

UNIVERSITY OF FORT HARE

INTRODUCTION TO INDUSTRIAL
PSYCHOLOGY IN HRM

IPS121

DEGREE MAIN EXAMINATIONS

NOVEMBER

2024

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Time: 3hours

Subject: IPS121

Marks: 100

This paper consists of _ pages including the cover page

Internal Examiners

Miss S. Ben

External Examiners

INSTRUCTIONS

Answer questions one and any other two questions for a total of three questions.

It is in your best interest to write clearly and legibly.

Rely on relevant case law and statutory provisions.

Question 1

- 1. Which of the following is not one of the characteristics of adult learners?**
 - A. Learn for the sake of learning
 - B. Are goal orientated
 - C. Readiness to learn is dependent on stage of development
 - D. Learners have different orientations to learn
 - E. Learners bring a wealth of prior experience.

- 2. According to Kolb _____ involves the formulation of abstract concepts and generalisations.**
 - A. Observation and reflection
 - B. Concrete experience
 - C. Deep insight
 - D. Abstract conceptualisation
 - E. Active experimentation.

- 3. _____ are group interviews where a number of employees are interviewed together.**
 - A. Interviews
 - B. Observations
 - C. Artefacts
 - D. Questionnaires
 - E. Focus groups

- 4. Which of the following is an example of a work-based training approach?**
- A. Simulations
 - B. Mentoring
 - C. Tutorials
 - D. Computer-based training
 - E. Presentations
- 5. Distance learning is becoming increasingly popular. There are certain prerequisites for the success of this method. Which one of the following is not associated with the success of distance learning?**
- A. Learners should be able to work independently
 - B. Access to the correct technology
 - C. Minimal direct involvement of a trainer
 - D. A lack of computer literacy
 - E. An organisational culture which encourages independent work
- 6. Company resources often go into training managers as they are seen to be integral to the success of the company. Which one of the following methods is not especially associated with the training of leaders and managers?**
- A. Assessment centres
 - B. Mentoring
 - C. Online learning
 - D. Business games
 - E. Action learning
- 7. Which statement best describes simulations?**
- A. Representation of an actual activity or condition where it is not suitable or possible to assess the learner under actual conditions.

- B. The learner demonstrates practical or behavioural skills and is assessed either on how the activity is carried out or the end product.
 - C. A description of a real-life or simulated situation accompanied by a number of questions.
 - D. A collection of various types of evidence relating to the work being assessed.
 - E. The learner answers questions orally
8. A/n _____ is the smallest learning achievement that can be credited to a learner on the NQF.
- A. Outcome
 - B. Unit standard
 - C. Level
 - D. Goal
 - E. Qualification
9. Which of the following bodies is linked to achieving the goals of developing the skills of the South African workforce?
- A. Sector Education and Training Authorities (SETAs)
 - B. Skills Development and Planning Unit
 - C. Labour centres and Employment Services South Africa (ESSA)
 - D. a and b
 - E. All of the above.
10. _____ is regarded as a hygiene factor by Herzberg.
- A. Challenging job
 - B. Quality of supervision
 - C. Feelings of achievement
 - D. Personal growth opportunities
 - E. Recognition

11. According to Maslow _____ involves accepting yourself and others for what they are.

- A. Self-actualisation
- B. Physiological needs
- C. Social needs
- D. Safety needs
- E. Ego needs

12. According to Vroom's expectancy theory the fact that an employee desires a trip to Mauritius which is being offered for the top performer in her job refers to the _____ of the reward and will thus influence her level of motivation.

- A. Instrumentality
- B. External comparison
- C. Expectancy
- D. Personal consequences
- E. Valence

13. A manager believes that his employees are generally lazy, avoid work if possible and are only work because they are paid. Douglas McGregor would refer to this individual as a _____ manager.

- A. Theory Z
- B. Theory A
- C. Theory X
- D. Theory O
- E. Theory Y

14. Which one of the following is not one of the six primary emotions?

- A. Anger
- B. Sadness
- C. Joy

- D. Frustration
- E. Surprise

15. The following three comparisons of effort-performance-reward ratios to others doing comparable work reflect _____ theory; with colleagues and friends, with reference groups and others in a similar job.

- A. Self-efficacy
- B. Self-fulfilling
- C. Equity
- D. Cognitive evaluation
- E. Expectancy

16. _____ is / are the feeling aspect of consciousness; they are characterised by a level of physical arousal that may be translated into behaviour that communicates these feelings to the outside world.

- A. Moods
- B. Emotions
- C. Temperament
- D. Cognition
- E. Empathy

17. Self-actualisation is the ‘desire for self-fulfilment, namely, the tendency for him to become actualized in what he is potentially’. This refers to higher-order needs in _____.

- A. McGregor’s Theories X and Y
- B. Alderfer’s ERG theory
- C. McClelland’s needs theory
- D. Vroom’s expectancy theory
- E. Maslow’s hierarchy of motivation

18. A number of employees embark on a group project on their own; they work to certain guidelines, but the process they follow is their own. This is known as _____.
- A. Job enlargement
 - B. Job design
 - C. Job enrichment
 - D. Semi-autonomous work group
 - E. Job rotation
19. Workplace learning is how skills are upgraded, and knowledge is acquired at the place of work.
- a. True
 - b. False
20. Lifelong learning – is ongoing or continuous learning to stay abreast of developments.
- a. True
 - b. False
21. Formal development involves in classroom training.
- a. True
 - b. False
22. Informal learning includes coaching by managers.
- a. True
 - b. False
23. The benefits of organisational development include increased profit, employee development and product and service enhancement.
- a. True
 - b. False
24. Motivation is a _____ behaviour that pushes people towards certain behaviour and makes them avoid other forms of behaviour.
- A. Goal-directed
 - B. Emotional
 - C. Self-esteem

D. Productive

25. _____ have an impact on motivation in that they drive behaviours.

A. Motivations

B. Emotions

C. Cognitions

D. Goals

26. **Which one of the following is not a feature of motivation?**

A. Initiates behaviour

B. Leads to goal-directed behaviour

C. Internal condition

D. Directly observable

27. **What are the two current concepts in psychology that describe internal motivation?**

A. Emotion and flow

B. Emotion and engagement

C. Flow and engagement

D. Motivation and Emotion

28. **A person's optimal experience or sheer enjoyment of & absorption in work and the processes involved in executing activities to complete tasks and achieve certain objectives is the definition of which concept?**

- A. Engagement
- B. Flow
- C. Emotion
- D. Motivation

29. **Homeostatic drive theory is based on which needs system?**

- A. Physiological needs
- B. Psychological needs
- C. Ego needs
- D. Existential needs

30. **Which theory uses motivation factors and hygiene factors to explain motivation?**

- A. Quality of work life theory
- B. Job design theory
- C. Maslow's theory
- D. Herzberg's theory

31. **Which of the following is not represented by Alderfer's ERG theory?**

- A. Existence
- B. Relatedness
- C. Goals
- D. Growth

32. **Which of the following propositions are counter to goal-setting theory?**
- A. All you can do, is do the best you can
 - B. How you attain your goal is linked to how invested you are in it
 - C. Having an incentive will affect your performance
 - D. When you have specific goals, you can reach them
33. **Employees are motivated by the expected results of their actions. Which element of this concept is represented by the belief that your actions will lead to the desired outcome?**
- A. Valence
 - B. Instrumentality
 - C. Expectancy
 - D. Averse
34. **Which theory states that employees compare themselves to others?**
- A. Self-efficacy theory
 - B. Cognitive evaluation theory
 - C. Equity theory
 - D. Management- centred theory
35. **Blends of emotions that tend to be specific to cultures and will differ from culture to culture. This is the definition for?**
- A. Primary emotions
 - B. Secondary emotions

- C. Temperament
- D. Empathy

36. **Walking out to his car, after a particularly challenging day at work, Silas finds that he had driven over a rusty nail and had not realised it. His front car tyre is now completely flattened. Silas asks himself if he can cope with this. According to Lazarus's cognitive-meditational theory, which stage is Silas at?**

- A. Primary appraisal
- B. Secondary appraisal
- C. Tertiary appraisal
- D. Coping mechanism

37. **When a highly charged emotional event happens, such as becoming angry with a co-worker, Kay always takes some time to respond. She prefers to listen and then evaluate before responding. What is Kay exhibiting here?**

- A. Emotional maturity
- B. Emotional dissociation
- C. Emotional intelligence
- D. Emotional attachment

38. **Walter Cannon (1927) identified several problems with the James-Lange theory of emotion. Which of the following is one of his critiques?**

- A. People who experience different emotions will exhibit different physiological states
- B. Physiological changes are evident and easily noticed by the persons

- C. Physiological arousal does not occur without the experience of an emotion
- D. Emotions occur very quickly

39. **During which stage of the five-stage group development process should a leader clarify the roles that each person (including the leader) should fulfil in the team.**

- A. Norming
- B. Performing
- C. Forming
- D. Storming
- E. Clarifying.

40. **Group cohesion increases when _____.**

- A. A group has a proven record of success
- B. When it is relatively easy to join the group
- C. Members do not see each other often
- D. There is an equal number of male and female members
- E. There are no threats to the group's existence.

41. **During informal discussions before an actual meeting, group members decide to raise concerns about a certain organisational initiative. However, during the actual meeting, members totally reject the initiative and even suggest protest action if the company proceeds with the idea. This is an example of _____.**

- A. The expression of aggression
- B. Group-shift

- C. Antagonism
- D. Group-think
- E. Negotiation.

42. The company you work for has standardised work processes through policies, rules and uniform procedures. You work within highly systematic and routine work procedures through functional departments. There is centralised decision-making, a clear chain of command and a narrow span of control. Your company is reflective of a _____.

- A. Virtual
- B. Bureaucracy
- C. Matrix structure
- D. Simple organisation structure
- E. Team-based organisation.

43. Group cohesion refers to the degree to which members are attracted to one another and motivated to stay in the group. Which of the following factors influence cohesiveness?

- A. Previous successes
- B. Gender
- C. External threats
- D. Group size
- E. All of the above
- F. B, c and d

44. Which of the following factors do not contribute to the establishment of trust in relationships?

- A. Integrity
- B. Competence
- C. Loyalty
- D. Hiding mistakes
- E. Competency

45. Thandi is working on a group project. She has serious doubts about an approach the group has decided on taking to resolve an issue, but she has decided to keep quiet about her concerns. This is an example of _____.

- A. Group-shift
- B. Group-think
- C. Group cohesiveness
- D. Lack of confidence
- E. Leader's behaviour

46. Safety needs include security and protection from physical and emotional harm.

- A. True
- B. False

47. Job enlargement increases task variety by periodically shifting employees between jobs involving different tasks.

- A. True

B. False

48. Reinforcement refers to techniques that apply the techniques of operant conditioning to modify human behaviour.

A. True

B. False

49. Extrinsic motivators are based on the actual performance on the job.

A. True

B. False

50. The psychological contract is an unwritten agreement between individual and organisation specifying what they expect from each other.

A. True

B. False

Question 2

Discuss the impact of culture on emotion [10 Marks]

Discuss the advantages and disadvantages of internal as well as external recruitment. [15 Marks]

Question 3

Define the following concepts that influence the level of motivation in the workplace.
[15Marks]

3.1.1. Job design [3Marks]

- 3.1.2. Job rotation [1Mark]
- 3.1.3. Job enlargement [1Mark]
- 3.1.4. Job enrichment [1Mark]
- 3.1.5. Semi-autonomous work groups [2Marks]
- 3.1.6. Intrinsic motivation [2Marks]
- 3.1.7. extrinsic motivation [2Marks]
- 3.1.8. Flow experiences [2Marks]
- 3.1.9. Engagement refers [1Marks]
- 3.2. Read the following case study and answer the questions that follow [10Marks]

Case Study: The Tale of Two Managers

ABC Manufacturing, a medium-sized company, recently appointed two managers, Alex and Brenda, to oversee separate departments. Their different management styles had a significant impact on their respective teams' performance and morale.

Alex: The Theory X Manager

Alex believes that employees inherently dislike work and need constant supervision. He feels that without strict rules and frequent check-ins, productivity will decline. He tends to micromanage his

employees, controlling how and when tasks are completed. He rarely delegates decision-making, often reprimanding team members for mistakes and emphasizing consequences for poor performance.

As a result, his team members feel stressed and unmotivated. They only do what is required of them, and creativity is stifled. Absenteeism and turnover are high in Alex's department, with many employees seeking opportunities elsewhere.

Brenda: The Theory Y Manager

Brenda, on the other hand, believes that employees find satisfaction in their work if given the opportunity. She encourages her team to take initiative, involving them in decision-making and showing appreciation for their contributions. Brenda gives her employees autonomy to determine how they approach their tasks, providing guidance when needed and trusting them to fulfill their responsibilities.

Her team members feel empowered and valued. They willingly take on additional responsibilities and are often willing to go above and beyond. Creativity flourishes in Brenda's department, and her team consistently meets or exceeds their targets. Employee morale is high, and the turnover rate is low.

- 3.2.1. What are the primary differences between Alex and Brenda's management styles? [2Marks]
- 3.2.2. How does Alex's approach impact his team's productivity and morale? [2Marks]
- 3.2.3. What benefits does Brenda's management style provide to her department? [2Marks]
- 3.2.4. Which theory (X or Y) is more likely to foster innovation, and why? [2Marks]
- 3.2.5. How could Alex improve his management approach to achieve better results? [2Marks]

