DEPARTMENT INDUSTRIAL PSYCHOLOGY AND PEOPLE MANAGEMENT

PROGRAMME IN INDUSTRIAL PSYCHOLOGY

AUCKLAND PARK / DOORNFONTEIN CAMPUS

MAIN EXAM 2017

UNIVERSITY
OF
JOHANNESBURG

MODULE:	INDUSTRIAL PSYCHOLOGY 2A		
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DATE:	**05 JUNE 2017**	**DURATION:**	3 HOURS
TIME:	**08:30**	**MARKS:**	100 MARKS

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INSTRUCTIONS

- Students may use a calculator.
- Place the question paper in the exam book and hand in both.
- Number your answers clearly.
- Write neatly and legibly.
- Write your name and student number on the front page of each exam book.
- Answer all the questions.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

Question 1 [15 marks]

Identify the concepts that are being explained below and match them to their corresponding answer.

	Description		Concept
1.1	A group whose individual efforts result in performance that is greater than the sum of the individual inputs	A.	Change catalyst
1.2	Focuses on personal qualities and characteristics that differentiate leaders from non-leaders	B.	Work team
1.3	A group that interacts primarily to share information and make decisions to help each member perform within his/her area of responsibility	C.	Work group
1.4	The ability to influence a group of people toward the achievement of a vision or set of goals	D.	Trait theories of leadership
1.5	Occurs when a thought or idea is transmitted so the receiver perceives exactly the same mental picture as the sender	E.	The grapevine
1.6	The informal communication network within a group or organisation	F.	Leadership
1.7	A set of principles proposing that specific behaviours differentiate leaders from non-leaders	G.	Organisational culture
1.8	The transfer and understanding of meaning	H.	Mentor
1.9	The ability to influence what arises outside the formal structure of the organisation	I.	Stress
1.10	A positive expectation that another will not act opportunistically	J.	Planned change
1.11	A senior employee who sponsors and supports a less experienced employee	K.	Perfect communication
1.12	A system of shared meaning held by members that distinguishes the organisation from other organisations	L.	Behavioural theories of leadership
1.13	Change activities that are intentional and goal oriented	M.	Informal/non-sanctioned leadership
1.14	Persons who affect change in organisation and assume the responsibility for managing change activities	N.	Communication
1.15	An unpleasant psychological process that occurs in response to environmental pressures	O.	Trust

Question 2 [10 Marks]

2.1 What does the term "coercive power" refer to? (1)

2.2 People often exert power in groups as a means of influence over others. List and describe the 9 power tactics that can influence the effectiveness of a group. (9)

Question 3 [12 marks]

3.1 Effective team functioning has a major impact on organizational success, increasing its competitive advantage. The key components of effective teams can be organized into **three categories**. Referring specifically to the **team effectiveness model**, identify the three categories of effective teams and name any 3 key factors under each category.

Question 4 [10 Marks]

4.1 Differentiate between functional and dysfunctional conflict? (1)

4.2 Lebo and Thando are locked in an argument over their Industrial Psychology assignment. Both have conflicting opinions about how the work should be done.

    a) Which type of conflict does this refer to? (1)

    b) Low levels of this conflict will lead to _____ (*provide 2 words*). (1)

    c) List and describe one conflict management technique that will benefit this scenario. (2)

4.3 Palesa is the manager of a group of employees. One of the employees has asked her for a salary increase. Although secretly Palesa understands the perspective of the employee, as a **negotiation** tactic, she reacts angrily to the employee's request.

    a) Which category of individual differences (which influence how effectively individuals negotiate) does this scenario refer to? (1)

    b) What type of bargaining will this approach benefit? Why? (2)

c) This type of bargaining will be motivated by creating a _____ (*choose between win-lose or win-win*) situation. (1)

d) When will this type of bargaining fail? (1)

Question 5 [6 marks]

5.1 Name and explain the three common types of formal small-group communication networks that can be found within an organisation.

Question 6 [12 Marks]

6.1 Explain (do not draw) the Organisational Behaviour (OB) model. In your explanation, refer to:

- Inputs, Processes, and Outcomes (i.e. the meaning of each and how they relate to each other);
- The three levels of analysis for the above (i.e. name the levels; and provide one example variable at each of the three levels for Inputs, Processes, and Outcomes).

Question 7 [2 marks]

7.1 Define charismatic leadership and provide an example of a charismatic leader.

Question 8 [8 Marks]

8.1 List the stages in the Five Stage Group Development model. (5)

8.2 Which stage in group development is characterized by uncertainty? (1)

8.3 Name any two advantages of group decision making. (2)

Question 9 [4 marks]

9.1 What are the four key characteristics that make up charismatic leaders?

Question 10 [10 marks]

10.1 Discuss "The leaner organisation" as a new organisational design. In your discussion refer to:

- The characteristics / nature of the leaner organisation;
- Its advantages and disadvantages;

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- The strategies companies should take when considering becoming a leaner organisation.

Question 11 [8 marks]

11.1 Identify Kotter's eight-step plan for implementing organizational change.

Question 12 [3 marks]

12.1 Describe the three ways culture creation occurs in an organisation.

[Total Marks: 100]