

**IOP2607**

( 476623)

October/November 2017

**WORKGROUP DYNAMICS AND DIVERSITY**

Duration 2 Hours

75 Marks

**EXAMINERS**

FIRST

SECOND

MISS BS MAHLANGU

PROF RM OOSTHUIZEN

MR EM MOERANE

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Closed book examination

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*This examination question paper consists of 7 pages.*

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**SECTION A**

**This section consists of multiple-choice questions. Please fill in the mark-reading sheet as indicated on the instruction form. The unique number is 476623.**

- (1) Differences that people change or modify throughout their lives are called \_\_\_\_\_
- 1 primary dimensions
  - 2 secondary dimensions
  - 3 individual differences
  - 4 group differences
- (2) Which one of the following refers to a complex unconscious emotional state involving two parts of a system?
- 1 Boundaries
  - 2 Containment
  - 3 Identification
  - 4 Authorisation
- (3) In a diversity survey the dimension of organisational culture measures \_\_\_\_\_
- 1 the perceived impact of organisational policies and procedures on specific identity groups
  - 2 the perception of how membership of a specific identity group influences treatment in the organisation
  - 3 the climate and norms of the organisation regarding race and gender differences
  - 4 the perceived importance of, and commitment to, managing diversity in the organisation
- (4) Which individual development model attempts to develop diversity on the cognitive (thinking), affective (feeling) and conative (doing or reacting) levels?
- 1 The Racial identity development model
  - 2 The Bennett model
  - 3 The Mendez-Russell model
  - 4 The Contact hypothesis model
- (5) Primary dimensions are core attributes of each individual that do not change and include \_\_\_\_\_
- 1 socioeconomic class
  - 2 work experience
  - 3 income
  - 4 communication style

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- (6) Ethnocentrism is often perpetuated by \_\_\_\_\_
- 1 cultural conditioning
  - 2 negative attitudes
  - 3 cultural expectations
  - 4 life experiences
- (7) The \_\_\_\_\_ operate/s on the unconscious, preconscious and conscious level in accordance with the moralistic principle
- 1 id
  - 2 ego
  - 3 superego
  - 4 id and ego
- (8) The CIBART model applies the following six constructs for a group to work towards understanding the causes of its anxiety better
- 1 Conflict, roles, tasks, containment, authority and identity
  - 2 Identification, boundaries, roles, tasks, conflict and authority
  - 3 Conflict, identity, boundaries, authority, roles and tasks
  - 4 Identification, containment, authority, roles, tasks and conflict
- (9) The racial identity development model consists of which 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
- (10) The \_\_\_\_\_ contains anxieties which are the major driving power behind people's behaviour and is the basis for explaining conscious behaviour
- 1 ego
  - 2 unconscious
  - 3 superego
  - 4 preconscious
- (11) According to Czander (1993), \_\_\_\_\_ primarily involves attributing negative aspects to others in an attitude of prejudice, rejection and externalisation of negative aspects of oneself
- 1 introjection
  - 2 projection
  - 3 splitting
  - 4 projective identification

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- (12) Which of the following aims to establish organisational cultural change through deliberate, strategic diversity initiatives?
- 1 Diversity psychodynamics
  - 2 Workforce diversity
  - 3 Multiculturalism
  - 4 Diversity management
- (13) \_\_\_\_\_ is based on the assumption that the group is given ultimate power to reign over all, and that individuality does not count at all
- 1 Pairing
  - 2 Me-ness
  - 3 One-ness
  - 4 Dependence
- (14) 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
- (15) A manager who looks at proposed options for change 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, make it unnecessary to consider the proposed changes
- According to which diversity paradigm is the manager behaving?
- 1 Isolation
  - 2 Toleration
  - 3 Assimilation
  - 4 Denial
- (16) At Porsche Motors, the task or output-related functions, such as financial management, technical matters and standards of service, are performed by the general manager. The general manager is appointed by senior management from head office. The general manager and the human resources manager form the management committee that manages a specific business unit. Decisions relating to the people function are made on a consensus basis, while decisions relating to the output or task function are discussed
- Based on the above scenario, which model is Porsche Motors following to promote a positive diversity climate amongst the employees?
- 1 An all-inclusive participation model
  - 2 A sustainable organisation effectiveness model
  - 3 A value-and-task-synergy model
  - 4 An eurocentric organisational culture model

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- (17) According to Thomas (1996), which one of the following diversity paradigms forms the basis of most affirmative action efforts?
- 1 Deny
  - 2 Isolate
  - 3 Include/exclude
  - 4 Suppress
- (18) Immature defence mechanisms are used unconsciously to keep threatening aspects of our external reality from our internal reality. An example of this type of defence mechanism includes \_\_\_\_\_
- 1 denial
  - 2 split
  - 3 altruism
  - 4 simplification
- (19) Which one of the following steps was proposed by Reece and Brandt (1993) as one of the basic steps that can be effectively used during the implementation of diversity initiatives?
- 1 Enhancing the barriers to diversity that are the fundamental indicators of the culture
  - 2 Striving to ensure that the psychology and practice of "fixing the victim" continue in the organisation
  - 3 Reviewing the standards for recruiting, hiring and promoting as well as for other human resources practices
  - 4 Management do not change their perceptions and attitudes about employees in the organisation
- (20) The best-known model for reducing prejudice among individuals within a group is called the \_\_\_\_\_
- 1 Black identity transformation model
  - 2 Mendez-Russell model
  - 3 Contact hypothesis model
  - 4 Racial identity development model
- (21) Which of the following options is NOT part of the three phases of culture change proposed by Cross and White (1996) for the effective implementation of diversity initiatives?
- 1 Capacity building
  - 2 Education and awareness
  - 3 Fostering mutual adaptation
  - 4 Cultural change
- (22) Which type of defence mechanism refers to 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

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- (23) Which one of the following refers to a complex unconscious emotional state involving two parts of a system?
- 1 Identification
  - 2 Containment
  - 3 Conflict
  - 4 Boundaries
- (24) 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 feelings into another person or group?
- 1 Splitting
  - 2 Projective identification
  - 3 Introjective identification
  - 4 Projection
- (25) In a diversity survey, which of the following measures the climate and norms of the organisation regarding race and gender difference?
- 1 Organisational culture
  - 2 Group behaviours
  - 3 Management attitudes
  - 4 Managing diversity

**Sub-total [25]**

**[TURN OVER]**

**SECTION B**

**PLEASE NOTE. Answer only questions 1 and 2 for 25 marks, or, alternatively, answer questions 3 and 4 for 25 marks**

- (1) Critically discuss the psychodynamics of prejudiced attitudes and how these attitudes are formed. In your discussion, you should indicate whether you agree or disagree with the psychodynamic explanation of prejudiced attitudes. Give reasons for your position. (15)
- (2) Identify and discuss the most common and subtle forms of discrimination in organisations. Conclude your discussion by indicating the primary difference between the forms of discrimination. (10)

**OR**

- (3) Explain the basic assumptions of group functioning by distinguishing between Me-ness and We-ness (*one-ness*). (10)
- (4) Discuss the individual diversity development model, namely the Bennett model. Conclude your discussion by explaining why this model would be most useful for developing employees' diversity awareness in your organisation. (15)

**Sub-total: [25]**

**SECTION C  
COMPULSORY**

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

- (1) Describe the concept "diversity" as a multidimensional concept by focusing on its different dimensions. (5)
- (2) Use the information from Reece and Brandt (1993) and Cross and White (1996) to develop a generic diversity plan for an organisation. (10)
- (3) Identify and briefly describe five (5) dimensions of diversity that are measured in diversity surveys. (10)

**Sub-total: [25]**

**TOTAL: [75]**

PART 1 (GENERAL/ALGEMEEN) DEEL 1

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

1

PAPER NUMBER  
VRAESTELNOMMER

2

STUDENT NUMBER  
STUDENTENOMMER

6

7

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10

INITIALS AND SURNAME  
VOORLETTERS EN VAN

4

DATE OF EXAMINATION  
DATUM VAN EKSAMEN

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

5

UNIQUE PAPER NO.  
UNIEKE VRAESTEL NR.

8

9

10

For use by examination invigilator  
Vir gebruik deur eksamenopsiener

IMPORTANT

- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
- MARK LIKE THIS
- CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
- ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
- CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
- DO NOT FOLD

BELANGRIK

- GEbruik SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
- MERK AS VOLG
- KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
- VUL U STUDENTENOMMER VAN LINKS NA REGS IN
- KONTROLEER DAT U DIF KORREKTE STUDENTENOMMER VESTREK HET
- KONTROLEER DAT DIE UNIEKE NOMMER 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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## MARK READING SHEET INSTRUCTIONS

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

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

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

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

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

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

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

WRITE 

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 for the first paper and 

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

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