



**UNIVERSITY OF JOHANNESBURG
UNIVERSITEIT VAN JOHANNESBURG**

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PAPER: GROUP DYNAMICS/CONFLICT STUDIES

MARKS: 100

SUBJECT CODE: SOS2A11/SOC2AA2

EXAMINATION COMPLETED ONLINE ON BLACKBOARD – Students received questions in random order and answer options were also randomised

EXAMINERS:

SECTION 1: PROF TINA UYS

SECTION 2: PROF INGRID PALMARY

SECOND EXAMINER: PROF TAPIWA CHAGONDA

SECTION A: GROUP DYNAMICS

Question 1

A member of the COVID-19 Command Council playing devil's advocate and disagreeing with other members about the way forward to make sure all alternatives are considered is an example of:

Answers

(i) anticonformity

Question 1 - Correct Answer(ii)

(ii) strategic anticonformity

(iii) independence

(iv) congruence

(v) compliance

Question 2

I am confused. As group leader, some people think I should maintain strict control, while others feel that I should say as little as possible. I am experiencing:

Answers

- (i) role ambiguity
- (ii) interrole conflict
- Question 2 - Correct Answer3
- (iii) intrarole conflict
- (iv) entrapment
- (v) person-role conflict

Question 3

An organisation that seeks to increase the cohesiveness of its teams can

Answers

- (i) communicate a communal perspective to the team by stressing unity.
- (ii) institute a program of group-level rewards rather than individual bonuses.
- (iii) arrange for the teams to undertake enjoyable team challenges, such as backpacking together.
- (iv) decrease the diversity of the teams.

Question 3 - Correct Answer (v)

- (v) all of the above.

Question 4 (Essay)

The presence of others could have a positive or negative effect on the performance of individuals. Recent developments have led to no spectators being allowed to attend any events during the Tokyo Olympics. Explain how the absence of an audience could affect sports individuals' achievement at these Olympics and why.

Question 5

Distraction is:

Answers

- (i) the drive process where the mere presence of others raises drive levels
- (ii) the motivational process where people are concerned about how others perceive them

Question 5 - Correct Answer3

- (iii) when the presence of others divert one's attention
- (iv) the personality process where the performance of people with a positive interpersonal orientation are more likely to be enhanced by the presence of others
- (v) when the presence of others makes group members do less work

Question 6 (Essay)

During the lockdown a cabinet minister visited a friend for lunch, which caused a lot of negative publicity. Explain why there is more pressure on leaders to conform to the COVID-19 lockdown rules than on other members of society.

Answers

There is pressure on the leaders to conform to the Covid-19 lockdown rules, reasons being the following:

- The role behaviour of the leader is more clearly described than that of other group members. In this case, the minister is explicitly expected to conform to the rules of Covid-19 lockdown, stay at home and not visit friends during the Covid-19 lockdown.
- Leaders are in a central position that gives them more visibility. The minister is very visible to the public's eyes, she is in the limelight, media. Therefore it would be more evident that the minister did not abide by the rules.
- Leaders are expected to demonstrate their identification with the group. The minister was supposed to abide by the Covid-19 lockdown rules to demonstrate her identification with the group.
- In the external environment, leaders represent the group and their beliefs and norms in a broader setting. Therefore, when the minister breaks the Covid-19 lockdown rules, it is a poor representation of the country.
- All in all, if the minister as a leader is not following the Covid-19 lockdown rules, the public/followers will also not be encouraged to do so. She set a bad example to the public by visiting a friend during the Covid-19 lockdown.

Question 7

Entrapment is the reluctance to _____ a course of action once an investment has been made in that action, and instead spend _____ in pursuing it than seems appropriate or justifiable by external standards.

Answers

Question 7 - Correct Answer(i)

- (i) abandon; more of their resources
- (ii) take; time
- (iii) plan; more of their energy

- (iv) abandon; more of their life
- (v) continue with; less of their resources

Question 8

It is argued that the bystanders who saw the attack on Kitty Genovese did nothing because they felt that other people, including the police and other bystanders, should do something to save her. This response illustrates

Answers

- (i) evaluation apprehension
- (ii) informational influence
- (iii) distraction
- (iv) urban apathy

Question 8 - Correct Answer5

- (v) diffusion of responsibility

Question 9

Freeriding is:

Answers

- (i) the tendency to believe that the group is performing effectively and that they are working harder than they are.

Question 9 - Correct Answer(ii)

- (ii) when people do less than their share of work but share equally in rewards.
- (iii) when people are not afraid that their contribution will be evaluated.
- (iv) when people do not know who made what contribution.
- (v) when having more people in the group does not add to productivity

Question 10

Group polarisation is when discussions in groups tend to lead to members drawing a more _____ conclusion than would be suggested by the _____ of their individual judgments

Answers

Question 10 - Correct Answer(i)

- (i) extreme; average
- (ii) conservative; average
- (iii) aggressive; minority
- (iv) objective; majority
- (v) negative; majority

Question 11

Karen conforms because she cannot withstand the verbal harassment from the other group members. Her conformity results from _____ influence.

Answers

- (i) normative

Question 11 - Correct Answer2

- (ii) interpersonal
- (iii) informational
- (iv) implicit
- (v) instrumental

Question 12 (Essay)

Imagine you are an observer during the COVID-19 Command Council's discussions about arrangements for the COVID-19 vaccine rollout. Define what is meant by groupthink. Describe the preceding conditions that could lead to the development of groupthink among this group, analyse the symptoms of groupthink that might be present and advise the President about ways in which he could ensure that groupthink is prevented. Give examples that relate your answers to the Command Council's handling of the vaccine rollout.

Answer

Groupthink occurs when a group of well-intentioned people make bad decisions due to experiencing pressure to conform or discouraged from dissent from the prevailing view. One of the preceding conditions that could lead to the Command Council dealing with the pandemic displaying groupthink is that they constitute a cohesive group. During this discussion, they could isolate themselves from other sources of information, meaning they only use particular sources of information rather than consulting widely about ways to deal with the pandemic. The Command Council are experiencing high stress and time pressure when considering ways of dealing with the pandemic. Therefore, the leader of this discussion could use an authoritarian directive style, meaning that the other members of the Council are not given sufficient opportunity to express their opinions or views on dealing with the pandemic.

The symptoms of groupthink that could be present are as follows:

- Command Council members could show that they overestimate the abilities of the group. They could have the illusion of invulnerability and believe that they could not make any mistakes during the discussion. They believe that they know best how to deal with the pandemic.
- They could be close-minded, where they ignore warnings that might have helped them reconsider their thoughts and actions before reaching a final decision on the pandemic.
- The pressure towards uniformity could lead to self-censorship, meaning people keep quiet if they have views different to what the rest of the group said on the pandemic. This self-censorship could create the illusion that everyone in the discussion agrees. Dissenters could be discouraged from bringing up dissenting views or playing the devil's advocate.

The President can ensure that groupthink is prevented by doing the following:

- Limiting premature seeking of agreement, meaning that the Chair of the Council should not pressurize the group to take quick decisions without discussing alternative solutions of how to deal with the pandemic. The style of leadership must be open, using subgroup discussions to get an increased debate
- Correcting misperceptions and biases about the pandemic
- Use effective decision-making techniques, where they use and analyse alternatives when taking decisions and consult experts on COVID-19 and make detailed contingency plans

Question 13

Attraction to the group is ____ cohesion, whereas high levels of goal-focused team work is ____ cohesion.

Answers

(i) emotional; team

(ii) social; structural

Question 13 - Correct Answer(iii)

(iii) social; task;

(iv) attraction; performing

(v) personal attraction; social attraction

Question 14 (Essay)

Name and describe five ways in which people could respond to the COVID-19 lockdown rules by conforming or not conforming

Answers

Through compliance, people could conform and agree to follow the lockdown rules even if they privately disagree. For example, some people do not believe that wearing masks can stop the spread of Covid-19, but they complied, and they wear them.

Through congruence, people could conform because the authority or the government said so. They agree with the lockdown rules from the outset.

Through conversion, people could conform by changing their views about the lockdown rules and accept them.

Through independence, people can not conform and disagree publicly in line with their beliefs. For example, some bar owners disagreed publicly with the lockdown rule prohibiting the sales of alcohol.

Through anticonformity where people rebel against the lockdown as they want to be different from everyone else.

Through strategic anticonformity, people could not conform because they play devil's advocate and want people to reconsider the lockdown rules, although they personally agree with the rules.

Question 15

People, instead of seeking all available information, tend to seek information that confirms their decisions. When researchers examined this bias in groups and individuals they found the least bias:

Answers

- (i) when individuals worked alone.
- (ii) in small groups.
- (iii) in large groups.
- (iv) in groups where one person disagreed with the majority.

Question 15 - Correct Answer5

- (v) in groups where two people disagreed with the majority.

Question 16

Pitso, McDonald, Meagan, Thabiso, and Timothy are ordering a pizza. Someone—no one remembers who—says “let’s have anchovies on it.” Pitso thinks “gross” but says “okay.” Meagan isn’t paying any attention. Thabiso thinks “I hate anchovies, but I can just pick them off.” And Timothy thinks “If that is what Pitso wants, then okay.” The group gets a pizza no one likes or wants to eat. This outcome illustrates:

Answers

- (i) sunk cost thinking.

(ii) the loss leader effect.

(iii) Groupthink.

(iv) group-serving attributions.

Question 16 - Correct Answer5

(v) the Abilene paradox.

Question 17

Sizwe, Kelebohile, Elizabeth and Johann are classmates who must complete a major course assignment, as a group, by May 20th. During the first meeting, held on April 20th, they make plans for completing the project. Studies of the planning fallacy suggest they will:

Answers

Question 17 - Correct Answer(i)

(i) underestimate the amount of time the group will need to complete its work.

(ii) waste too much time planning out who will do what and when.

(iii) overestimate the amount of time the group will need to complete its work.

(iv) spend much of their time thinking about problems that might slow their progress.

(v) divide the work fairly so that they can complete the task in time.

Question 18

Social facilitation occurs:

Answers

Question 18 - Correct Answer(i)

(i) on simple tasks that require dominant responses

(ii) on complex tasks that require nondominant responses

(iii) complex tasks that require no response

(iv) on intellectual tasks that require creativity

(v) when a large group is studying together

Question 19

The illusion of productivity is:

Answer

Question 19 - Correct Answer(i)

- (i) the tendency to believe that the group is performing effectively and that they are working harder than they actually are.
- (ii) when people do less than their share of work but share equally in rewards.
- (iii) when people are not afraid that their contribution will be evaluated.
- (iv) when people do not know who made what contribution.
- (v) when having more people in the group does not add to productivity.

Question 20

Which one of the following behaviours is task-focused rather than relationship-focused?

Answers

- (i) Expressing anger towards a coworker.
- (ii) Complimenting a group member after a presentation.
- (iii) Asking the group members whether they are happy with the decision.

Question 20 - Correct Answer4

- (iv) Offering a solution to the problem the group faces.
- (v) Advising someone about handling conflict in the group.

Question 21

Why can group discussion be challenging?

Answers

- (i) Group members tend to have poor discussion and listening skills.
- (ii) Group members tend to view meetings as interruptions.
- (iii) Group members waste time by giving a lot of attention to trivial matters.
- (iv) Group members muddle through by using discussion to avoid taking a decision.

Question 21 - Correct Answer5

- (v) All of the above.

Question 22 (Essay)

Describe the types of social support that groups can provide to their members to protect themselves against contracting COVID-19. Give examples.

Question 23

Thabo, who is outgoing and a good sportsman but not exceptionally bright, is best friends with Khanyile, who is a distinction student but rather shy. Their relationship supports the _____ principle.

Answers

Question 23 - Correct Answer(i)

- (i) complementarity
- (ii) similarity
- (iii) minimax
- (iv) proximity
- (v) reciprocity

Question 24

Albert is the recognized whiz in the office when it comes to computer programming, so his influence over others is considerable. Albert has _____ power.

Answers

- (i) reward
- (ii) referent
- (iii) coercive

Question 24 - Correct Answer4

- (iv) expert
- (v) legitimate

Question 25

Milgram's agentic state occurs when individuals:

Answers

- (i) feel no sense of shared humanity with others who are in need.
- (ii) believe that they are in control of others' lives.

Question 25 - Correct Answer(iii)

- (iii) feel that they must carry out the orders of a higher authority.

(iv) are denied power bases, including referent and reward power.

(v) rely on indirect, rather than direct, power tactics.

SECTION B: CONFLICT STUDIES

Question 1

When conflict breaks out in the South African Parliament and the Speaker of the House calls out: order! What kind of conflict goal is she referring to?

Answers

Question 1 - Correct Answer(i)

(i) A process goal

(ii) A topic goal

(iii) A relational goal

(iv) An identity goal

Question 2

The main argument of attribution theory is the following:

Answers

Question 2 - Correct Answer(i)

(i) In conflict it is important to focus on perceptions and not right or wrong

(ii) In conflict it is important to protect and increase the power of the vulnerable

(iii) In conflict there is a need to establish right from wrong

(iv) In conflict right and wrong are relative concepts

Question 3

Lindi has a scholarship to an elite private school. She is angry because her teacher reprimanded her for not having her textbooks on the first day of term. She insists that she is a diligent student who simply has financial challenges but her teacher assumes she doesn't care about her studies. What kind of attribution is Lindi's teacher making?

Answers

Question 3 - Correct Answer(i)

(i) An internal attribution

(ii) An external attribution

(iii) A fundamental attribution bias

(iv) A relational attribution

Question 4 (Essay)

Apologies play an important role in repairing relationships. Describe the criteria for an effective apology and describe the kinds of ineffective apology. Use your own examples, to explain effective and ineffective apologies.

Question 5 (Essay)

In 2020 a South African school was accused of holding a matric event for white learners only. The result was widespread conflict between parents, learners and educators of different race groups. Using Shriver's theory of reconciliation, describe the four requirements that would need to be met for the conflicting groups to repair relationships in the school. Use examples throughout to illustrate your answer.

Question 6

When we seek out allies in a conflict we usually appeal to the following:

Answers

Question 6 - Correct Answer(i)

- (i) Interests and ideologies
- (ii) Right and wrong
- (iii) Moral beliefs and values
- (iv) Political ideologies

Question 7

According to Collins, at what point do conflicting groups become increasingly polarised?

Answers

Question 7 - Correct Answer(i)

- (i) When both groups drive out and exclude neutral parties
- (ii) When the groups seek out allies
- (iii) When the groups mobilize resources
- (iv) When the groups perceive themselves to be under attack

Question 8

Gottman's theory of conflict escalation can best be described as:

Answers

Question 8 - Correct Answer(i)

- (i) An interpersonal level theory
- (ii) A group level theory
- (iii) An attribution theory
- (iv) An intrapersonal level theory

Question 9

Which conflict style shows low regard for self and high regard for others?

Answers

Question 9 - Correct Answer(i)

- (i) Obliging
- (ii) Dominating
- (iii) Integrative
- (iv) Avoiding

Question 10

Two friends are in conflict because one lent the other money that they cant pay back. After discussing their conflict, they agree that the person who owes the money could give their friend lifts on a daily basis to repay the debt as this would save them transport money. What kind of conflict style is this?

Answers

Question 10 - Correct Answer(i)

- (i) Integrating
- (ii) Avoiding
- (iii) Compromise
- (iv) Obliging

Question 11

What is a predictive expectation?

Answers

Question 11 - Correct Answer(i)

- (i) How a person typically responds in a situation
- (ii) How a person should respond in a situation
- (iii) The most effective way of responding in a situation
- (iv) The most integrative response to a particular situation

Question 12

Match the following examples of power with their correct name

Answers

Match Question Items Answer Items

- | | |
|--|----------------------------------|
| A. A chief financial officer who controls the financial resources of a company | A. Resource control |
| B. A lawyer that you are reliant on to win a case at the small claims court | B. Expertise power |
| C. A member of the student representative council (SRC) who convinces other students to vote for her through her powerful speeches | C. Communication skills |
| D. A student who gets a letter of recommendation from his lecturer | D. Interpersonal linkages |

Question 13

After committing a robbery, a young man agrees to apologise to avoid a jail sentence. What kind of problematic apology is this?

Answers

Question 13 - Correct Answer(i)

- (i) A compelled apology
- (ii) A delayed apology
- (iii) A surrogate apology
- (iv) An insincere apology

Question 14

Which of the following factors makes the apology by the Japanese government to the World War 2 comfort women problematic?

Answers

Question 14 - Correct Answer(i)

- (i) It is a surrogate apology
- (ii) It is not accompanied by any reparation
- (iii) It is an insincere apology
- (iv) It is designed to benefit the one apologising

Question 15

Which committee of the South African Truth and Reconciliation Commission investigated the violations that took place under apartheid?

Answers

Question 15 - Correct Answer(i)

- (i) The Human Rights Committee
- (ii) The Amnesty Committee
- (iii) The Reparations Committee
- (iv) The Crimes against Humanity Committee

Question 16

One of the most common risks of informal third-party interventions is the following:

Answers

Question 16 - Correct Answer(i)

- (i) Taking a side and thus increasing the number of conflict parties
- (ii) Being dominated by the more powerful party in the conflict
- (iii) Being unable to suggest creative third options
- (iv) Not being sufficiently invested in the conflict to give an opinion

Question 17

If one person begins the conflict with criticism and the other responds with stonewalling, what pattern of interaction is this an example of?

Answers

Question 17 - Correct Answer(i)

- (i) A complementary interaction pattern
- (ii) A reciprocal interaction pattern
- (iii) A mutual interaction patterns

(iv) A communicative interaction pattern

Question 18

A disadvantage of adjudication is:

Answers

Question 18 - Correct Answer(i)

- (i) It is based on adversarial assumptions
- (ii) It does not allow for parties to be forced to appear in court
- (iii) It does not easily balance the power in a conflict
- (iv) It does not address topic goals

Question 19

Which of the following was one of the most controversial aspects of the South African Truth and Reconciliation Commission?

Answers

Question 19 - Correct Answer(i)

- (i) The decision to offer amnesty for truth to perpetrators
- (ii) The investigation into the actions of the South African Police
- (iii) The decision to broadcast the hearings publicly
- (iv) The decision to give reparations to victims of apartheid atrocities