University of Fort Hare
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UNIVERSITY OF FORT HARE

MARKING MEMORANDUM

IPS 516

Degree Examinations

May/June 2023

TIME: 3 HOURS

SUBJECT: INDUSTRIAL PSYCHOLOGY

MODULE: ADVANCED ORGANIZATIONAL BEHAVIOUR

MARKS: 100

INTERNAL EXAMINER: PROF Q T MJOLI

EXTERNAL EXAMINER: Ms P LUZIPO

INSTRUCTION: THIS PAPER CONSISTS OF SIX QUESTIONS. ANSWER ANY FOUR.

Question 1

(a) **Discuss the following aspects of organizational justice:**

(i) **The forms of organizational justice and their effects 08**

Distributive justice

Definition: People's beliefs that they have received fair amounts of valued work-related outcomes, e.g. pay, recognition, etc.

High levels of stress result from perceptions of injustice

Job dissatisfaction is another result

Work motivation is negatively affected

Productivity is negatively affected

Procedural justice

Definition: People's perceptions of fairness of procedures used to determine the outcomes they receive.

Judgment standard applied to everyone equally

Principal factors considered by those evaluated:

- Voice in the making of decisions
- Consistency in applying rules
- Accuracy in use of information
- Opportunity to be heard
- Safeguards against bias

Effects of procedural injustice on workers

- Dissatisfaction
- Rejection of whole system as unfair
- People don't follow rules they consider unfair, resulting In major problems

Interpersonal justice

Definition: People's perceptions of fairness of the way they are treated by others (typically, authority figures)

Explaining a decision clearly and sensitively, resulting in acceptance of the decision as fair

Positive feelings result from fairness perception

Less inclined to sue the company

Informational justice

Definition: People's perceptions of the fairness of the information used as the basis for making a decision

Being given clear and thorough information about the reason for a decision

Feelings of being valued by others in the organization result.
This is known as the group-value explanation of organizational justice.

(ii) Strategies for promoting organizational justice 08
Pay workers what they deserve
Offer workers a voice
Meet regularly and invite input
Conduct employee surveys
Keep an open-door policy
Openly follow fair procedures
Explain decisions thoroughly
Train workers to be fair

(b) Explain the concept "corporate social responsibility" and discuss the forms of socially responsible behaviour..... 09
Definition: CSR is business practices that adhere to ethical values that comply with legal requirements, that demonstrate respect for individuals.

The pyramid of CSR
- Philanthropic responsibilities
- Ethical responsibilities
- Legal responsibilities
- Financial responsibilities.

Forms of socially responsible behaviour
- Helping the community by making charitable contributions
- Preserving the environment
- Socially responsible investing
- Promoting the welfare of employees.

Question 2

Discuss the following work-related aspects of personality:

(a) The Big Five dimensions of personality 09
Conscientiousness and its definition
Extraversion and its definition
Agreeableness and its definition
Emotional stability and its definition
Openness and its definition

(b) Machiavellianism 08
Definition: Willingness to manipulate others for ones own purposes

Characteristics of Machiavellianism: smooth, charming, lie easilty,
Manipulative, have no remorse about harming others, callous,
no empathy towards others, impulsive, irresponsible, easily get
bored.

Machiavellianism and success

Tend to be successful depending on the kind of job and nature of
The organization

Not successful in organizations or situations where the employees
are very autonomous, e.g. Professors

Successful where jobs are loosely structured and have few
established rules.

(c) Achievement motivation 08

Definition: The strength of an individual's desire to excel in difficult tasks.

Individuals high in nAch prefer to do tasks of moderate difficulty.

Success in management: Reluctant to delegate authority; high desire for feedback; strong desire for merit-based payment system.

nAch and goal-orientation: Those high in nAch are goal-oriented; nAch can contribute to economic growth and wellbeing of entire societies.

Question 3

Write an essay on stress under the following headings:

(a) Causes of stress in the workplace 09

Occupational demands

Conflict between work and non-work

Role ambiguity

Sexual harassment

Work overload

Responsibility for others.

(b) Managing stress in the workplace 09

Employee assistance programmes

Stress management programmes

Wellness programmes.

(c) Managing you own stress 07

Manage your time wisely

Seek social support

Eat healthy diet and be physically fit

Relax and meditate

Get a good night's sleep
Avoid inappropriate self-talk
Take a time-out

Question 4

Discuss the following ways of motivating people at work:

(a) Motivating by meeting basic human needs 09

Maslow's theory

Today's workers are more strongly motivated by the opportunity to do challenging Work than by their pay.

(b) Motivating by enhancing fit with the organization 08

People's motivational traits should match the requirements of their working Environment

Motivational needs and traits

Achievement

Anxiety

Emotional control

Motivational control

(c) Motivating by setting goals 08

Goal setting theory

Guidelines for setting effective performance goals

Assign specific goals

Assign difficult but acceptable performance goals

Provide feedback on goal attainment.

Question 5

Discuss the following aspects of interpersonal behaviour at work:

(a) Organizational Citizenship Behaviour 07

Forms of OCB

- Individual
- Organizational

Altruism

Conscientiousness

Civil virtue

Sportsmanship

Courtesy

Does OCB really matter?

(b) Conflict and its resolution **08**

Types of conflict
Causes of conflict
Consequences of conflict
Conflict management strategies
- Negotiation
- Mediation
- Arbitration
- ADR and its importance today.

(c) Deviant organizational behaviour **10**

Definition: Actions of the part of employees that intentionally violate the norms of organizations and/or the formal rules of society, resulting in negative consequences.
DOB can be constructive or destructive
Whistleblowing
Cyberloafing
Workplace aggression and violence
- Forms of workplace aggression
- Who engages in workplace aggression
- Job characteristics
- Managing workplace aggression

Workplace bullying
Employee theft
- Reasons for stealing
- Reducing employee theft.

Question 6

Write brief notes on the following aspects of leadership:

(a) Person-oriented versus production-oriented leadership **08**

Production-oriented versus person-oriented leadership behaviour
The initiating structure versus consideration four-cell grid

(b) Change-oriented leadership **09**

Charismatic leadership
Transformational leadership

(c) Leadership development **08**

360-degree feedback
Networking
Job assignments
Action learning.

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