

IOP3095

October/November 2011

**WORK GROUP DYNAMICS AND DIVERSITY
(INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY 309)**

Duration 2 Hours

80 Marks

EXAMINATION PANEL AS APPOINTED BY THE DEPARTMENT

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

This paper consists of 3 pages.

[TURN OVER]

SECTION A

Answer ALL FOUR questions.

All questions carry the same marks.

- (1) Discuss the assumptions underlying the interpersonal approach. In your discussion you should also indicate how these assumptions are used in the interpersonal approach to studying behaviour. (10)
- (2) How would you, in your capacity as a manager, know when your work team is functioning in phase 2 of Wheelan's integrative model of group development? (10)
- (3) Critically discuss the implementation of diversity initiatives by focusing on the three phases of culture change proposed by Cross and White (1996) for effective implementation of diversity initiatives. (10)
- (4) Now that you have completed this module, we would like to know whether your understanding of work group dynamics has developed, and, if so, in what way. Please share with us how you have developed in terms of what you have learnt in this course. Conclude by explaining how you intend to enhance other people's understanding of work group dynamics in the work environment in the future. (10)

[40]

[TURN OVER]

SECTION B

Answer ANY TWO questions.

All questions carry the same marks.

- (1) Discuss the psychodynamics of diversity with reference to prejudiced attitudes and the way these attitudes are formed (20)
- (2) Discuss and compare the two different individual diversity development models, namely the Bennett model and the Mendez-Russell model (20)
- (3) An evaluation of the interpersonal styles of a manager reveals that he has the following primary interpersonal styles in his repertoire antagonistic (E1), aloof (F1), unresponsive (G2), helpless (H2) and gullible (K2)

Analyse this profile with reference to the following

- (a) the model of interpersonal behaviour on which this evaluation has been based and the specific quadrant in which this manager primarily operates,
 - (b) the typical managerial behaviour and strategies this person will follow with subordinates when operating in this specific quadrant,
 - (c) the appropriateness of these five specific styles for persons in a managerial position (20)
- (4) Explain and compare the three diversity development models, namely the all-inclusive participation model, the sustainable organisation effectiveness model and the value and task synergy model (20)

[40]

TOTAL: [80]

EXAMINERS

First: Ms EC Coetzee, Dr MS May

Second: Prof RM Oosthuizen

External: Prof KF Mauer