



## COLLEGE OF BUSINESS AND ECONOMICS

PROGRAMME IN INDUSTRIAL PSYCHOLOGY

AUCKLAND PARK / DOORNFONTEIN CAMPUS

MAIN EXAM 2017

**MODULE:** INDUSTRIAL PSYCHOLOGY 3B

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**DURATION:** 3 HOURS

**TIME:**

**MARKS:** 100 MARKS

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**EXAMINER(S):** MS YOLANDÉ COETZEE

MR THEMBA MFANISELWA

**MODERATOR(S):** PROF Y JOUBERT (NORTH WEST UNIVERSITY)

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### INSTRUCTIONS

- The paper consists of 5 compulsory questions.
- Place the question paper in the exam book and hand in both.
- Number your answers clearly.
- Write neatly and legibly. Formulate properly and answer in essay style.
- 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.



Reference: "30 Crazy Creative Recruitment Ads." *Socialtalent*, [www.socialtalent.co/blog/30-crazily-creative-recruitment-ads](http://www.socialtalent.co/blog/30-crazily-creative-recruitment-ads). Accessed 27 August 2017.

1.1 Use the AIDA principle to analyse the above fictional job advertisement. In your analysis, include to the following:

- Describe the meaning of the acronym AIDA; (4)
- Explain each component of the AIDA principle; (4)
- Provide an example (from the advertisement) of how each component is applied in the job advertisement; (4)

- 1.2 Job advertisements should comply with a specific law to ensure fairness and equity in job advertisement. In this regard:
- Name the law. (1)
  - Provide the purpose of this particular legislation. (2)
- 1.3 You start to receive job applications as a result of placing the job advertisement in a newspaper. Which methods would you use during initial screening of applications (excluding psychological assessment and interviews)? Explain how you would use this information. (8)
- 1.4. You collaborate with the Hiring Manager to create an appropriate interview schedule (i.e. a list of interview questions). List and describe the different types of interviews which you could possibly use. (8)
- 1.5 You have previously registered with the HPCSA as a psychometrist. You decide to use psychological assessment as part of the company's selection process. List the International Test Commission's "International Guidelines on Test Use" which you will use to guide you in assessment during the screening process. (8)
- 1.7 Explain how you would ensure organisational justice during the selection and recruitment process. In your explanation refer to:
- The importance of organisational justice during the selection process. Provide reasons why it is important; (2)
  - List the different forms of organisational justice applicable to job applicant perceptions; (4)
  - Provide an example of applicant perception regarding issues related to organisational justice (one example per form of organisational justice). (4)
- 1.8 What is the purpose of candidate screening? (1)

## **Question 2**

**(20 Marks)**

After spending several weeks in her family's growing business, Mandisa was surprised to discover that her father (Zane) had not formally evaluated any employee's performance for all the years that he had owned the business. Zane's position was that he had "a hundred higher priority things to attend to", such as boosting sales and lowering costs, and, in any case, many employees didn't stick around long enough to be appraisable anyway. Mandisa, however, feels strongly that the company should have a formal performance appraisal system. Advise her on the phases of developing such a performance appraisal system. (20)

**Question 3**

**(8 Marks)**

Eastwood Engineering has introduced a new performance management system and formal training sessions need to be held to ensure all employees understand the new system. The HR department is tasked with developing training material for this purpose. Suppose the employees at Eastwood Engineering are divided according to their learning styles into "convergers" and "divergers". Provide two characteristics and two possible learning facilitation strategies for each of these learning styles. (8)

**Question 4**

**(8 Marks)**

Many training and development programmes are terminated when the trainer and the trainee go their separate ways. However, the question that remains is how effective was the training. Using Kirkpatrick's Hierarchy, briefly explain how the different levels of training and development can be used to measure the effectiveness of a training and development programme. (8)

**Question 5**

**(14 Marks)**

Over the past few weeks, Adcock Insurance Co have been noticing increasingly bizarre behaviours among its employees. On numerous occasions, they have overheard some employees responding in agitated voices to clients. Some employees started displaying relatively higher levels of frustration and lowered levels of motivation. Suppose these employee behaviours are stress related.

- 5.1 Identify two organisational factors that may be contributing to stress; and (2)
- 5.2 Two organisational strategies to control stress in the workplace. (2)
- 5.3 What EAP components are essential for the successful implementation of such a programme at Adcock Insurance Co? (10)

**[Total: 100 Marks]**

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