

IOP2607

(488565)

May/June 2018

Workgroup Dynamics and Diversity

Duration 2 Hours

75 Marks

EXAMINERS
FIRST

MISS BS MAHLANGU

MR EM MOERANE

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 488565

- (1) Which of the following is an example of a secondary dimension of diversity?
- 1 Marital status
 - 2 Age
 - 3 Sexual orientation
 - 4 Physical appearance
- (2) Which of the following refers to the generalisation based on widely held beliefs about all members of a particular group?
- 1 Stereotypes
 - 2 Attitudes
 - 3 Opinions
 - 4 Discrimination
- (3) In a diversity survey, the dimension of management attitudes measures _____
- 1 an individual's beliefs, feelings and attitudes about the influence of race and gender
 - 2 how supervisors are perceived to deal with tough interpersonal issues
 - 3 the perceived impact of organisational policies and procedures on race/gender groups
 - 4 the perception of change required at different levels of management
- (4) 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
- (5) Individual defence mechanisms assist the _____ in keeping unresolved conflicts and anxieties which may be overwhelming and threatening in the unconscious and outside our conscious awareness?
- 1 ego
 - 2 preconscious
 - 3 id
 - 4 superego
- (6) 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

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- (7) Which one of the following development models is based on the premise that a special diversity focus should be adopted if the organisation is to sustain its effectiveness?
- 1 All-inclusive participation model
 - 2 Value and synergy model
 - 3 Value and task model
 - 4 Sustainable organisational effectiveness model
- (8) The superego operates on the unconscious, preconscious and conscious level in accordance with the _____ principle
- 1 social
 - 2 moralistic
 - 3 pleasure
 - 4 reality
- (9) The Black Identity Transformation Model consists of five stages. Which of the following is stage two?
- 1 Pre-encounter
 - 2 Internalisation
 - 3 Immersion
 - 4 Encounter
- (10) Which of the following refers to an unconscious interpersonal interaction in which the individual splits off and puts part of his or her unacceptable feeling into another person or group?
- 1 Splitting
 - 2 Introjective identification
 - 3 Projection
 - 4 Projective identification
- (11) A manager who looks at proposed options for changes and say "Nothing new here we're already doing those things in the organisation" 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
- (12) According to Cross and White (1996), the implementation of diversity initiatives or interventions in order to change organisational culture comprises three phases. They say that phase 3, culture change, is most successful when corporate leaders _____
- 1 create and support action plans to identify and implement new values
 - 2 respond to racism and sexism as individual issues of awareness
 - 3 create a culture that encourages the contributions of only certain employees
 - 4 focus on dealing with the concerns of employees by "fixing the victim"

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- (13) Griggs (1995) believes that _____ constitutes the only sound reason for valuing diversity, whether at personal, interpersonal or organisational level
- 1 redressing past wrongs
 - 2 enlightened self-interest
 - 3 assuaging guilt
 - 4 ensuring equal opportunity
- (14) The best known model for reducing prejudice among individuals in a group is called the _____
- 1 Black Identity Transformation Model
 - 2 Mendez-Russell Model
 - 3 Contact Hypothesis Model
 - 4 Racial Identity Development Model
- (15) Which of the following diversity paradigms aim to minimise diversity by keeping diverse elements out or by expelling them once they have been included?
- 1 Deny
 - 2 Include/exclude
 - 3 Tolerate
 - 4 Isolate
- (16) Which of the following is seen as an indisputable fact and a catalyst of organisational change?
- 1 Diversity psychodynamics
 - 2 Multiculturalism
 - 3 Diversity management
 - 4 Workforce diversity
- (17) Which basic assumption of group functioning is characterised by employees physically and/or emotionally detaching or dissociating themselves from the other (a person, group, idea)?
- 1 Dependence
 - 2 Me-ness
 - 3 One-ness
 - 4 Fight/flight
- (18) Which one of the following interventions is recommended for adaptation to differences according to Bennett's model for developing intercultural sensitivity?
- 1 Explicit behavioural guidelines
 - 2 Guided explorations of individual life experiences with people who are different
 - 3 Active engagement and participation
 - 4 Cultivating of empathy

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- (19) Which of the following contributes mainly to people-oriented values that support the people-related functions in the organisation?
- 1 An Afrocentric culture
 - 2 An Eurocentric culture
 - 3 A high distance-power culture
 - 4 A low distance-power culture
- (20) Based on the work of Pretorius (2003) diversity psychodynamics, as a relational phenomenon, focuses on the _____
- 1 differences and similarities based on primary and secondary dimensions among individuals and groups
 - 2 differences and similarities to others which occur on the unconscious level
 - 3 primary and secondary dimensions of diversity that define each person, subgroup and group as a unique entity
 - 4 differences between individuals and groups that contribute to distinct social identities
- (21) Which one of the following is an ideal contact condition for reducing prejudice?
- 1 Contact is more casual than intimate
 - 2 Other minority group members are involved
 - 3 Group members have equal status
 - 4 The situation entails dependence
- (22) 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
- (23) In a diversity survey the dimension, organisation behaviour, 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

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(24) 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

(25) Ethnocentrism is often perpetuated by _____

- 1 cultural conditioning
- 2 negative attitudes
- 3 cultural expectations
- 4 life experiences

Sub-total [25]

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SECTION B

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

- (1) Explain Freud's theory of conscious and unconscious behaviour by referring to the iceberg model (10)
- (2) As the human resource manager in your organisation, you have the responsibility of convincing managers about the important role of facilitating diversity awareness in the organisation. Provide an outline of the basic arguments you would use during these consultations by discussing the three phases of culture change proposed by Cross and White (1996) for effective implementation of diversity initiatives (15)

OR

- (3) Critically discuss the six constructs of the CIBART model which aims to offer opportunities for groups to work towards a better understanding of the causes of their anxiety (15)
- (4) Based on the sustainable organisational effectiveness model describe the operational strategy (activities and interventions) to achieve sustainable organisational effectiveness (10)

Sub-total: [25]

**SECTION C
COMPULSORY**

PLEASE NOTE Answer all the questions in this section

- (1) Describe how your organisation would manage diversity according to the following three diversity paradigms (15)
- Assimilation
 - Suppression
 - Toleration
- (2) Critically describe the basic assumptions of me-ness and one-ness (we-ness) (10)

Sub-total. [25]

TOTAL [75]

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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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- ② The paper number pertains only to first-level courses consisting of two papers

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