NO. / YUNIEKE VRAESTEL NR.

For use by examination invigilator / Vir gebruik deur eksamenopsiener

- IMPORTANT** / **BELANGRIK**
- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
 - MARK LIKE THIS
 - CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
 - ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
 - CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
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 - CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
 - DO NOT FOLD
- GEBRUIK SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
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 - KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
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 - KONTROLEER DAT DIE UNIEKE NUMMER REG INGEVUL IS
 - MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
 - MOENIE VOU NIE

PART 2: (ANSWERS/ANTWOORDE) DEEL 2

| | | | | | | | |
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| 1 | a1) a2) a3) a4) a5) | 36 | a1) a2) a3) a4) a5) | 71 | a1) a2) a3) a4) a5) | 106 | a1) a2) a3) a4) a5) |
| 2 | a1) a2) a3) a4) a5) | 37 | a1) a2) a3) a4) a5) | 72 | a1) a2) a3) a4) a5) | 107 | a1) a2) a3) a4) a5) |
| 3 | a1) a2) a3) a4) a5) | 38 | a1) a2) a3) a4) a5) | 73 | a1) a2) a3) a4) a5) | 108 | a1) a2) a3) a4) a5) |
| 4 | a1) a2) a3) a4) a5) | 39 | a1) a2) a3) a4) a5) | 74 | a1) a2) a3) a4) a5) | 109 | a1) a2) a3) a4) a5) |
| 5 | a1) a2) a3) a4) a5) | 40 | a1) a2) a3) a4) a5) | 75 | a1) a2) a3) a4) a5) | 110 | a1) a2) a3) a4) a5) |
| 6 | a1) a2) a3) a4) a5) | 41 | a1) a2) a3) a4) a5) | 76 | a1) a2) a3) a4) a5) | 111 | a1) a2) a3) a4) a5) |
| 7 | a1) a2) a3) a4) a5) | 42 | a1) a2) a3) a4) a5) | 77 | a1) a2) a3) a4) a5) | 112 | a1) a2) a3) a4) a5) |
| 8 | a1) a2) a3) a4) a5) | 43 | a1) a2) a3) a4) a5) | 78 | a1) a2) a3) a4) a5) | 113 | a1) a2) a3) a4) a5) |
| 9 | a1) a2) a3) a4) a5) | 44 | a1) a2) a3) a4) a5) | 79 | a1) a2) a3) a4) a5) | 114 | a1) a2) a3) a4) a5) |
| 10 | a1) a2) a3) a4) a5) | 45 | a1) a2) a3) a4) a5) | 80 | a1) a2) a3) a4) a5) | 115 | a1) a2) a3) a4) a5) |
| 11 | a1) a2) a3) a4) a5) | 46 | a1) a2) a3) a4) a5) | 81 | a1) a2) a3) a4) a5) | 116 | a1) a2) a3) a4) a5) |
| 12 | a1) a2) a3) a4) a5) | 47 | a1) a2) a3) a4) a5) | 82 | a1) a2) a3) a4) a5) | 117 | a1) a2) a3) a4) a5) |
| 13 | a1) a2) a3) a4) a5) | 48 | a1) a2) a3) a4) a5) | 83 | a1) a2) a3) a4) a5) | 118 | a1) a2) a3) a4) a5) |
| 14 | a1) a2) a3) a4) a5) | 49 | a1) a2) a3) a4) a5) | 84 | a1) a2) a3) a4) a5) | 119 | a1) a2) a3) a4) a5) |
| 15 | a1) a2) a3) a4) a5) | 50 | a1) a2) a3) a4) a5) | 85 | a1) a2) a3) a4) a5) | 120 | a1) a2) a3) a4) a5) |
| 16 | a1) a2) a3) a4) a5) | 51 | a1) a2) a3) a4) a5) | 86 | a1) a2) a3) a4) a5) | 121 | a1) a2) a3) a4) a5) |
| 17 | a1) a2) a3) a4) a5) | 52 | a1) a2) a3) a4) a5) | 87 | a1) a2) a3) a4) a5) | 122 | a1) a2) a3) a4) a5) |
| 18 | a1) a2) a3) a4) a5) | 53 | a1) a2) a3) a4) a5) | 88 | a1) a2) a3) a4) a5) | 123 | a1) a2) a3) a4) a5) |
| 19 | a1) a2) a3) a4) a5) | 54 | a1) a2) a3) a4) a5) | 89 | a1) a2) a3) a4) a5) | 124 | a1) a2) a3) a4) a5) |
| 20 | a1) a2) a3) a4) a5) | 55 | a1) a2) a3) a4) a5) | 90 | a1) a2) a3) a4) a5) | 125 | a1) a2) a3) a4) a5) |
| 21 | a1) a2) a3) a4) a5) | 56 | a1) a2) a3) a4) a5) | 91 | a1) a2) a3) a4) a5) | 126 | a1) a2) a3) a4) a5) |
| 22 | a1) a2) a3) a4) a5) | 57 | a1) a2) a3) a4) a5) | 92 | a1) a2) a3) a4) a5) | 127 | a1) a2) a3) a4) a5) |
| 23 | a1) a2) a3) a4) a5) | 58 | a1) a2) a3) a4) a5) | 93 | a1) a2) a3) a4) a5) | 128 | a1) a2) a3) a4) a5) |
| 24 | a1) a2) a3) a4) a5) | 59 | a1) a2) a3) a4) a5) | 94 | a1) a2) a3) a4) a5) | 129 | a1) a2) a3) a4) a5) |
| 25 | a1) a2) a3) a4) a5) | 60 | a1) a2) a3) a4) a5) | 95 | a1) a2) a3) a4) a5) | 130 | a1) a2) a3) a4) a5) |
| 26 | a1) a2) a3) a4) a5) | 61 | a1) a2) a3) a4) a5) | 96 | a1) a2) a3) a4) a5) | 131 | a1) a2) a3) a4) a5) |
| 27 | a1) a2) a3) a4) a5) | 62 | a1) a2) a3) a4) a5) | 97 | a1) a2) a3) a4) a5) | 132 | a1) a2) a3) a4) a5) |
| 28 | a1) a2) a3) a4) a5) | 63 | a1) a2) a3) a4) a5) | 98 | a1) a2) a3) a4) a5) | 133 | a1) a2) a3) a4) a5) |
| 29 | a1) a2) a3) a4) a5) | 64 | a1) a2) a3) a4) a5) | 99 | a1) a2) a3) a4) a5) | 134 | a1) a2) a3) a4) a5) |
| 30 | a1) a2) a3) a4) a5) | 65 | a1) a2) a3) a4) a5) | 100 | a1) a2) a3) a4) a5) | 135 | a1) a2) a3) a4) a5) |
| 31 | a1) a2) a3) a4) a5) | 66 | a1) a2) a3) a4) a5) | 101 | a1) a2) a3) a4) a5) | 136 | a1) a2) a3) a4) a5) |
| 32 | a1) a2) a3) a4) a5) | 67 | a1) a2) a3) a4) a5) | 102 | a1) a2) a3) a4) a5) | 137 | a1) a2) a3) a4) a5) |
| 33 | a1) a2) a3) a4) a5) | 68 | a1) a2) a3) a4) a5) | 103 | a1) a2) a3) a4) a5) | 138 | a1) a2) a3) a4) a5) |
| 34 | a1) a2) a3) a4) a5) | 69 | a1) a2) a3) a4) a5) | 104 | a1) a2) a3) a4) a5) | 139 | a1) a2) a3) a4) a5) |
| 35 | a1) a2) a3) a4) a5) | 70 | a1) a2) a3) a4) a5) | 105 | a1) a2) a3) a4) a5) | 140 | a1) a2) a3) a4) a5) |

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