

UNIVERSITY OF FORT HARE

**INTRODUCTION TO FIELDS OF INDUSTRIAL PSYCHOLOGY AND
HUMAN RESOURCES MANAGEMENT
IPS123F**

SUPPLEMENTARY EXAMINATIONS

NOVEMBER

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Time: 3 HOURS
Subject: IPS123F
Marks: 100

This paper consists of _ pages including the cover page

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INSTRUCTIONS

INSTRUCTION: Read questions carefully and answer ALL the questions provided in this paper.

SECTION: A

QUESTION: 1 Multiple Choice Questions

Please the correct answer on the answer booklet provided.

(1 x 45) = 45 Marks

1. Areas of _____ that inform HRM include learning, motivation, personality, perception, training, and work stress.
 - A. Management
 - B. Psychology
 - C. Political science
 - d. Sociology

2. Which of the following factors impact on an organisation?
 - A. Legislation
 - B. Technology
 - C. Globalisation
 - D. All of the above

3. Ethics and decision-making, motivation and engagement, leadership, groups and teams are part of _____ in the basic HRM value chain.
 - A. Management of organisational behaviour
 - B. Employment and onboarding
 - C. The external environment
 - D. Talent management

4. Which of the following best describes the concept of onboarding?
 - A. The HR manager introducing a new employee to his or her colleagues
 - B. The process that starts from recruitment and employing a person until the person is fully functioning and integrated with the organisational culture
 - C. The link between the promise of new employee talent, and the realisation of that talent in actual performance

D. The process that starts from recruitment and employing a person until the person is fully functioning and integrated with the organisational culture AND The link between the promise of new employee talent, and the realisation of that talent in actual performance.

5. The implementation of integrated HR strategies and systems to attract, utilise, engage, develop, deploy, and retain employees to meet the current and future business needs of the organisation is known as ...

- A. Organisational behaviour management
- B. Performance management
- C. Onboarding
- D. Talent management

6. A _____ defines long-term goals and plans for attaining an organisational vision and is developing for all business functions, including HRM.

- A. Objective
- B. Business plan
- C. Strategy
- D. Programme

7. When is discrimination not judged unfair discrimination?

- A. When you discriminate because of family responsibilities
- B. When you discriminate because of the inherent requirements of the job
- C. When you discriminate in line with your affirmative action policy or programme
- D. When you discriminate because of the inherent requirements of the job AND when you discriminate in line with your affirmative action policy or programme.

8. Marianne works as a receptionist in a car repair centre. She has complained to her line manager because of pictures of semi-naked women in the garage section of the business. What does her complaint constitute?

- A. The complaint is considered unjustified as Marianne is seen to be difficult
- B. Represents a dismissal of male employee rights

- C. Sexual harassment
- D. Nothing, because as her line manager says, she is 'being too sensitive – it's just boys having fun'
9. Thabo is in dispute with the company that employs him. He has _____ months within which to refer this dispute to the _____ after the act in dispute.
- A. 6 ... trade union
- B. 6 ... CCMA
- C. 9 ... trade union
- D. 9 ... CCMA
10. Which of the following acts specifically seeks to advance social justice in the workplace?
- A. Labour Relations Act 66 of 1995
- B. Employment Equity Act 55 of 1998
- C. Skills Development Act 97 of 1997
- D. All of the above
11. Zanele has a small shoe manufacturing business which is struggling due to the impact of load shedding. She has eliminated any overtime or Sunday work. What is she trying to manage?
- A. She is striving for a work/life balance amongst her employees
- B. Working on a Sunday is against her religious beliefs
- C. She is implementing alternatives to retrenchments in her business
- D. She is trying to save costs
-
12. The National Minimum Wage Act 9 of 2018 has implemented a national minimum wage of R ... per hour (R _____ for farm workers, R _____ for domestic workers and R _____ for those employed by expanded public works programmes).
- A. 22, 20, 14 and 10
- B. 20, 18, 15 and 10

C. 22, 18, 12 and 10

D. 20, 18, 15 and 11

13. Tom has a small engineering company with 62 employees. What strategic plan, which needs to be approved by the relevant SETA, does he need to put in place?

A. Employee Benefits Plan

B. Training and Development Plan

C. Workplace Skills Plan

D. Workforce Plan

14. Fatima works for a furniture manufacturer. The _____ she participates in has a structured learning component and may lead to a qualification recognised by the South African Qualifications Authority (SAQA).

A. Apprenticeship

B. Pupillage

C. Learnership

D. Training module

15. Which of the following issues should leaders specifically address in a virtual environment?

A. Cultural differences

B. Social cohesion

C. Composition of the team

D. Cultural differences AND social cohesion

16. A _____ leader helps define the vision of the organisation and establish the link between that vision, and the type of management and organisational principles that are introduced.

A. Transactional

B. Charismatic

C. Servant

D. Transformational

17. The ability to manage your own emotions and react constructively to the emotions of others is associated mainly with _____ leadership.

- A. African
- B. Servant
- C. Transformational
- D. Charismatic

18. Thandi is the Director of an NGO working with homeless people. She is able to empathise with both employees and clients, sharing their humanity and understanding the difficulties they find themselves in. She works to transform their lives. What kind of leader is Thandi?

- A. African leadership
- B. Transformational
- C. Servant
- D. Charismatic

19. The construct of African leadership has the value of _____ at its core.

- A. Ubuntu
- B. A sense of humanity
- C. Respect for the dignity of others
- D. All of the above

20. InVest, a local financial services company has recently initiated a 360° gap analysis of competencies in their leadership team. The HR team has asked both employees and internal customers to contribute to this exercise, after which development plans will be drawn up to address the gaps in competencies. Which approach in leadership development does this best describe?

- A. Competency gap analysis
- B. Competency modelling
- C. Leadership development framework
- D. Systematic approach

21. Paledi is the manager of a call centre and has the ability to influence people in her team as opposed to being authoritative. Paledi is a _____

- A. Leader
- B. Manager
- C. Networker
- D. Leader AND manager

22. Leaders are found _____

- A. Only at the top of the organisation – there is only one CEO
- B. At all levels of the organisation
- C. Only in executive teams
- D. Only in middle and senior management

23. Being a leader in South Africa requires you to manage highly diverse teams. Consideration should always be given to the following:

- A. Flexibility
- B. Language and communication
- C. Inclusivity
- D. All of the above

25. Mandla is struggling with his team. He believes that they dislike their work and thinks they lack ambition. He uses threats of punishment to control their behaviour. What theory do these assumptions support?

- A. Theory Y
- B. Theory X
- C. Theory Z
- D. None of the above

25. Martin does the absolute minimum required of him to stay in his job. He doesn't care about his team, and his department ticks over but deadlines are often not met,

and tasks not completed. What leadership style does he conform to on the Blake and Mouton leadership grid?

- A. Country club
- B. Team
- C. Laissez-faire
- D. Authority-compliance

26. Probability testing is an example of what type of approach taken to analyse research data?

- A. Descriptive statistics
- B. Framework analysis
- C. Inferential statistics
- D. Content analysis

27. Inferential statistics and descriptive statistics are examples of which type of research approach?

- A. Psychological research
- B. Quantitative research
- C. Causal research
- D. Qualitative research

28. Which is the third step in planning and executing research?

- A. Collect data
- B. Formulate questions
- C. Analyse data
- D. Choose research design

29. Tristan needs to evaluate a questionnaire on job satisfaction. The questionnaire contains several questions on physical health. Tristan has doubts about the questionnaire's validity. Which validity is in question?

- A. Content validity
- B. Criterion-related validity
- C. Construct validity
- D. Face validity

30. I-O specialists need to continuously ensure that they are aware and have knowledge of the latest information in the field. This is due to the ethical code of _____.

- A. Confidentiality
- B. Moral and legal standards
- C. Informed consent
- D. Competency

31. As an I-O specialist, Ruth is faced with a problematic gap in her competency. What should she do?

- A. Deny that there is a gap in her competency
- B. Learn from the context in which the gap is occurring
- C. Focus on the areas that she does have competency in
- D. Consult a specialist in that field

32. Informed consent means that participants:

- A. Can withdraw at any time
- B. Will have their information safely stored
- C. Must be told who has access to their information
- D. All of the above

33. Which classical approach to psychological health argues that psychopathology is the result of environmental influences through faulty learning and the strengthening of maladaptive behaviour patterns?

- A. Behaviourism
- B. Evolutionary psychology

- C. Bio-psychosocial approach
- D. Psychoanalysis

34. Which classical approach to psychological health emphasises the validity and relevance of people's knowledge?

- A. Humanistic psychology
- B. Positive psychology
- C. Trait psychology
- D. Cognitive psychology

35. Happiness is also viewed as a field of study that comprises three levels of good living. Which of the following is not representative of those levels?

- A. The pleasant life
- B. The examined life
- C. The engaged life
- D. The meaningful life

36. Which one of the following is not an external factor that contributes to psychological health and maladjustment?

- A. Political conditions
- B. Genetic attributes
- C. Traumatic events
- D. Socioeconomic conditions

37. Which state of health involves high levels of psychological and social well-being and a diagnosis of a psychological disorder.

- A. Flourishing
- B. Struggling
- C. Floundering
- D. Languishing

38. Which of the following is a stressor-related disorder?

- A. Generalised anxiety disorder
- B. Panic disorder
- C. Adjustment disorder
- D. Phobic disorder

39. Peng keeps remembering a specific event with fear, anxiety, panic attacks and physical symptoms of nausea and headaches. Peng is likely suffering from which disorder?

- A. Dissociative amnesia
- B. Panic Disorder
- C. Generalised Anxiety Disorder
- D. Post-Traumatic Stress Disorder

40. Procrastination is a sign of which maladjustment?

- A. Undercommitment
- B. Obsolescence
- C. Overcommitment
- D. Underachievement

41. Which one of the following is not an example of overcommitment?

- A. Workaholism
- B. Fear of success
- C. High stress levels
- D. Burnout

42. Which of the following is not a cultural value dimension in the studies done by Hofstede and Feldman and Msibi?

- A. Uncertainty avoidance
- B. Organisational citizenship behaviour (OCB)

- C. Individualism vs collectivism
- D. Power distance

43. Eva works for a company where she is encouraged to work on her own and self-direct her own growth and self-fulfilment. The company is influenced by which factor?

- A. Individualism
- B. Collectivism
- C. Femininity
- D. Power distance

44. Pinto works for a company where the most important aspect of his work is how well he works in a team, what his team accomplishes as well as loyalty. The company is influenced by which factor?

- A. Power distance
- B. Individualism
- C. Collectivism
- D. Masculinity

45. What was the finding of the study done at Mozal, an aluminium smelting company in Mozambique (Sartorius, Merino & Carmichael, 2011)?

- A. Collectivistic culture
- B. High levels of power distance
- C. Uncertainty avoidance
- D. All of the above

SECTION: B

QUESTION: 2

MATCHING COLUMN

(1 X 10 Marks) = 10

Match the concept/term in Column A with the description/definition in Column B.

NOTE: Write ONLY the LETTER next to the corresponding number in the Answer Book.

For example 2.1 B

COLUMN A Concept/Term		COLUMN B Description/Definition	
2.1	Dissociative identity disorder	A	is a prolonged stress reaction related to relived experiences of a previous serious traumatic event. A person relives the event with related responses of fear, anxiety, panic attacks and physical symptoms like nausea and headaches.
2.2	Illness anxiety disorder	B	is characterised by heightened stress reactions immediately before or after an event as well as when anticipating and thinking about certain events.
2.3	Major depressive disorder	C	Usually manifest after specific stressors such as starting a new job, adapting at school or starting a new relationship.
2.4	Premenstrual dysphoric disorder	D	Relates to disruption in two or more aspects of functioning like identity confusion and the sense of self with disturbed patterns in emotion, memory, thinking, perception and motor control
2.5	Acute stress disorder	E	Involves the inability to remember past events, those of a traumatic nature as well as personal information not related to normal forgetfulness
2.6	PTSD	F	Involves the inability to remember past events, those of a traumatic nature as well as personal information not related to normal forgetfulness. The lost memory mostly relates to a certain period of time
2.7	Dissociative amnesia	G	Where euphoria is dominant, symptoms like distractibility, grandiosity and indiscretion, flight of ideas and attention, increased activity and talkativeness and less sleep will manifest, while some depression may be present.
2.8	Cyclothymic disorder	H	Clinical depression, disruptive symptoms across all areas of human functioning.
2.9	Bipolar I disorder.	I	Can have a serious impact on social and work functioning but can be minimised by the use of oral contraceptive.
2.10	Adjustment disorder	J	varying manic and depressive episodes

QUESTION: 3 LONG AND SHORT QUESTIONS.

Total marks (40)

1. Discuss the concept of a value-based organisation and employee fit. (5)
2. Discuss fully, what employers can do to dismiss employees who are underperforming and who are no longer on probation. (10)
3. What are the differences between transformational and servant leadership. (10)
4. Discuss the main challenges for leading in a remote work environment? (10)
5. Discuss two implications of Industry 4.0 for HRM. (5)
6. Define and list four types of validity (5)

END OF PAPER