

UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS



IOP3095

October/November 2010

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

Duration 2 Hours

80 Marks

EXAMINERS
FIRST
SECOND
EXTERNAL

MS MS MAY
PROF RM OOSTHUIZEN
PROF KF MAUER

PROF FVN CILLIERS

This paper consists of 3 pages

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

[TURN OVER]

SECTION A

Answer ALL FOUR questions
All questions are EQUAL IN VALUE

- (1) Group members experience specific thoughts and feelings and exhibit certain behavioural reactions in each of the phases of group development. Describe the group members' thoughts, feelings and behavioural reactions in phases 4 and 5 of Wheelan's model of group development (10)
- (2) 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)
- (3) An evaluation of the interpersonal styles of a manager reveals that she has the following primary interpersonal styles in her repertoire: warm pardoning (L1), spontaneous demonstrative (O1), trusting forgiving (K1) and ambitionless flattery (J2)
- Analyse this profile with reference to the following
- 3.1 Identify the quadrant in which this manager falls. Briefly substantiate your answer
- 3.2 Discuss the typical managerial behaviour and strategies this person would follow with top management when operating in this specific quadrant (10)
- (4) Critically discuss prejudiced attitudes and give two typical examples of these attitudes in the workplace (10)

Sub-Total [40]

SECTION B

Answer Any TWO questions
All questions are EQUAL IN VALUE

- (1) Discuss and compare the two different individual diversity development models, namely the Bennett model and the Mendez-Russell model. Conclude your discussion and comparison by explaining which model would be most useful for developing employees' diversity awareness in your organisation (20)
- (2) Compare the group development phases 1 and 3 of Wheelan's integrative model of group development in terms of group structure and group processes with specific reference to
- goals and tasks
 - leadership
 - conformity and deviation
 - cohesion and conflict
- (20)

[TURN OVER]

(3) Read the following scenario and answer the questions that follow

This company, Egoli, has grown from five employees to 30 in just four years. I was one of the initial five. We're the management team. I never thought that I'd be keeping the books for a company this large. Sometimes it scares me a little, since procedures are becoming more complicated as the company expands. But Rita seems to be on top of things, although it's getting harder to pop into her office with a question. As we've grown bigger, there seem to be more people with more questions.

The new people don't have the same feelings about Egoli or Rita. They like their jobs all right, but they seem eager to take on more responsibility for their own areas. They just don't understand that this company is Rita's baby. I told her not to hire people with delusions of grandeur. They expect to be promoted and to be in charge of things someday, but Rita's in charge, and always will be. Rita said she hired them because she needed highly qualified people in order to keep expanding. But as long as they don't rock the boat, we will work with them. They need to remember that if they continue to make money for the company, we will not bother them. We try to speak to them as little as possible.

3.1 Describe how you think organisations would handle diversity according to the following three diversity paradigms

- denial
- assimilation
- suppression

3.2 Identify and discuss the diversity paradigm used to handle diversity in Egoli. Substantiate your answer with examples from the scenario.

3.3 Conclude your discussion by exploring whether the identified paradigm would be most appropriate to enhance diversity management in Egoli. If the identified paradigm is not the most appropriate, you should indicate the most appropriate paradigm. Substantiate your viewpoint.

(4) As the diversity official in your organisation you have been tasked to implement a Diversity Programme. Discuss your planning, implementation and evaluation of the programme. (20)

Sub-Total: [40]

TOTAL: [80]