



**DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND  
PEOPLE MANAGEMENT**

**PROGRAMME IN INDUSTRIAL PSYCHOLOGY**

**COURSE:** INDUSTRIAL PSYCHOLOGY 2A

**MODULE CODE:** IPS22A2

**DATE:** 17 JUNE 2014

**DURATION:** 2 HOURS

**TIME:** 08:30      **MARKS:** 90

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**EXAMINATION TYPE:** June Examination

**EXAMINER:** Ms Lusanda Sekaja  
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**EXTERNAL MODERATOR:** Dr Carolina Henn

**NUMBER OF PAGES:** 4

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**INSTRUCTIONS TO CANDIDATES:**

- Place the question paper in the exam book and hand in both
- Read the questions carefully and answer only what is asked
- Number your answers clearly
- Write neat and legibly in bullet points
- Structure your answers by using appropriate headings and sub-headings
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment
- Please underline all key terms as you write

## QUESTION 1

State the concept which is being defined below:

1. Study of human behaviour in the workplace
2. The field of study that investigates the impact that individuals, groups and structure have on people's actions in the workplace
3. Discretionary behaviour that is not part of an employee's formal job requirements
4. Learning through observation and direct experience
5. A method of shaping behaviour where any reinforcement that is maintaining behaviour is eliminated
6. A positive feeling about a job, resulting from an evaluation of its characteristics
7. An emotional attachment to the organisation and a belief in its values
8. The act of projecting one emotion while simultaneously experiencing another
9. A person's ability to be self-aware, detect emotions in others and manage emotional cues and information
10. People that interact primarily to share information and make decisions to help each member perform within his/her area of expertise
11. When one party perceives that another party has negatively affected or is about to negatively affect something that the first party cares about
12. A process by which two or more parties exchange goods or services and attempt to agree on the exchange rate for them
13. Reactive and proactive actions to avoid blame or change
14. The basis by which jobs are grouped together
15. Rights inherent in a managerial position to give orders and expect orders to be obeyed

[15]

## QUESTION 2

- a) The Big Five Personality Model is a very well-supported model of personality. Name and describe the 5 factors that make up the model. Then give an example of a job that may fit each of the factors (20)
- b) Use 3 sentences/phrases to describe the nature of a Machiavellian in the workplace (3)
- c) Give an example of a job, with a valid reason, where a Machiavellian may be successful. (2)

[25]

## QUESTION 3

- a) In which systematic way can the Goal-Setting Theory of motivation be implemented/operationalised in the workplace? Name and explain what it takes to make it successful. (8)

- b) In the Equity Theory, when employees perceive inequity, they can be predicted to make one of six choices. State each choice. (6)
- c) The Expectancy Theory focuses on 3 relationships. Name and explain these relationships. (6)
- [20]**

#### QUESTION 4

Read the following passage and answer the questions that follow:

Jonathan Perez has been managing the Logistics Department of a car automobile manufacturer for the past 6 years. His colleagues and subordinates praise him for being honest and telling the truth no matter what. Over and above, his manager, the Managing Director, can always rely on him as he knows he has good judgement and will always walk the talk. All in all, he is a well-respected manager.

His colleague, Phindile Hlabangane, a Supply Planner, is known to protect and save face for her subordinates and that's why they love her so much. Phindile has the technical know-how to do her job and has the skills that make her one of the best in the field.

- a) Name and define the central concept being described in Jonathan's and Phindile's case. (2)
- b) Between Jonathan and Phindile, which one possesses the most critical dimension when it comes to assessing the above central concept? (1)
- c) Name the dimension possessed by this individual. (1)
- d) Name the two dimensions that are being described in the case of Phindile and explain their importance? (4)
- e) Name and define the one dimension that is not featured in the passage above. (2)
- [10]**

#### QUESTION 5

- a) What is 'power'? (1)
- b) Name and describe the elements that create dependency. Give one work related example for each element. (9)

**[10]**

#### QUESTION 6

Today, unethical organisational practices are commonplace. What would you suggest that management do in order to create a more ethical culture? State and elaborate briefly. (10)

**TOTAL/TOTAAL: 90**