



FACULTY OF ENGINEERING AND BUILD ENVIRONMENT
DEPARTMENT OF QUALITY AND OPERATIONS MANAGEMENT
SUPPLIMENTARY FINAL SUMMATIVE ASSESSMENT

SUBJECT: Workplace Dynamics 1B
CODE: WPD11B1
DATE: January 2020
TIME ALLOWED: 3 hours
TOTAL MARKS: 100

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 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]**

1. In the communication process, decoding should precede encoding. **True or False**
2. The means by which a communication is passed is called the conduit. **True or False**
3. When two people are talking, the message that they exchange is referred to as noise. **True or False;**
4. According to charismatic leadership theory, followers make attributions of heroic leadership abilities when they observe certain behaviours. **True or False**
5. Most researchers have concluded that charisma is an innate trait. **True or False**
6. Transformational leadership is built on top of transactional leadership. **True or False**
7. Conflict implies opposition. **True or False**
8. Conflict covers the full range from overt and violent acts to subtle forms of disagreement. **True or False**
9. The presence of conflict is a reliable indicator of a poorly functioning group or organization. **True or False**
10. Organizational structure has little bearing on employee attitudes and behaviour. **True or False**
11. Specialization defines how job tasks are formally defined, grouped, and coordinated. **True or False**
12. The degree to which tasks in the organization are subdivided into separate jobs is termed departmentalization. **True or False**
13. A strong organizational culture creates volatility within an organization. **True or False**
14. The idea of viewing organizations as cultures is a relatively recent phenomenon. **True or False**
15. Culture as an independent variable affecting employee's attitudes and behaviour can be traced back more than 50 years to the notion of institutionalization. **True or False**
16. The objective of effective selection is to match individual preference with the requirements of a job. **True or False**

17. If management fails to get a proper match between an employee and a position, both employee performance and satisfaction suffer. **True or False**
18. As a selection device, written tests have decreased in usage during the past 20 years. **True or False**
19. Stress may offer the opportunity for potential gain. **True or False**
20. Computers are an example of individual stress factors. **True or False**

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

Name the advantages and disadvantages of diversity on teams. [6]

QUESTION 2

What is a cross-functional team? [3]

What is a virtual team? [3]

What is team efficacy? [3]

QUESTION 3

Effective communication is a two-way process but there are a number of factors, which may disrupt this process and affect the overall interpretation and understanding of what was communicated.

Discuss (4) four of the barriers to effective communication. [4]

QUESTION 4

Communication is a learned skill. However, while most people are born with the physical ability to talk, not all can communicate well unless they make special efforts to develop and refine this skill further.

List and discuss the four functions of communication? [4]

QUESTION 5

What “breakthrough” resulted in consistent and strong support for traits as predictors of leadership? [4]

QUESTION 6

What are the implications of the behavioral theories of leadership? [4]

QUESTION 7

Explain impression management and give an example of its use in the workplace. [4]

QUESTION 8

List and explain the three questions that can help determine if a political action is ethical. [4]

QUESTION 9

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

QUESTION 10

Discuss the two general approaches to negotiation. [4]

QUESTION 11

In business world, it is considered that usually conflict brings the company success. This idea led many organizations to introduce initiatives of constructive and destructive conflict in order for the success of the business. However, discuss when conflict is constructive and how functional conflict can be created. [8]

QUESTION 12

Distinguish the difference between centralization and decentralization [6]

QUESTION 13

Explain the concept of the “**boundary less**” organization. [4]

QUESTION 14

Politics is endemic to all social life. It is an inevitable part of living because it is related to situations of scarce resources, division of functions, power relations and role-differentiation. Because of its ubiquity and pervasive nature, the concept has acquired a multitude of meanings and connotations presenting us with nothing short of a semantic jungle. Like other terms, politics generates considerable ambivalence and leaves many scholars and administrators quite uncertain about (1) its meaning and relevance and (2) how best to cope with it. The normative conception of politics, strongly influenced by a preoccupation with stability and equilibrium in organizational design, links conflict to violence, destruction, inefficiency and irrationality. This form of intellectual myopia was especially invidious in suggesting that administrators have the responsibility of avoiding, controlling or eliminating politics in the organisation.

Describe and summarise the reality of politics in organizations. [5]

QUESTION 15

Show the application of acquired knowledge or given information in practice, or in relation to what organisational behaviour comprise of the characteristics of a spiritual organization? [5]

QUESTION 16

Discuss the reasons why managers utilize performance simulation tests over written tests. [4]

QUESTION 17

Organizations are living systems consisting of interacting units performing a task in a mutually dependent manner within a structure of scarce resources. It seems commonplace to suggest that employee evaluations should be present in such a setting.

Discuss who should be held liable to perform employee evaluations [4]

QUESTION 18

What is action research? [2]

What is innovation? [2]

END OF ASSESSMENT!!!!!!!

GOOD LUCK!!