

**IOP2607**

( 489341)    October/November 2016

**WORKGROUP DYNAMICS AND DIVERSITY**

Duration    2 Hours

75 Marks

**EXAMINERS**

FIRST  
SECOND

MS J BALOYI  
PROF RM OOSTHUIZEN

MR EM MOERANE

---

**Closed book examination.**

**This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue**

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

**[TURN OVER]**

**SECTION A**

**This section consists of multiple-choice questions. Please answer the questions on the mark-reading sheet as indicated on the instruction form.**

- (1) Which of the following refers to core individual attributes that do not change?
- 1 Primary dimensions
  - 2 Secondary dimensions
  - 3 Individual differences
  - 4 Multicultural differences
- (2) Which of the following refers to the generalisation based on widely held beliefs about what various groups are like?
- 1 Stereotypes
  - 2 Attitudes.
  - 3 Opinions
  - 4 Discrimination
- (3) In a diversity survey, the dimension of management attitudes measures \_\_\_\_\_
- 1 individual's beliefs, feelings and attitudes about the influence of race and gender
  - 2 how supervisors are perceived to deal with tough interpersonal issues
  - 3 the perceived impact of organisational policies and procedures on race/gender groups
  - 4 the perception of change required at different levels of management
- (4) Which of the following refers to a complex unconscious emotional state involving two parts of a system?
- 1 Boundaries
  - 2 Containment
  - 3 Identification
  - 4 Authorisation
- (5) Which one of the following defence mechanisms is a process in which a person internalises positive and preferred characteristics to establish closeness to and a constant presence with the positive?
- 1 Introjection
  - 2 Projection
  - 3 Splitting
  - 4 Introjective identification
- (6) Individual defence mechanisms assist the \_\_\_\_\_ in keeping unresolved conflicts and anxieties which may be overwhelming and threatening, in the unconscious and outside of our conscious awareness
- 1 ego
  - 2 preconscious
  - 3 id
  - 4 superego

[TURN OVER]

- (7) Discrimination based on \_\_\_\_\_ is an example of the most common forms of discrimination in organisations
- 1 religious beliefs
  - 2 personal appearances
  - 3 age
  - 4 marital status
- (8) Which diversity paradigm allows the inclusion of people that are different from the dominant system without having to change corporate culture or systems, in that you simply "out the different entity" on one side?
- 1 Isolate
  - 2 Deny
  - 3 Include/exclude
  - 4 Assimilate
- (9) Which one of the following diversity paradigms permits the greatest accommodation of diversity?
- 1 Build relationships
  - 2 Tolerate differences
  - 3 Foster mutual adaptation
  - 4 Include differences
- (10) The Racial Identity Development model consists of the following stages
- 1 Pre-encounter, encounter, resistance, discovery and internalisation
  - 2 Incapacity, blindness, pre-competence, basic competence and proficiency
  - 3 Pre-encounter, encounter, immersion, internalisation and commitment
  - 4 Naivety, acceptance, resistance, redefinition and internalisation
- (11) The superego operates on the unconscious, preconscious and conscious levels in accordance with the \_\_\_\_\_ principle
- 1 social
  - 2 moralistic
  - 3 pleasure
  - 4 reality
- (12) Which one of the following development models is based on the premise that a special diversity focus should be adopted if the organisation is to sustain its effectiveness?
- 1 All-inclusive participation model
  - 2 Value and synergy model
  - 3 Value and task model
  - 4 Sustainable organisational effectiveness model

[TURN OVER]

- (13) Which one of the following refers to individual and group differences that contribute to distinct social identities?
- 1 Workforce diversity
  - 2 Diversity
  - 3 Diversity psychodynamics
  - 4 Diversity management
- (14) The Black Identity Transformation Model consists of five stages. Which one of the following is stage 2?
- 1 Pre-encounter
  - 2 Internalisation
  - 3 Immersion
  - 4 Encounter
- (15) Which one of the following refers to an unconscious interpersonal interaction in which the individual splits off and puts part of his or her unacceptable feeling into another person or group?
- 1 Splitting
  - 2 Introjective identification
  - 3 Projection
  - 4 Projective identification
- (16) The assumption that a group is dependent on its leader who is experienced as the source of all knowledge, health and power refers to \_\_\_\_\_
- 1 interdependence
  - 2 dependence
  - 3 counter-dependence
  - 4 independence
- (17) Primary dimensions are core attributes of each individual that do not change and include \_\_\_\_\_
1. sexual orientation.
  - 2 work experience
  - 3 income
  - 4 communication style

[TURN OVER]

- (18) A manager looks at proposed options for changes and says, "Nothing new here, we're already doing those things in the organisation." This manager is blind to any differences between the status quo and the new proposals which, of course, makes it unnecessary to consider the proposed changes.

According to which diversity paradigm is the manager behaving?

- 1 Isolation
  - 2 Toleration
  - 3 Assimilation
  - 4 Denial
- (19) According to the \_\_\_\_\_ model diversity paradigm, sensitivity training is used to help participants to get in touch with their prejudices and stereotyping.
- 1 mutual adaptation
  - 2 assimilation
  3. toleration
  - 4 relationship building
- (20) Griggs (1995) believes that \_\_\_\_\_ constitutes the only sound reason for valuing diversity, whether at the personal, interpersonal or organisational level.
- 1 redressing past wrongs
  - 2 enlightened self-interest
  - 3 assuaging guilt
  4. ensuring equal opportunity
- (21) According to Cross and White (1996) the implementation of diversity initiatives or interventions in order to change organisational culture comprises three phases. They say that phase 3, culture change, is most successful when corporate leaders \_\_\_\_\_.
- 1 create and support action plans to identify and implement new values
  - 2 respond to racism and sexism as individual issues of awareness
  3. create a culture that encourages only certain employees' contributions.
  - 4 focus on addressing the concerns of employees by "fixing the victim"
- (22) The best-known model for reducing prejudice among individuals within a group is called the \_\_\_\_\_ model.
- 1 Black Identity Transformation
  - 2 Mendez-Russell
  - 3 Contact Hypothesis
  - 4 Racial Identity Development

[TURN OVER]

- (23) According to De Beer (1998) organisational effectiveness on the first level of the sustainable organisation effectiveness model can be monitored by the following criterion
- 1 Work quality
  - 2 Market share
  - 3 Profitability
  - 4 Achievement of formal goals
- (24) Which one of the following is an example of a secondary dimension of diversity?
- 1 Mental status
  - 2 Age
  - 3 Sexual orientation
  4. Physical appearance
- (25) Which one of the following assumes that many behavioural processes occur on both the conscious and unconscious levels?
- 1 Psychoanalysis
  - 2 Humanism
  - 3 Containment
  - 4 Behaviourism

**Sub-total: [25]**

**[TURN OVER]**

**SECTION B**

**PLEASE NOTE: Answer only questions 1 and 2 for 25 marks OR answer only questions 3 and 4 for 25 marks.**

- (1) Describe social and system domain defences as organisational phenomena. Illustrate your discussion by giving relevant examples. (15)
- (2) Explain Freud's theory of conscious and unconscious behaviour by referring to the iceberg model. Conclude your discussion by explaining how this model helps us to understand diversity. (10)

**OR**

- (3) As the human resource manager in your organisation, you have to convince managers that it is important to facilitate diversity awareness in the organisation. Provide an outline of the basic arguments you would use during these consultations by discussing the three phases of culture change proposed by Cross and White (1996) for effective implementation of diversity initiatives. (15)
- (4) Identify and discuss the most common and subtle forms of discrimination in organisations. Conclude your discussion by indicating the primary difference between these two forms of discrimination. (10)

**Sub-total: [25]**

**[TURN OVER]**

**SECTION C  
COMPULSORY**

**PLEASE NOTE: Answer ALL the questions in this section.**

***Read the following scenario carefully and then answer the questions that follow:***

Thabo completed his marketing degree at Unisa in 2014. He is a 33-year-old Xhosa-speaking male and he is married to a nurse. Thabo currently works for one of the big marketing firms in South Africa. He has been in the finance department of the company since 2015. Thabo regularly travels overseas and is the first and only African (black) partner in the firm. He is very dedicated to his work, but feels less and less motivated as he is being prejudged according to his primary and secondary dimensions of diversity. Thabo has also been experiencing high levels of interpersonal conflict and finds it difficult to work effectively with colleagues abroad due to different cultural and value orientations. In South Africa, Thabo supports a big family. He has just built a house for his family, which includes his parents, his parents-in-law and his own three children. Although Thabo's wife is a registered nurse, she is currently unemployed and Thabo is the only one who has a regular income and extensive work experience.

**QUESTIONS**

- (1) Distinguish between primary and secondary dimensions of diversity. Substantiate your discussion by identifying, from the scenario, any THREE examples of primary dimensions and THREE examples of secondary dimensions. (10)
- (2) Discuss the nature of prejudiced attitudes and how these attitudes are formed. (10)
- (3) As the human resource manager in this organisation, you have to develop intercultural sensitivity among employees. Based on the Bennett model for developing intercultural sensitivity, provide an outline of the interventions you would use that will allow for the acceptance of differences in this organisation. (5)

**Subtotal: [25]**

**TOTAL: [75]**



PART 1 (GENERAL/ALGEMEEN) DEEL 1

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

1	2	3	4	5	6	7	8	9	0
---	---	---	---	---	---	---	---	---	---

PAPER NUMBER  
VRAESTELNOMMER

1	2	3	4	5	6	7	8	9	0
---	---	---	---	---	---	---	---	---	---

STUDENT NUMBER  
STUDENTENOMMER

1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9	0
---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

INITIALS AND SURNAME  
VOORLETTERS EN VAN

DATE OF EXAMINATION  
DATUM VAN EKSAMEN

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

UNIQUE PAPER NO  
UNIEKE VRAESTEL NR

1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9	0
---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

For use by examination invigilator  
Vir gebruik deur eksamenopsiener

IMPORTANT

1. USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
2. MARK LIKE THIS ➡
3. CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
4. ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
5. CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
6. CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
7. CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
8. DO NOT FOLD

BELANGRIK

1. GEBRUIK SLEGS 'N HB-POTLOOD OM HIERDIE BLAD TE VOLTOOL
2. MERK AS VOLG ➡
3. KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS.
4. VUL U STUDENTENOMMER VAN LINKS NA REGS IN.
5. KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK HET
6. KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
7. MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS.
8. MOENIE VOU NIE.

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

1	c1	c2	c3	c4	c5
2	c1	c2	c3	c4	c5
3	c1	c2	c3	c4	c5
4	c1	c2	c3	c4	c5
5	c1	c2	c3	c4	c5
6	c1	c2	c3	c4	c5
7	c1	c2	c3	c4	c5
8	c1	c2	c3	c4	c5
9	c1	c2	c3	c4	c5
10	c1	c2	c3	c4	c5
11	c1	c2	c3	c4	c5
12	c1	c2	c3	c4	c5
13	c1	c2	c3	c4	c5
14	c1	c2	c3	c4	c5
15	c1	c2	c3	c4	c5
16	c1	c2	c3	c4	c5
17	c1	c2	c3	c4	c5
18	c1	c2	c3	c4	c5
19	c1	c2	c3	c4	c5
20	c1	c2	c3	c4	c5
21	c1	c2	c3	c4	c5
22	c1	c2	c3	c4	c5
23	c1	c2	c3	c4	c5
24	c1	c2	c3	c4	c5
25	c1	c2	c3	c4	c5
26	c1	c2	c3	c4	c5
27	c1	c2	c3	c4	c5
28	c1	c2	c3	c4	c5
29	c1	c2	c3	c4	c5
30	c1	c2	c3	c4	c5
31	c1	c2	c3	c4	c5
32	c1	c2	c3	c4	c5
33	c1	c2	c3	c4	c5
34	c1	c2	c3	c4	c5
35	c1	c2	c3	c4	c5

36	c1	c2	c3	c4	c5
37	c1	c2	c3	c4	c5
38	c1	c2	c3	c4	c5
39	c1	c2	c3	c4	c5
40	c1	c2	c3	c4	c5
41	c1	c2	c3	c4	c5
42	c1	c2	c3	c4	c5
43	c1	c2	c3	c4	c5
44	c1	c2	c3	c4	c5
45	c1	c2	c3	c4	c5
46	c1	c2	c3	c4	c5
47	c1	c2	c3	c4	c5
48	c1	c2	c3	c4	c5
49	c1	c2	c3	c4	c5
50	c1	c2	c3	c4	c5
51	c1	c2	c3	c4	c5
52	c1	c2	c3	c4	c5
53	c1	c2	c3	c4	c5
54	c1	c2	c3	c4	c5
55	c1	c2	c3	c4	c5
56	c1	c2	c3	c4	c5
57	c1	c2	c3	c4	c5
58	c1	c2	c3	c4	c5
59	c1	c2	c3	c4	c5
60	c1	c2	c3	c4	c5
61	c1	c2	c3	c4	c5
62	c1	c2	c3	c4	c5
63	c1	c2	c3	c4	c5
64	c1	c2	c3	c4	c5
65	c1	c2	c3	c4	c5
66	c1	c2	c3	c4	c5
67	c1	c2	c3	c4	c5
68	c1	c2	c3	c4	c5
69	c1	c2	c3	c4	c5
70	c1	c2	c3	c4	c5

71	c1	c2	c3	c4	c5
72	c1	c2	c3	c4	c5
73	c1	c2	c3	c4	c5
74	c1	c2	c3	c4	c5
75	c1	c2	c3	c4	c5
76	c1	c2	c3	c4	c5
77	c1	c2	c3	c4	c5
78	c1	c2	c3	c4	c5
79	c1	c2	c3	c4	c5
80	c1	c2	c3	c4	c5
81	c1	c2	c3	c4	c5
82	c1	c2	c3	c4	c5
83	c1	c2	c3	c4	c5
84	c1	c2	c3	c4	c5
85	c1	c2	c3	c4	c5
86	c1	c2	c3	c4	c5
87	c1	c2	c3	c4	c5
88	c1	c2	c3	c4	c5
89	c1	c2	c3	c4	c5
90	c1	c2	c3	c4	c5
91	c1	c2	c3	c4	c5
92	c1	c2	c3	c4	c5
93	c1	c2	c3	c4	c5
94	c1	c2	c3	c4	c5
95	c1	c2	c3	c4	c5
96	c1	c2	c3	c4	c5
97	c1	c2	c3	c4	c5
98	c1	c2	c3	c4	c5
99	c1	c2	c3	c4	c5
100	c1	c2	c3	c4	c5
101	c1	c2	c3	c4	c5
102	c1	c2	c3	c4	c5
103	c1	c2	c3	c4	c5
104	c1	c2	c3	c4	c5
105	c1	c2	c3	c4	c5

106	c1	c2	c3	c4	c5
107	c1	c2	c3	c4	c5
108	c1	c2	c3	c4	c5
109	c1	c2	c3	c4	c5
110	c1	c2	c3	c4	c5
111	c1	c2	c3	c4	c5
112	c1	c2	c3	c4	c5
113	c1	c2	c3	c4	c5
114	c1	c2	c3	c4	c5
115	c1	c2	c3	c4	c5
116	c1	c2	c3	c4	c5
117	c1	c2	c3	c4	c5
118	c1	c2	c3	c4	c5
119	c1	c2	c3	c4	c5
120	c1	c2	c3	c4	c5
121	c1	c2	c3	c4	c5
122	c1	c2	c3	c4	c5
123	c1	c2	c3	c4	c5
124	c1	c2	c3	c4	c5
125	c1	c2	c3	c4	c5
126	c1	c2	c3	c4	c5
127	c1	c2	c3	c4	c5
128	c1	c2	c3	c4	c5
129	c1	c2	c3	c4	c5
130	c1	c2	c3	c4	c5
131	c1	c2	c3	c4	c5
132	c1	c2	c3	c4	c5
133	c1	c2	c3	c4	c5
134	c1	c2	c3	c4	c5
135	c1	c2	c3	c4	c5
136	c1	c2	c3	c4	c5
137	c1	c2	c3	c4	c5
138	c1	c2	c3	c4	c5
139	c1	c2	c3	c4	c5
140	c1	c2	c3	c4	c5