



FACULTY OF ENGINEERING AND BUILD ENVIRONMENT
DEPARTMENT OF QUALITY AND OPERATIONS MANAGEMENT
MODULAR WRITTEN EXAMINATION

SUBJECT: Workplace Dynamics 1B
CODE: BWD11B1/WPD11B1
DATE: 21 NOVEMBER 2019
TIME 12H30 – 15H30
TIME ALLOWED: 3 hours
TOTAL MARKS: 100 Marks

ASSESSORS: Miss M. Motebele
MODERATOR: Miss J. Mhlanga
NUMBER OF PAGES: 6

INSTRUCTIONS:

1. This is a closed-book assessment.
 2. Read the questions carefully and answer only what is asked.
 3. Answer all questions: Answer **Section A and Section B** in the answer book. Indicate the correct answer as per the instructions.
 4. Number your answers clearly.
 5. Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
 6. Structure your answers by using appropriate headings and subheadings.
 7. The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
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SECTION A**[20 MARKS]****MULTIPLE CHOICE**

1. The group type that is determined by the organization chart is the _____ group.
 - a. job
 - b. work
 - c. authority
 - d. social
 - e. command
2. Which one of the following group types is organizationally determined?
 - a. job
 - b. task
 - c. work
 - d. authority
 - e. social
3. Employees who band together to seek improved working conditions form a (n) _____ group.
 - a. union
 - b. support
 - c. interest
 - d. work
 - e. emancipated
4. Which of the following statements most accurately describes interest groups?
 - a. They are longer lasting than friendship groups.
 - b. They develop because individual members have one or more common characteristics.
 - c. They are formed because of some common objective.
 - d. They are governed by labour laws.
 - e. They are likely to involve great social conflict.
5. Groups based on support for a given sports team are examples of what sort of group?
 - a. booster
 - b. interest
 - c. friendship
 - d. sports
 - e. miscreant
6. Which type of team meets to discuss ways to improve quality, efficiency, and the work environment?
 - a. self-managed
 - b. virtual
 - c. problem-solving
 - d. cross-functional
 - e. committee
7. Which of the following types of teams would most likely be assembled to improve the efficiency of a company's production process?
 - a. cross-functional
 - b. problem-solving
 - c. self-managed
 - d. virtual
 - e. co-evolving

8. Which of the following types of teams would most likely empower its team members to make work-related decisions?
 - a. technical
 - b. self-managed
 - c. problem-solving
 - d. management
 - e. reactive
9. Self-managed teams are typically comprised of how many members?
 - a. 2-5
 - b. 5-10
 - c. 8-12
 - d. 10-15
 - e. over 100
10. _____ teams are made up of employees from about the same hierarchical level.
 - a. Problem-solving
 - b. Self-managed
 - c. Cross-functional
 - d. Multifaceted
 - e. Star matrix
11. When employees are required to follow their job description or to comply with company policies, communication is performing a (n) _____ function.
 - a. control
 - b. motivation
 - c. emotional expression
 - d. information
 - e. feedback
12. Which of the following is the most important function of communication in organizations?
 - a. motivation
 - b. control
 - c. information
 - d. none of the above
 - e. All of these factors are important.
13. Clarification to employees about how well they are doing, and what can be done to improve performance, are examples of which function of communication?
 - a. information
 - b. control
 - c. motivation
 - d. emotional expression
 - e. none of the above
14. Which function of communication transmits the data necessary for decision-making?
 - a. emotional expression
 - b. information
 - c. control
 - d. motivation
 - e. all of the above
15. The means by which a communication is passed is called _____.
 - a. a medium
 - b. a conduit
 - c. a conductor
 - d. a transmission
 - e. Surberism

16. Power does not require goal compatibility, merely _____.
a. reliance
b. communication
c. confidence
d. dependence
e. understanding
17. Leadership requires _____.
a. some congruence between the goals of the leader and those being led
b. strong two-way communication between the leader and those being led
c. a dependency of those being led on the leader
d. a dependency of the leader on those being led
e. followers to share behavioural traits with their leaders
18. Leadership focuses on the _____.
a. downward influence of a leader on his or her followers
b. importance of lateral and upward influence patterns
c. elimination of dependency relationships
d. all of the above
e. none of the above
19. Leadership research emphasizes _____.
a. style
b. persuasion
c. power
d. communication
e. commitment
20. Unlike leadership research, research on power tends to focus on _____.
a. individual styles in using power
b. strategies for goal attainment
c. tactics for gaining compliance
d. the administration of rewards
e. the effective use of threats

SECTION B**QUESTION 1****[80 MARKS]**

The benefits of using teams are high because they include the ability of organizations to be flexible and to respond more quickly to changing market conditions, and the ability to be more innovative as well as improve decision-making and productivity. In this light, there is formal and informal groups.

Differentiate between formal and informal groups. [8]

QUESTION 2

There are a number of perspectives on leadership, and different typologies concerning such phenomenon that have been developed in the literature.

Based on the literature discuss whether charismatic leaders born or made? [5]

QUESTION 3

Define the bases of personal power. [5]

QUESTION 4

Identify the benefits and disadvantages of cohesive groups and ways that you can encourage cohesiveness. [8]

QUESTION 5

Teams have been implemented in many organizations, yet little research exists to guide their successful development and implementation in practice.

Discuss some of the cautions to be aware of when using teams [5]

QUESTION 6

The team effectiveness model identifies four categories of key components making up effective teams. What are these four categories? Give examples of each category. [8]

QUESTION 7

Discuss the three general categories of conditions, which may be the sources of conflict. [6]

QUESTION 8

Discuss the three key dimensions of an organization's environment: capacity, volatility, and complexity. [6]

QUESTION 9

Chain of command within an organization is very vital in every organisation. In your view, define what is meant by **"the chain of command"** within an organization? [2]

QUESTION 10

Describe and discuss specific problems related to cross-cultural communication. Include cultural barriers and cultural context. [8]

QUESTION 11

The Fourth Industrial Revolution requires a new leadership paradigm. Turbulent times call for an approach that puts people at the centre of manufacturing and production. Leaders must transform their organizations to stay relevant and competitive amidst unprecedented change, but they must do so in a manner that guides the people in their workforce to opportunities and prosperity.

Based on the statement above, Discuss and critic how online communication has changed the skill requirements of today's business leaders. [6]

QUESTION 12

The need to diagnose and manage corporate culture is growing in importance, partly because of an increasing need to merge and mould different corporate cultures as structural changes have occurred such as consolidation, capitalism, and merger of organisations.

Substantiate the major functions of organizational culture. [4]

QUESTION 13

The concept of culture has principally stemmed from the study of ethnic and national differences in the varied disciplines of social sciences. On the contrary, culture be a liability.

According to these reasons, critically discuss when culture can be a liability [9]

END OF ASSESSMENT!

GOOD LUCK!