

IOP209Y

(494632)

October/November 2011

**WORKFORCE DIVERSITY
(INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY 209)**

75 Marks

Duration 2 Hours

EXAMINERS :
FIRST
SECOND

MS EC COETZEE
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This paper consists of 7 pages plus instructions for the completion of a mark-reading sheet

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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 494632

Answer all the questions in this section

- 1 Affirmative action is a/an intervention aimed at rectifying the historical injustices inflicted on specific groups in terms of occupational advancement and social, political, and economic upliftment
- 1 long-term
 - 2 planned
 - 3 temporary or short-term
 - 4 strategic
 - 5 unplanned
- 2 Which of the following statements is true of the Employment Equity Act 55 of 1998?
- 1 It distinguishes between unfair discrimination and fair discrimination
 - 2 It creates an organisational atmosphere in which all employees feel valued and accepted
 - 3 It sensitises employees to stereotypes and attitudes they have of people from different groups
 - 4 It focuses on the occupational advancement of black people
 - 5 It encourages equal treatment for all in the workplace
- 3 Which one of the following is **not** a step in the process of an intervention aimed at valuing difference?
- 1 stripping away stereotypes
 - 2 learning to listen and probing for differences in people's opinions
 - 3 building authentic and significant relationships with people whom you regard as different from yourself
 - 4 encouraging unhealthy competition in a diverse workforce
 - 5 enhancing personal empowerment
- 4 Lack of trust between subgroups in the organisation is one of the problems that has been experienced with programmes
- 1 valuing diversity
 - 2 managing diversity
 - 3 affirmative action
 - 4 employment equity
 - 5 black advancement
- 5 In terms of a systematic approach, managing diversity should involve transformation interventions at
- 1 an individual level
 - 2 an interpersonal level
 - 3 an organisational level
 - 4 individual, interpersonal and organisational levels
 - 5 interpersonal and organisational levels only

[TURN OVER]

- 6 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 accelerate the implementation of the Skills Development Act
 - 4 increase the representation of black employees in different skills categories
 - 5 improve the low employment rate of people with disabilities
- 7 Which of the following is/are both an external and internal business reason for, and benefit of, managing diversity?
- 1 image
 - 2 profitability
 - 3 investor or donor satisfaction
 - 4 emerging markets
 - 5 None of the above
- 8 The following benefits of managing diversity are based on an exploration of numerous studies undertaken in this regard, except
- 1 improved competition
 - 2 enhanced public image
 - 3 greater creativity
 - 4 new product development
 - 5 good customer care
- 9 One of the best reasons for embracing and managing heterogeneous work groups is that they
- 1 change the demographic profile of the workforce
 - 2 bring a rich variety of ideas into an organisation and improve creativity
 - 3 provide opportunities for all employees
 - 4 eliminate the possibility of an organisation facing a lawsuit
 - 5 reduce employee turnover
- 10 Van Rooyen (2003) cites the primary objective(s) of affirmative action as being
- 1 to rectify inequality in terms of the racial structure of the workplace
 - 2 to facilitate a better understanding and tolerance of racial differences
 - 3 to ensure that all work practices, policies and facilities are equitable
 - 4 to provide illiterate employees with more managerial opportunities
 - 5 1 and 3
- 11 Valuing diversity emphasises
- 1 occupational advancement strategies and interventions
 - 2 beliefs and values regarding affirmative action
 - 3 the awareness, recognition, understanding and appreciation of human differences
 - 4 interventions and strategies based on the belief that there is nothing more unequal than the equal treatment of unequals
 - 5 improving work performance

- 12 Military experience, marital status, religious beliefs and work experience are
- 1 multidimensions
 - 2 primary dimensions
 - 3 secondary dimensions
 - 4 diversity dimensions
 - 5 cultural dimensions
- 13 International competition is a/an
- 1 legal factor necessitating diversity
 - 2 economic factor necessitating diversity
 - 3 social factor necessitating diversity
 - 4 legal and social factor necessitating diversity
 - 5 legal, social and economic factor necessitating diversity
- 14 A customer-driven organisation is possible only if there are in place
- 1 domestic competition management systems
 - 2 global competition management systems
 - 3 customer satisfaction management systems
 - 4 diversity-based management systems
 - 5 international management systems
- 15 The proven benefits of managing diversity include
- 1 a better image
 - 2 enhanced motivation, creativity and problem-solving
 - 3 an organisational culture in which the potential of all employees is realised
 - 4 increased job satisfaction and morale
 - 5 better customer service
- 16 The main aim of Thomas's model of managing diversity is to
- 1 aggressively convert employees' input into action
 - 2 identify "diversity health"
 - 3 formulate clear business reasons
 - 4 provide management with data on problems
 - 5 address diversity at all levels of the organisation
- 17 Recruitment from a wider range of talented candidates, retaining this talent, and the associated savings from lower turnover and absenteeism are of managing diversity
- 1 debatable benefits
 - 2 indirect benefits
 - 3 proven benefits
 - 4 diversity benefits
 - 5 direct benefits

- 18 is **not** a pressure for change in South Africa
- 1 Globalisation
 - 2 Information technology
 - 3 The changing nature of the workforce
 - 4 Legislation
 - 5 High accident rates
- 19 Giving equal access to job opportunities within an organisation is a principle of
- 1 affirmative action
 - 2 employment equity
 - 3 managing diversity
 - 4 black advancement
 - 5 valuing diversity
- 20 Which model of managing diversity includes the following four steps environmental and destabilising forces, affirmative action strategy, managing diversity, and continuous monitoring and evaluators?
- 1 Rosmarian's model
 - 2 Evans's model
 - 3 Thomas's model
 - 4 Kondola and Fullerton's model
 - 5 Van Rooyen's model
- 21 Which of the following is a method/are methods of diagnostic research on organisational diversity?
- 1 culture audit
 - 2 attitude or climate survey
 - 3 exit interview
 - 4 All of the above
 - 5 1 and 3 only
- 22 Affirmative action is enforced by law within the paradigm
- 1 equal opportunities
 - 2 black advancement
 - 3 top-down affirmative action
 - 4 bottom-up affirmative action
 - 5 diversity management
- 23 Differences that people acquire, discard or modify throughout their lives are called
- 1 primary dimensions
 - 2 secondary dimensions
 - 3 individual differences
 - 4 group differences
 - 5 primary and secondary dimensions

24 is regarded as the management approach or strategy that should incorporate strategies, policies and procedures aimed at effectively managing work diversity

- 1 Managing diversity
- 2 Valuing diversity
- 3 Employment equity
- 4 Affirmative action
- 5 Organisational diversity

25 Black advancement refers to

- 1 giving people equal access to job opportunities within organisations
- 2 transforming the workplace
- 3 emphasising awareness, recognition, understanding and appreciation of human differences
- 4 interventions and strategies based on the belief that there is nothing more unequal than the equal treatment of unequals
- 5 managing differences in the workplace

Sub-total: [25]

SECTION B

PLEASE NOTE: Answer only questions 1 and 2 for 25 marks, or, alternatively, answer questions 3, 4 and 5 for 25 marks.

- 1 Discuss organisational culture and resistance to change as critical diversity management issues on an organisational level (15)
- 2 Discuss your understanding of and perspective on diversity after having completed this module on workforce diversity (10)

OR

- 3 Discuss the developmental paradigm that you consider most significant and effective in fostering and enhancing people development and workforce diversity (10)
- 4 Explain the process of changing and sensitising managers to diversity (10)
- 5 What are the purposes of the Employment Equity Act 55 of 1988? (5)

Sub-total: [25]

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SECTION C

PLEASE NOTE: Answer both the questions in this section.

- 1 Briefly explain the characteristics of open systems. Give practical examples of these characteristics based on your observations of your organisation (10)

- 2 Critically compare the black advancement paradigm and the managing diversity paradigm (15)

Sub-total: [25]

TOTAL: [75]

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INITIALS AND SURNAME
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 DATUM VAN EKSAMEN

EXAMINATION CENTRE (E.G. PRETORIA)
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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
- DO NOT FOLD

BELANGRIK

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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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