



COLLEGE OF BUSINESS AND ECONOMICS
PROGRAMME IN INDUSTRIAL PSYCHOLOGY
AUCKLAND PARK CAMPUS
NOVEMBER MAIN EXAM 2017

MODULE: HONOURS: INDUSTRIAL PSYCHOLOGICAL PRACTICE
MODULE CODE: IPS8X04
PAGES: 4
DATE: 20 NOVEMBER 2017 **DURATION:** 3 HOURS
TIME: 08:30 **MARKS:** 100 MARKS

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MODERATOR(S): DR L BRINK (NW)

INSTRUCTIONS

- Remember that this is a Honours module and the examiners will expect work which is appropriate at Honours level. It is important to provide answers that will convince the examiners that you actually understand what you are writing. Words, without any explanation, will obviously not suffice.
- All question papers must be handed in.
- This is an open book exam.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- 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.

Question 1**(25 Marks)**

- 1.1 You are a recruiter at a software company called Sun Computers. As part of your job description, you are tasked to develop a recruitment strategy for the company:
- Identify the two major categories of contextual forces that will affect your recruitment process. (2)
 - Within each category, provide 3 examples. (6)
 - Provide an appropriately lengthy discussion on why each example should be considered as a force influencing your recruitment process. (2 marks per explanation). (12)
- 1.2 Discuss 5 challenges to recruitment that current-day organisations are faced with. (5)

Question 2**(28 Marks)**

- 2.1 What is a competency? (2)
- 2.2 What approach would you use in a competency based interview? Defend your answer in relation to the other approaches. (6)
- 2.3 Please consider the following excerpt from an Industrial Psychologist job description, and complete the following: (20)
- Use the STAR approach compile 5 relevant competency based questions (incorporate the job description information). Introductory and closing questions are not necessary. (5 marks)
 - For each competency based question include a definition of the competency you are referring to. (5 marks)
 - Design a rating scale to be used for all the questions above. (5 marks)
 - List and describe the mistakes that should be avoided when raters use your rating scale. (5 marks)

Job title: Industrial Psychologist
Tasks <ul style="list-style-type: none"> • Identify training and development needs. • Formulate and implement training programs, applying principles of learning and individual differences; • Develop and implement employee selection or placement programmes. • Conduct individual assessments, including interpreting measures and providing feedback for selection, placement, or promotion. • Facilitate organisational development and change. • Assess employee performance. • Coach senior executives and managers on leadership and performance. • Counsel workers about job and career-related issues.
Competencies: <ul style="list-style-type: none"> • Develop educational programmes. • Conduct scientific research of organisational behaviour or processes. • Mediate disputes. • Prepare scientific or technical reports or presentations. • Testify at legal or legislative proceedings. • Collect information from people through observation, interviews, or surveys. • Develop methods of social or economic research. • Administer standardised physical or psychological tests. • Confer with clients to exchange information. • Train personnel in technical and scientific procedures. • Advise others on business or operational matters. • Counsel clients on mental health or personal achievements.
Abilities: <ul style="list-style-type: none"> • Oral comprehension – The ability to listen to and understand information and ideas presented through spoken words and sentences. • Oral Expression – The ability to communicate information and ideas in speaking so others will understand. • Written Comprehension – The ability to read and understand information and ideas presented in writing. • Written Expression – The ability to communicate information and ideas in writing so others will understand • Deductive Reasoning - The ability to apply general rules to specific problems to produce answers that make sense.

Question 3

[23 Marks]

Discuss the assessment centre as another technique to be used when considering someone for selection purposes. Please consider the following:

- 3.1 The characteristics of assessment centres (List and briefly describe 3 characteristics). (3)
- 3.2 The advantages thereof (List 4 advantages). (4)
- 3.3 The disadvantages (List 4 disadvantages). (4)
- 3.4 Discuss the assessment centre process. (12)

Question 4

(24 Marks)

Consider the below list of employees and their corresponding description of performance. Complete the questions which follow the descriptions.

- Themba – Consistently performs well in a variety of his work assignments. His manager thinks he is a superstar employee. He is a big picture thinker, is a problem solver and highly self-motivated.
- Sipho – May be considered for promotion to the next job level, but may need coaching in several areas, including interpersonal skills.
- Vusi – Is not a hard worker at all. He picks fights with his team members and has a reputation for social loafing. He has no prior experience in the position and arrogantly rejects manager feedback to help him develop his skills.

- 4.1 Draw the 9 box matrix and plot the above employees in the correct box. (6)
- 4.2 Provide an appropriate reason for your answer in 4.1. (6)
- 4.3 Based on your findings compile an action plan for each of the above employees which address: (12)
- Individual development actions per employee.
 - Strategic actions to benefit the group/organisation.

[Total: 100 Marks]
