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**CAREER PSYCHOLOGY (INDUSTRIAL AND ORGANISATIONAL  
PSYCHOLOGY 303)  
LOOPBAANSIELKUNDE (BEDRYF- EN ORGANISASIESIELKUNDE 303)**

Duration 2 Hours  
Tydsduur 2 Uur

75 Marks  
75 Punte

**EXAMINERS / EKSAMINATORE :**

FIRST / EERSTE

PROF RM OOSTHUIZEN  
MRS/MEV RT TLADINYANE

MR/MNR KP MOALUSI

SECOND / TWEEDE

PROF M COETZEE

EXTERNAL / EKSTERNE . PROF J BASSON

This paper consists of seven (7) pages  
Hierdie vraestel bestaan uit sewe (7) bladsye.

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ENGLISH QUESTIONS START ON PAGE 2.  
AFRIKAANSE VRAE BEGIN OP BLADSY 5

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[BLAAI OM]

**ANSWER ANY THREE (3) OF THE FOLLOWING FOUR (4) QUESTIONS:****QUESTION 1**

- (a) Social values are centred around relations with people and are affective rather than material. Discuss the concept of work-family enrichment as a social value (5)
- (b) "Taking charge of one's own career requires career resilience." Briefly explain why the concepts "career resilience" and "career adaptability" become important qualities in the 21<sup>st</sup> century world of work (10)
- (c) Changes in the workplace are often characterised by a change in employment relationships. Explain the nature of employment relations and the new psychological contract in the 21<sup>st</sup> century (10)

**Total: [25]****QUESTION 2**

- (a) Key career concepts are generally incorporated as distinct or relatively interchangeable explanatory constructs to understand people's career development in the contemporary world of work

Discuss these career concepts and explain the objective and subjective careers of individuals. Also illustrate the interrelationship between these career concepts by means of a figure (15)

- (b) The life-span development orientations to careers and career counselling take the view that choosing a career and managing one's career development involve a continuous process that carries on through life

Discuss the life stages, life-career rainbow and segmental model of the career development theory of Donald E Super (10)

**Total: [25]****QUESTION 3**

Read the following case study and answer the questions that follow

**Nomfundo (28 years)**

A flexible work environment is attractive to me. It shows that I am highly motivated towards a meaningful career, so long as it is integrated with a complete lifestyle. This means that there has to be assimilation between my family, my career and myself. Today's companies require their workers to be flexible and give preference to achieving company objectives, largely due to the ratio of available employment to work seekers. For me, however, the needs of my family will always take preference, albeit at the expense of assignments which require geographical relocation. I therefore seek out organisations that embrace an attitude of flexibility and genuine respect for my personal concerns, where there is a positive

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psychological contract between the employer and employee

This has been observed in my recent relocation to Johannesburg after I accepted a management trainee position in one of the country's growing retail companies. It was an important career move and would have launched my career with a big impact nationally. Initially I realised it would be hard to be far away from home, but knowing I would grow stronger and wiser by being independent was a deciding factor. Four months into a 12-month contract I had drafted my resignation letter and was ready to go back to Cape Town even though I had no pending employment prospects to go back to. Being back at home was all that mattered. Despite the bi-monthly visits, my performance dropped and I grew increasingly depressed with time. Nothing about the job or the city comforted me. All that mattered, was being in the company of loved ones!

As a young black female entrant to the world of work, challenges in South Africa are still rife as the business world is slowly opening up to a selection of black males as companies strive to balance their cultural numbers in line with the Black Economic Empowerment (BEE) policy. Admittedly, there are more opportunities for us than ever before and renewed motivation of the prospects for women leadership as the country embraced a female deputy president recently. Hence, as part of my proactive approach to business, I am very determined to exploit all the skills I gain from any organisations I am part of to broaden my knowledge base and to give myself a competitive advantage among the best.

Women generally have a varied value system compared to males, and this influences our decisions. However, because the business world still remains very male dominated, male values prevail. My motivation arises from intrinsic values, which include autonomy, quality feedback, development opportunities and occupational challenges, which recent business environments encouraged and allowed me to be a better organisational investment than my male counterparts whose extrinsic values cause them to look for job security and fringe benefits. Personal success for me means achieving the economic sustenance of my career either within an already established organisation or through finding and maintaining a new one, through intellectual recognition and matching monetary rewards, whilst enjoying autonomy in my work and flexibility in my work schedule.

- (a) Discuss the phases of early adulthood and life tasks that apply to Nomfundo. (10)
- (b) Review the varied needs of women and men regarding their career development. Identify the unique challenges that Nomfundo has to face because of her gender. (5)
- (c) Reflect on Nomfundo's career. Identify and discuss her core career anchor type that influences her functionality in business. (10)

**Total: [25]**

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**QUESTION 4**

- (a) Career well-being measures people's subjective career success as expressed by their positive and negative feelings about their careers

Explain the importance of subjective well-being in the context of careers. Also, elaborate on the outcomes of well-being in the work context (10)

- (b) The three approaches to well-being, namely subjective, psychological and eudaimonic well-being can be integrated

Discuss the authentic happiness model that integrates these three approaches. Also illustrate your answer by means of a figure. (10)

- (c) Discuss five organisational interventions that may help to optimise people's sense of subjective well-being at work (5)

**Total: [25]**

**GRAND TOTAL: [75]**

**BEANTWOORD ENIGE DRIE VAN DIE VOLGENDE VIER VRAE****VRAAG 1**

- (a) Sosiale waardes wentel om verhoudings met mense en is affektief eerder as wesenlik (*material*) Bespreek die begrip van werk-gesin-verryking as sosiale waarde (5)
- (b) "Om die beheer oor te neem van jou eie loopbaan vereis loopbaanveerkragtigheid (*career resilience*)" Verduidelik kortliks waarom die begrip "loopbaanveerkragtigheid" (*career resilience*) en "loopbaanaanpasbaarheid" (*career adaptability*) belangrike eienskappe in die 21<sup>ste</sup> eeuse wêreld van werk word (10)
- (c) Veranderings in die werkplek word dikwels gekenmerk deur 'n verandering in indiensnemingsverhoudings Verduidelik die aard van indiensnemingsverhoudings en die nuwe sielkundige kontrak in die 21<sup>ste</sup> eeu (10)

**Totaal: [25]****VRAAG 2**

- (a) Sleutelloopbaankonsepte word gewoonlik ingesluit as afsonderlike of relatief uitruilbaar verklarende konstrukte om mense se loopbaanontwikkeling te verstaan in die kontemporêre wêreld van werk
- Bespreek hierdie loopbaankonstrukte en verduidelik die objektiewe en subjektiewe loopbane van individue Illustreer ook die onderlinge verhouding tussen hierdie loopbaankonstrukte deur middel van 'n figuur (15)
- (b) Die leeftydontwikkelingsoriënterings tot loopbane en loopbaanvoorligting huldig die mening dat die keuse van 'n loopbaan en die bestuur van 'n mens se eie ontwikkeling 'n deurlopende proses behels wat lewenslank duur
- Bespreek die lewensstadia, lewe-loopbaan-reenboog en segmentele model van die loopbaanontwikkelingsteorie van Donald E Super (10)

**Totaal: [25]****VRAAG 3**

Lees die volgende gevallestudie en beantwoord die vrae wat volg

**Nomfundo (28 years)**

'n Buigsame werkomgewing is vir my aantreklik. Dit beteken dat ek hoogs gemotiveerd is om 'n betekenisvolle loopbaan te volg, solank dit met 'n volledige lewenstyl geïntegreer word. Dit beteken dat daar assimilasië moet wees tussen my familie, my loopbaan en myself. Hedendaagse maatskappye vereis dat hul werkers buigsam moet wees en gee voorkeur

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aan die bereiking van maatskappydoelwitte, hoofsaaklik weens die koers van beskikbare werk teenoor werksoekers. Vir my sal die behoeftes van my familie altyd voorkeur geniet, hoewel ten koste van take wat geografiese verplasing vereis. Ek soek dus na organisasies wat 'n buigsame houding inneem en opregte respek vir my persoonlike sake het waar daar 'n positiewe sielkundige kontrak tussen die werkgever en werknemer is.

Dit was duidelik uit my onlangse verplasing na Johannesburg nadat ek 'n leerlingbestuursposisie by een van die land se groeiende kleinhandelsmaatskappye aanvaar het. Dit was 'n belangrike loopbaanskuif en sou my loopbaan met groot impak nasionaal van stapel stuur. Ek het aanvanklik besef dat dit moeilik sou wees om so ver van die huis af te wees, maar die feit dat ek geweet het dat ek sterker en verstandiger sou word omdat ek onafhanklik sou wees, was 'n beslissende faktor. Na vier maande van my twaalfmaandekontrak het ek 'n bedankingsbrief opgestel en was reg om terug te gaan Kaapstad toe, alhoewel ek geen werkvooruitsigte daar gehad het nie. Al wat vir my van belang was, was dat ek terug by die huis sal wees. Ten spyte van tweemaandelikse besoeke het my prestasie verswak en ek het mettertyd al meer depressief geraak. Nóg die werk, nóg die stad het my opgebeur. Al wat ek wou gehad het, was om by my geliefdes te wees!

As jong, swart vroulike toetreder tot die wêreld van werk kom ek nog baie uitdagings in Suid-Afrika tee, aangesien die besigheidswêreld stadigaan oopgaan vir 'n gekeurde groep swart mans soos maatskappy probeer om hul kulturele getalle in ooreenstemming met Swart Ekonomiese Bemagtiging (SEB) te balanseer. Daar is weliswaar nou meer as ooit tevore geleenthede vir ons en hernieude motivering van die vooruitstigte vir vroueleierskap sedert die land 'n vroulike vise-president aangestel het. Gevolglik is ek, as deel van my proaktiewe benadering tot besigheid, baie vasberade om die vaardighede te ontgin wat ek by enige organisasie opdoen waarvan ek deel is om my kennisgrondslag te verbreed om my die mededingende voordeel te gee onder die beste wat daar is.

Vroue het oor die algemeen 'n gevarieerde waardestelsel in vergelyking met mans en dit beïnvloed ons besluite. Omdat die besigheidswêreld egter nog meestal deur mans oorheers word, voer manlike waardes die botoon. My motivering spruit uit intrinsieke waardes, waaronder outonomie, kwaliteitterugvoer, ontwikkelingsgeleenthede en beroepsuitdagings wat onlangse besighedsomgewings aangespoor het en my toegelaat het om 'n beter organisasiebelegging te wees as my manlike kollegas wie se ekstrinsieke waardes tot gevolg het dat hulle werksekerheid en byvoordele nastreef. Persoonlike sukses beteken vir my dat ek die ekonomiese onderhoud van my beroep óf in 'n reeds gevestigde organisasie vind of deur 'n nuwe een te vestig en in stand te hou, deur intellektuele erkenning en gegepaardgaande finansiële beloning, terwyl ek outonomie in my werk en buigsamheid in my werkskedule geniet.

- (a) Bespreek die fases in die vroeë loopbaan stadium en die lewensake wat op Nomfundo van toepassing is. (10)

- (b) Beoordeel die verskillende behoeftes van vroue en mans met betrekking tot hul loopbaanontwikkeling. Identifiseer die unieke uitdagings wat Nomfundo weens haar geslag die hoof moet bied (5)
- (c) Dink na oor Nomfundo se loopbaan. Identifiseer en bespreek haar kernloopbaanankertipe wat haar funksionaliteit in besigheid beïnvloed (10)
- Totaal: [25]**

**VRAAG 4**

- (a) Loopbaanwelsyn meet mense se subjektiewe loopbaansukses soos uitgedruk in hulle positiewe en negatiewe gevoelens oor hulle loopbane.
- Verduidelik die belangrikheid van subjektiewe welsyn teen die agtergrond van loopbane. Brei ook uit op die uitkomst van welsyn in die werkkonteks (10)
- (b) Die drie benaderings tot welsyn, naamlik subjektiewe, sielkundige en eudaemoniese welsyn kan geïntegreer word.
- Bespreek die waregeluk-model (*authentic happiness model*) wat hierdie benaderings integreer. Illustreer ook u antwoord deur middel van 'n figuur (10)
- (c) Bespreek vyf organisasie-ingrepe wat moontlik kan help om mense se gevoel van subjektiewe welsyn by die werk te optimaliseer (5)
- Totaal: [25]**
- GROOTTOTAAL: [75]**