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**WORK GROUP DYNAMICS AND DIVERSITY
(INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY 309)
WERKGROEPDINAMIKA EN DIVERSITEIT
(BEDRYF- EN ORGANISASIESIELKUNDE 309)**

Duration	2 Hours	80 Marks
Tydsduur	2 Uur	80 Punte

EXAMINERS / EKSAMINATORE :

FIRST / EERSTE	MS/ME MS MAY
SECOND / TWEEDE	PROF RM OOSTHUIZEN
EXTERNAL / EKSTERNE	PROF KF MAUER

PROF FVN CILLIERS

This paper consists of 5 pages
Hierdie vraestel beslaan 5 bladsye.

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QUESTIONS START ON PAGE 2 / VRAE BEGIN OP BLADSY 2.

ANSWER SECTIONS A AND B / BEANTWOORD AFDELINGS A EN B.

[TURN OVER]
 [BLAAI OM]

SECTION A / AFDELING A

Answer ALL FOUR questions. / Beantwoord AL VIER vrae.
All questions are EQUAL IN VALUE. / Al die vrae tel EWE VEEL PUNTE.

- (1) Critically discuss the primary and secondary dimensions of diversity by defining and describing the concepts. In your discussion you must explore how the interaction between the primary and secondary dimensions of diversity impact on the identity and the relationships of an individual (10)
- (1) Bespreek krities die primêre en sekondêre dimensies van diversiteit deur die konsepte te definieer en te omskryf. In jou bespreking moet jy eksplorieer hoe die interaksie tussen die primêre en sekondêre dimensies van diversiteit die identiteit en verhoudings van die individu beïnvloed (10)
- (2) Give a brief discussion of the five instruments that were developed for the direct or indirect measurement of group development (10)
- (2) Bespreek kortlik die vyf instrumente wat ontwikkel is om groepontwikkeling direk of indirek te meet (10)
- (3) Explain the benefits to the organisation, if diversity initiatives are successfully implemented, in each of the following areas
 - empowerment of all employees
 - the role of leadership
 - the learning of employees
 - the performance of synergistic teams
 (10)
- (3) Verduidelik die voordele vir die organisasie indien diversiteitsinisiatiewe suksesvol in elkeen van die volgende gebiede in werking gestel word
 - die bemagtiging van alle werknemers
 - die rol van leierskap
 - leer deur die werknemers
 - die prestasie van sinergistiese spanne
 (10)
- (4) **Read the following scenario:**
 A major corporation bought a smaller, very successful, cutting-edge technology company and set it up as a subsidiary. The acquired company had a very non-traditional culture that contributed greatly to its success and was very different from that of the new parent. When asked about this new subsidiary, parent representatives would smile, shake their heads and say "They're weird, but they're good at what they do. As long as they make money for us, we don't bother them. We simply try to talk to them as little as possible."

Question.

Identify and discuss the diversity paradigm in the above scenario. Conclude your discussion by exploring whether the identified paradigm is most appropriate to enhance diversity management in the South African work context. Substantiate your position (10)

[TURN OVER]
 [BLAAI OM]

(4) Lees die volgende scenario:

'n Groot korporasie koop 'n kleiner, baie suksesvolle, tegnologiemaatskappy wat aan die voorpunt van die bedryf staan en vestig dit as 'n filiaal. Die verworwe maatskappy het 'n baie nietradisionele kultuur wat grootliks tot sy sukses bygedra het en was baie verskillend van die nuwe ouermaatskappy. Indien hulle oor hierdie nuwe filiaal uitgevra word, glimlag ouermaatskappyverteerwoerdigers en skud hulle koppe, en sê "Hulle is eienaardig, maar hulle vaar goed met wat hulle doen. Solank as wat hulle vir ons geld maak, pla ons hulle nie. Ons probeer maar om so min moontlik met hulle te praat."

Vraag:

Identifiseer en bespreek die diversiteitsparadigma in die bogenoemde scenario. Sluit jou bespreking af deur te eksplorieer of hierdie paradigma die toepaslikste is om diversiteitsbestuur in die Suid-Afrikaanse werkkonteks te bevorder. Substansieer jou standpunt (10)

[TURN OVER]
[BLAAI OM]

SECTION B / AFDELING B

Answer ANY TWO questions. / Beantwoord ENIGE TWEE vrae.

All questions are EQUAL IN VALUE / Al die vrae tel EWE VEEL PUNTE.

- (1) In 2009, President Zuma became the third president of the democratic South Africa. Describe President Zuma's interpersonal functioning according to Kiesler's interpersonal circle by doing the following
- Describe the model of interpersonal behaviour in terms of the four quadrants and basic dimensions of interpersonal behaviour
 - Identify the quadrant in which President Zuma is classified. Substantiate your decision by describing four of his interpersonal styles that you have observed through his behaviour in the media
 - Describe the typical behavioural strategies you assume President Zuma will follow with his cabinet ministers
- (20)
- (1) In 2009 het President Zuma die derde president van die demokratiese Suid-Afrika geword. Beskryf President Zuma se interpersoonlike gedrag volgens Kiesler se interpersoonlike sirkel deur die volgende te doen
- Bespreek die model van interpersoonlike gedrag in terme van die vier kwadrante en die basiese dimensies van interpersoonlike gedrag
 - Identifiseer die kwadrant waann President Zuma geklassifiseer word. Substansieer jou besluit deur vier van sy interpersoonlike style wat jy deur sy gedrag in die media waargeneem het te beskryf
 - Beskryf die tipiese gedragsstrategieë wat jy dink President Zuma met sy kabinetsministers sal volg
- (20)
- (2) In the international context, South Africa can be seen as a group (in comparison to other countries). Explain how phases three and four of group development have played themselves out (with reference to the behavioural characteristics of these phases) during the build-up to the 2010 FIFA soccer world cup
- (20)
- (2) In die internasionale konteks, kan Suid-Afrika gesien word as 'n groep (in vergelyking met ander lande). Verduidelik hoe fases drie en vier van groepontwikkeling gestalte gevind het (ten opsigte van die gedragseierskappe van die fases) gedurende die opbou tot die 2010 FIFA Wêreldbeker
- (20)
- (3) The Milton Bennet's six-stage model is widely used in developing intercultural sensitivity. Critically discuss the following four stages of the Milton Bennet's six-stage model by defining and describing the stage, as well as providing an example of behaviour which illustrates the stage. You should also discuss the interventions which can be used to develop intercultural sensitivity in that stage
- defence against difference
 - minimisation of difference
 - acceptance of difference
 - adaptation to difference
- (20)

[TURN OVER]
[BLAAI OM]

- (3) Die Milton Bennet ses-fase-model word algemeen in die ontwikkeling van interkultuursensitiwiteit gebruik. Bespreek krities die volgende vier fases van die Milton Bennet ses-fase-model deur elke fase te definieer en te beskryf, en voorsien ook 'n voorbeeld van die gedrag wat die fase illustreer. Jy moet ook die interventions bespreek wat gebruik sou kon word om interkultuursensitiwiteit in daardie fase te ontwikkel.

 - verweer teen verskil
 - minimalisering van verskil
 - aanvaarding van verskil
 - aanpassing by verskil

(20)

(4) Explain and compare the following two different diversity development models, namely the sustainable organisation effectiveness model and the value and task synergy model (20)

(4) Verduidelik en vergelyk die volgende twee verskillende diversiteitsontwikkelingsmodelle, naamlik die volgehoueorganisasie-effektiwiteitsmodel (sustainable organisation effectiveness model) en die waarde-en taak-sinergiemodel (value and task synergy model) (20)

TOTAL / TOTAAL:

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