

IOP2602

(496411)

May/June 2017

ORGANISATIONAL PSYCHOLOGY

Duration 2 Hours

75 Marks

EXAMINERS

FIRST

MR MB LEARY

MR MA MATJIE

SECOND

PROF LM UNGERER

Closed book examination

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

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SECTION A

Answer all the questions in Section A on the mark-reading sheet. Please complete the mark-reading sheet as indicated on the instruction form. The unique number is 496411.

- 1 When one person inaccurately perceives a second person and the resulting expectations cause the second person to behave in ways that are consistent with the original perception, this is referred to as _____
- 1 stereotyping
 - 2 a self-fulfilling prophecy
 - 3 a self-serving bias
 - 4 a fundamental attribution error
- 2 Juan notices that sales professionals at other companies receive a higher basic salary and a higher commission rate than he does, while they don't work as hard or sell as much. According to equity theory, what type of referent comparison is Juan using?
- 1 Self-inside
 - 2 Self-outside
 - 3 Other-inside
 - 4 Outside-outside
3. Who proposed that the three major motives or needs in workplace situation are achievement, affiliation and power?
- 1 McClelland
 - 2 Alderfer
 - 3 Herzberg
 - 4 Maslow
- 4 You are a member of a team made up of employees from the same level within the organisation who have come together to accomplish a task. This is an example of a _____
- 1 self-managed team
 - 2 cross-functional team
 - 3 problem-solving team
 - 4 quality circle
- 5 If you want a motivational programme that allows employees to translate corporate objectives into their own specific objectives and encourages their maximum participation, your best choice would be _____
- 1 gainsharing
 - 2 goal-setting theory
 - 3 flexible benefit plans
 - 4 management by objectives

[TURN OVER]

- 6 The _____ organisation is in sharp contrast to the typical bureaucracy that has many vertical levels of management and where control is sought through ownership
- 1 virtual
 - 2 team
 - 3 boundaryless
 - 4 matrix
- 7 According to Robbins et al (2003), the best approach to obtaining knowledge about human behaviour is _____
- 1 the common sense approach
 - 2 an observational approach
 - 3 a systematic approach
 - 4 a theoretical approach
- 8 Cohesiveness refers to _____
- 1 the nature of relationships between individual group members
the degree to which members are attracted to each other and are motivated to stay in the group
 - 3 the tendency of certain people in the group to stick together to the exclusion of others
 - 4 none of the above
- 9 A popular approach to managing change, which involves examining both how to increase individual behaviours that support the change effort and how to decrease anything that hinders movement away from the existing equilibrium, is known as _____
- 1 action research
 - 2 organisational development
 - 3 Lewin's three-step model
 - 4 process consultation
- 10 What is considered the most important dimension of trust?
- 1 Consistency
 - 2 Competence
 - 3 Honesty
 - 4 Integrity
- 11 The most powerful moderating variables of an individual's attitudes include _____
- 1 the generalisability of the attitude to other situations
 - 2 one's education and level of intellectual capacity
 - 3 the reliability of the attitude
 - 4 how easily the attitude is remembered

[TURN OVER]

- 12 If behavioural theories of leadership are valid, then leaders are _____
- 1 trained
 - 2 born
 - 3 dominant
 - 4 powerless
- 13 The discipline that brings the tools for measuring, evaluating and sometimes modifying human behaviour to the study of organisational behaviour is _____
- 1 political science
 - 2 psychology
 - 3 sociology
 - 4 anthropology
- 14 Group shift most often means that decisions _____
- 1 are made by groups rather than individuals
 - 2 contain greater risk
 - 3 are made more speedily
 - 4 prove less effective
- 15 Which one of the following is **NOT** an advantage of wide spans of control?
- 1 Reduced costs because of fewer management levels
 - 2 The opportunity to closely supervise employees' work
 - 3 Employee autonomy and empowerment
 - 4 Faster decision-making
- 16 Changes in corporate strategy precede and lead to _____
- 1 changes in the environment
 - 2 better communication
 - 3 increased productivity
 - 4 changes in an organisation's structure
- 17 Virtual teams differ from traditional face-to-face teams in three key ways, including the fact that _____
- 1 there are some types of team tasks that virtual teams cannot perform
 - 2 they tend to experience lower levels of satisfaction
 - 3 they experience a heightened awareness of paraverbal cues and para-language due to the intense focus on each other via video and audio links
 - 4 they are unable to overcome time constraints
- 18 Which of the following statements is **NOT** true about institutionalisation?
- 1 It operates to produce common understandings about appropriate behaviour
 - 2 Acceptable modes of behaviour become largely self-evident to its members
 - 3 The organisation is valued for itself
 - 4 The organisation is bound by its mission

[TURN OVER]

- 19 The demarcation between functional and dysfunctional conflict is _____
- 1 clear and precise
 - 2 an individual perception
 - 3 the effect on group performance
 - 4 measured on the conflict-intensity scale
- 20 Cross-functional teams _____
- 1 are often made up of individuals from different levels within a company but the same operational area
 - 2 experience less conflict and less time in the storming stage due to the fact that their members are all peers
 - 3 often take a great deal of time moving through the early stages of team development
 - 4 represent one of the few team structures that do not require leadership
- 21 Which of the following structure will be most conducive to an innovative environment?
- 1 Mechanistic
 - 2 Bureaucratic
 - 3 Organic
 - 4 Autocratic
- 22 A dysfunctional outcome of conflict would be _____
- 1 the generation of unique ideas that are not implementable
 - 2 reducing group cohesion
 - 3 creating intellectual conflict
 - 4 none of the above
- 23 If Chen wants an organisational structure that will allow him to share human resources across functions and the pooling of other resources are needed, his best choice of organisational design would be _____
- 1 simple
 - 2 bureaucratic
 - 3 matrix
 - 4 team-based
- 24 When employees are fully informed about a change effort and they have participated in making the decisions but their anxiety levels are high, and time is not critical, an excellent tactic for overcoming resistance to change and reducing anxiety is _____
- 1 education and communication
 - 2 facilitation and support
 - 3 negotiation
 - 4 manipulation and co-optation

[TURN OVER]

25 An organisation's culture is defined by several primary characteristics. The characteristics that is demonstrated by activities that emphasise maintaining the status quo versus growing exemplifies which primary characteristics?

- 1 Attention to detail
- 2 Outcome orientation
- 3 People orientation
- 4 Stability

TOTAL SECTION A [25]

[TURN OVER]

SECTION B**CASE STUDY**

Read the following case study carefully and answer the questions that follow:

Two mechanical engineers, an electrical engineer and an artisan used to work together as a team for a large manufacturing company. They were motivated and often won awards for their performance. (There are also other similar teams working in the company.) Due to the workload, it was decided to appoint John (another electrical engineer) to this particular team. John was headhunted by the management of the company, since suitably qualified engineers are also in demand at other companies.

James, the electrical engineer who is currently working for the company, joined the company five years ago. He is regarded as a pillar in his department, because of his innovative ideas that gave the company the competitive edge. He is also the leader of the team.

Since his appointment, John has been regarded as the new star in the team and has, after only six months, received his first salary increase – something that, according to company policy, only happens after at least three years of service. The productivity of the team has dropped and the innovative ideas have dried up. The effort that James has been putting into his work has also decreased to levels even lower than that of his newly appointed colleague.

As an industrial psychologist, you want to determine the role that equity plays in the motivation of the team.

QUESTIONS

- 1 Give a brief description of the equity theory of motivation (2)
- 2 According to the equity theory, there are four referent comparisons that an employee can make. Describe the different comparisons and the four moderating variables influencing the comparisons. According to you, what is the most probable comparison or comparisons that James could have made? Substantiate your answer (10)
- 3 Based on the equity theory, when employees perceive inequity, it can be predicted that they will make one of six choices. Briefly explain the six choices and determine the choice that James has probably made. What other option would he probably also consider? Substantiate your answer (8)
- 4 Recent research has been directed at expanding what is meant by equity or fairness. Distinguish between distributive justice and procedural justice. What is your opinion on the type of justice that is applicable in this case? Substantiate your answer (5)

Total Section B [25]

[TURN OVER]

SECTION C**ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS**

- 1 Give a brief description of an attitude and explain the relationship between attitudes and behaviour by discussing the four moderating variables Use your own examples when you explain the influence of the moderating variables (10)

OR

- 2 State the two goals of planned change and describe how Kurt Lewin's model is used to manage change (10)

ANSWER ANY ONE OF THE FOLLOWING TWO QUESTIONS

- 3 As organisations endeavour to function more effectively and efficiently, they have turned to teams in order to utilise employee skills more fully Give an overview of the key components and categories of effective teams (15)

OR

- 4 Discuss briefly the three common organisational designs and the advantage and disadvantage of each (15)

Sub Total: [25]**TOTAL [75]**

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100 X
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VRAESTELNOMMER

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

STUDENT NUMBER
STUDENTENOMMER

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UNIQUE PAPER NO
UNIEKE VRAESTEL NR

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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
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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 die korrekte student-nommer verstrekk 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

1	(1) (2) (3) (4) (5)	36	(1) (2) (3) (4) (5)	71	(1) (2) (3) (4) (5)	106	(1) (2) (3) (4) (5)
2	(1) (2) (3) (4) (5)	37	(1) (2) (3) (4) (5)	72	(1) (2) (3) (4) (5)	107	(1) (2) (3) (4) (5)
3	(1) (2) (3) (4) (5)	38	(1) (2) (3) (4) (5)	73	(1) (2) (3) (4) (5)	108	(1) (2) (3) (4) (5)
4	(1) (2) (3) (4) (5)	39	(1) (2) (3) (4) (5)	74	(1) (2) (3) (4) (5)	109	(1) (2) (3) (4) (5)
5	(1) (2) (3) (4) (5)	40	(1) (2) (3) (4) (5)	75	(1) (2) (3) (4) (5)	110	(1) (2) (3) (4) (5)
6	(1) (2) (3) (4) (5)	41	(1) (2) (3) (4) (5)	76	(1) (2) (3) (4) (5)	111	(1) (2) (3) (4) (5)
7	(1) (2) (3) (4) (5)	42	(1) (2) (3) (4) (5)	77	(1) (2) (3) (4) (5)	112	(1) (2) (3) (4) (5)
8	(1) (2) (3) (4) (5)	43	(1) (2) (3) (4) (5)	78	(1) (2) (3) (4) (5)	113	(1) (2) (3) (4) (5)
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11	(1) (2) (3) (4) (5)	46	(1) (2) (3) (4) (5)	81	(1) (2) (3) (4) (5)	116	(1) (2) (3) (4) (5)
12	(1) (2) (3) (4) (5)	47	(1) (2) (3) (4) (5)	82	(1) (2) (3) (4) (5)	117	(1) (2) (3) (4) (5)
13	(1) (2) (3) (4) (5)	48	(1) (2) (3) (4) (5)	83	(1) (2) (3) (4) (5)	118	(1) (2) (3) (4) (5)
14	(1) (2) (3) (4) (5)	49	(1) (2) (3) (4) (5)	84	(1) (2) (3) (4) (5)	119	(1) (2) (3) (4) (5)
15	(1) (2) (3) (4) (5)	50	(1) (2) (3) (4) (5)	85	(1) (2) (3) (4) (5)	120	(1) (2) (3) (4) (5)
16	(1) (2) (3) (4) (5)	51	(1) (2) (3) (4) (5)	86	(1) (2) (3) (4) (5)	121	(1) (2) (3) (4) (5)
17	(1) (2) (3) (4) (5)	52	(1) (2) (3) (4) (5)	87	(1) (2) (3) (4) (5)	122	(1) (2) (3) (4) (5)
18	(1) (2) (3) (4) (5)	53	(1) (2) (3) (4) (5)	88	(1) (2) (3) (4) (5)	123	(1) (2) (3) (4) (5)
19	(1) (2) (3) (4) (5)	54	(1) (2) (3) (4) (5)	89	(1) (2) (3) (4) (5)	124	(1) (2) (3) (4) (5)
20	(1) (2) (3) (4) (5)	55	(1) (2) (3) (4) (5)	90	(1) (2) (3) (4) (5)	125	(1) (2) (3) (4) (5)
21	(1) (2) (3) (4) (5)	56	(1) (2) (3) (4) (5)	91	(1) (2) (3) (4) (5)	126	(1) (2) (3) (4) (5)
22	(1) (2) (3) (4) (5)	57	(1) (2) (3) (4) (5)	92	(1) (2) (3) (4) (5)	127	(1) (2) (3) (4) (5)
23	(1) (2) (3) (4) (5)	58	(1) (2) (3) (4) (5)	93	(1) (2) (3) (4) (5)	128	(1) (2) (3) (4) (5)
24	(1) (2) (3) (4) (5)	59	(1) (2) (3) (4) (5)	94	(1) (2) (3) (4) (5)	129	(1) (2) (3) (4) (5)
25	(1) (2) (3) (4) (5)	60	(1) (2) (3) (4) (5)	95	(1) (2) (3) (4) (5)	130	(1) (2) (3) (4) (5)
26	(1) (2) (3) (4) (5)	61	(1) (2) (3) (4) (5)	96	(1) (2) (3) (4) (5)	131	(1) (2) (3) (4) (5)
27	(1) (2) (3) (4) (5)	62	(1) (2) (3) (4) (5)	97	(1) (2) (3) (4) (5)	132	(1) (2) (3) (4) (5)
28	(1) (2) (3) (4) (5)	63	(1) (2) (3) (4) (5)	98	(1) (2) (3) (4) (5)	133	(1) (2) (3) (4) (5)
29	(1) (2) (3) (4) (5)	64	(1) (2) (3) (4) (5)	99	(1) (2) (3) (4) (5)	134	(1) (2) (3) (4) (5)
30	(1) (2) (3) (4) (5)	65	(1) (2) (3) (4) (5)	100	(1) (2) (3) (4) (5)	135	(1) (2) (3) (4) (5)
31	(1) (2) (3) (4) (5)	66	(1) (2) (3) (4) (5)	101	(1) (2) (3) (4) (5)	136	(1) (2) (3) (4) (5)
32	(1) (2) (3) (4) (5)	67	(1) (2) (3) (4) (5)	102	(1) (2) (3) (4) (5)	137	(1) (2) (3) (4) (5)
33	(1) (2) (3) (4) (5)	68	(1) (2) (3) (4) (5)	103	(1) (2) (3) (4) (5)	138	(1) (2) (3) (4) (5)
34	(1) (2) (3) (4) (5)	69	(1) (2) (3) (4) (5)	104	(1) (2) (3) (4) (5)	139	(1) (2) (3) (4) (5)
35	(1) (2) (3) (4) (5)	70	(1) (2) (3) (4) (5)	105	(1) (2) (3) (4) (5)	140	(1) (2) (3) (4) (5)

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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

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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

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- ❷ The paper number pertains only to first-level courses consisting of two papers

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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