

UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS



**IOP209Y**

( 469916)

October/November 2010

**WORKFORCE DIVERSITY (IOP209Y)**

Duration 2 Hours

75 Marks

EXAMINERS  
FIRST  
SECOND

PROF HA BARNARD  
PROF RM OOSTHUIZEN

MRS OM LEDIMO

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*This paper consists of 9 pages plus instructions for the completion of a mark-reading sheet. This paper is only available in English.*

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**SECTION A**

Please complete the mark-reading sheet as instructed.

The unique number is 469916

Answer all the questions in this section

- (1) Diversity management is best studied from which of the following approaches
- 1 human-relations approach
  - 2 organisational-developmental approach
  - 3 strategic and operational approach
  - 4 systems approach
  - 5 phenomenological approach
- (2) To eliminate prejudice and stereotypes regarding physically disabled employees in the workplace, managers need to intervene at
- 1 an organisational level
  - 2 an individual level
  - 3 an interpersonal/intergroup level
  - 4 all of the above
  - 5 none of the above
- (3) The deterministic developmental approach is part of the paternalistic paradigm and reflects
- 1 radical protection of the Western value system and Western work ethic in the workplace
  - 2 separate education and housing systems for blacks and whites in society
  - 3 the organisation's social responsibility to develop its black employees
  - 4 that black employees' level of competence is determined by previous experience and exposure to socially and educationally deprived environments
  - 5 that everybody should be groomed to take responsibility for their own development
- (4) Which of the following are examples of the perceptual barriers that people have regarding the behaviour and intentions of other people?
- 1 values, beliefs and norms
  - 2 selective attention and denial
  - 3 stereotyping and projection
  - 4 2 and 3
  - 5 1 and 3

[TURN OVER]

- (5) Resistance to change really has an adverse impact on diversity management. In order to manage diversity effectively, which of the following should be addressed in human behaviour?
- 1 values, beliefs, needs and expectations
  - 2 habit
  - 3 fear of the unknown
  - 4 fear of failure
  - 5 negative attitudes
- (6) Modernisation focus is characterised by accepting urbanisation as a fact, according to
- 1 the black advancement paradigm
  - 2 the paternalistic paradigm
  - 3 the equal opportunity paradigm
  - 4 the development paradigm
  - 5 the affirmative action paradigm
- (7) Which one of the following is not an objective of affirmative action?
- 1 to ensure that all work policies, practices and facilities are inequitable
  - 2 to rectify inequality regarding the racial structures of the workplace
  - 3 to ensure that the organisational culture is conducive to affirmative action
  - 4 to ensure that employees are broadly representative of South Africa's race groups at all levels and in all disciplines
  - 5 to create a diverse workforce in an organisation
- (8) Top-down affirmative action is characterised by
- 1 power primarily obtained through personal growth and work skills development
  - 2 power primarily obtained through positional advancement
  - 3 proactive intervention
  - 4 work skills empowerment and personality growth, which are as important as positional empowerment
  - 5 reactive intervention
- (9) Management of diversity paradigm encourages
1. positional empowerment
  - 2 a culture of value tolerance among the different culture groups
  - 3 Eurocentric values
  - 4 career development injustices
  - 5 skills development

[TURN OVER]

- (10) Indicate the reason (reasons) for the emergence of the diversity management paradigm, which has (have) been identified
- 1 a broader focus of affirmative action
  - 2 the acceptance of differences
  - 3 the need to manage emotional change
  - 4 the need for a comprehensive management approach
  - 5 all of the above
- (11) Which of the following facilitates diversity at all levels in the organisation because it ensures that employees from previously disadvantaged groups progress rapidly to senior and middle management positions?
- 1 the Skills Development Act
  - 2 black advancement
  - 3 the Employment Equity Act
  - 4 affirmative action
  - 5 managing diversity
- (12) Improving the employment prospects of designated employees and correcting previous employment disadvantages through training and development is a purpose of which of the following?
- 1 Labour Relations Act
  - 2 employment equity
  - 3 affirmative action
  - 4 Skills Development Act
  - 5 strategic diversity management
- (13) Which of the following is an ethical principle relevant to managing diversity?
- 1 An emphasis on disclosure of information, open communication and transparency
  - 2 Good people management will result in tangible and measurable benefits for the organisation
  - 3 Employees' attitudes are more positive when their work group is more demographically diverse
  - 3 Everybody has rights and responsibilities in the work environment
  - 4 None of the above

- (14) An organisation's ability to be responsive to individual needs can be linked to which of the following benefits of managing diversity?
- 1 access to talent
  - 2 attracting and retaining talent
  - 3 increased organisational flexibility
  - 4 improved team performance
  - 5 increased productivity
- (15) Which indicators would provide evidence of whether the objective of establishing effective organisational culture change consistent with programme policies and changes has been met?
- 1 culture audit and the frequency of communication about the value of diversity
  - 2 awards and public acknowledgement
  - 3 retention rate of high profile employees and awards
  - 4 the number of employment equity grievances and employee satisfaction
  - 5 distribution of economic benefits and access to training opportunities
- (16) The rising number of HIV/AIDS infected employees, is a \_\_\_\_\_, that necessitates diversity in an organisation?
- 1 Business reason
  - 2 Social factor
  - 3 Cultural factor
  - 4 Legal factor
  - 5 International trend
- (17) The first step in learning diversity competence entails that a person should acquire which of the following?
- 1 Knowledge about how other cultures differ from one's own culture
  - 2 Insight into the differences between men and women
  - 3 Stereotypes that enhance misunderstanding and conflict between people
  - 4 An understanding of your personal diversity paradigm through self-reflection
  - 5 Interpersonal skills such as listening and observing attentively

- (18) The representation approach to diversity entails that a given mixture of people contain an appropriate representation of attributes. What is the representation approach also called?
- 1 Numerical approach
  - 2 Affirmative Action
  - 3 Quota systems
  - 4 Employment Equity
  - 5 Attribute diversity
- (19) Which of the following are the three essential competencies of working with diversity?
- 1 Conflict management, multi-cultural skills and feedback-seeking
  - 2 Good people management, interpersonal skills and role modelling
  - 3 Knowledge of cultural differences, increased self-awareness and various multicultural skills
  - 4 Role modelling, conflict management and increased self-awareness
  - 5 None of the above
- (20) What are micro-skills?
- 1 Interpersonal skills that help you to implement specific communication strategies that are conducive to working with diverse people
  - 2 Conflict management skills that assist in resolving conflict situations amongst a diverse workforce
  - 3 Skills to respond effectively to challenges and opportunities that result from diversity in the work environment
  - 4 Multi-cultural skills that aid in the understanding of different values, norms and beliefs
  - 5 Intrapersonal skills that help you to communicate effectively with people that are older than you
- (21) The Department of Labour developed the National Skills Development Strategy, in order to
- 1 advance economic development in the workplace
  - 2 advance social justice in the workplace
  - 3 increase representation of black employee in different skills categories
  - 4 accelerate the implementation of the skills development act
  - 5 improve the low employment rate of people with disabilities

- (22) To embrace diversity is to come to a position of believing that the ways in which we all differ
- 1 are positive things rather than negative
  - 2 are threatening
  - 3 are unlikely to involve some personal change
  - 4 are to be exclusive rather than inclusive
  - 5 are subjective and must be ignored
- (23) Which of the following policies was introduced under the equal opportunity and black advancement paradigms to manage diversity?
- 1 Output-based policies
  - 2 Short-term output -based policies
  - 3 Long- term input-based policies
  - 4 Short term input -based policies
  - 5 All of the above
- (24) Which of the following developmental paradigms believed that positional empowerment is the first step towards the overall development of black employee?
- 1 Valuing diversity
  - 2 equal opportunity
  - 3 bottom-up affirmative action
  - 4 black advancement
  - 5 top-down affirmative action
- (25) Managing diversity is seen as the provision of all opportunities for all employees to express their
- 1 productivity
  - 2 creativity
  - 3 individuality and cultural identity
  - 4 potential
  - 5 awareness and understanding of diversity issues

**SUBTOTAL [25]**

[TURN OVER]

**SECTION B**

**Note:** Answer only questions 1, 2 and 3 for 25 marks, OR only questions 4, 5 and 6 for 25 marks.

- 1 Explain how the following factors necessitate diversity within the context of a South African organisation
  - a economic factors
  - b social factors
  - c legal factors(15)
- 2 List the five components in Cox's model of the multicultural organisation (5)
- 3 State your understanding of and perspective on diversity after having completed this module in workforce diversity (5)

**OR**

- 4 Critically discuss five benefits of managing diversity in an organisation. You may discuss any five benefits whether they are proven, debatable or indirect (15)
- 5 Describe the paradigm according to which diversity is managed in your organisation or in your community (5)
- 6 List five micro-skills that are indispensable to diversity competence (5)

**SUBTOTAL [25]**

**[TURN OVER]**



**SECTION C**

**Answer all the questions in this section.**


RIDE is a large car-manufacturing company in South Africa, with 2 500 employees. RIDE was considered the best company in the motorcar industry in South Africa, because of its focus on producing quality cars for its customers. RIDE employees are predominantly from disadvantaged groups: 80 percent of them are blacks, coloureds and Indians, while 20 percent of them are white. Employees from disadvantaged groups are employed in the production plant, and white employees are employed at a managerial level.

The managing director of RIDE, Mr Patrick, realises that a mindset exists in the company that employees from disadvantaged groups are lower class and inferior to whites in terms of cognitive ability and work skills. Mr Patrick contacts a consultant to help management address this problem. The consultant points that the management team's composition should change to incorporate employees from disadvantaged groups. Mr Patrick admits that the organisation has not taken black advancement seriously, hence the difficulty with implementing the affirmative action programme in the organisation.


Mr Patrick is afraid of being penalised in terms of the equity requirements in the Employment Equity Act. The predominantly white management team is concerned about the basis on which disadvantaged groups will be appointed to managerial positions, and questions the capabilities of these employees. Some managers are threatening to leave the organisation because of the impending changes. The consultant highlights the importance of managing employees from diverse cultural backgrounds. An additional challenge faced by this organisation is to improve its productivity level, since the morale of both white and disadvantaged employees is low. Employees do not like or trust their white managers. The managers, on the other hand, are afraid of losing their positions, and feel insecure about the appointment of managers from disadvantaged groups. They are reluctant to train and develop subordinates from disadvantaged groups. In addition, the town councillor of the township bordering on the motor industry site has asked RIDE to take part in community development projects.

- 1 Discuss the employment equity paradigm as a possible approach to managing diversity at RIDE (10)
  - 2 Explain the steps that you would include in an overall diversity management plan for RIDE. You could use either Thomas' Managing Diversity Model or van Rooyen's Organisational Transformation Model to explain the steps that you propose to take (15)
- SUBTOTAL [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		EXAMINATION CENTRE (E.G. PRETORIA) EKSAMENSENTRUM (BY PRETORIA)			
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**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**

- GEBUIK 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 DIE KORREKTE STUDENTENOMMER VERSTREK 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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Specimen only

## 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 

0	1
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 for the first paper and 

0	2
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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