



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION : BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	COURSE LEVEL: 5
COURSE CODE: BOP511S	COURSE NAME: BASIC ORGANISATIONAL PSYCHOLOGY
SESSION: JUNE 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER

EXAMINER(S)	MR. ODILO SIKOPO MR. EHRENFRIED NDJOONDUEZU
MODERATOR:	Mr. E. KANDJINGA

INSTRUCTIONS

<ol style="list-style-type: none">1. Answer ALL the questions.2. Read all the questions carefully before answering.3. Number the answers clearly

PERMISSIBLE MATERIALS (PEN, RULER)

THIS QUESTION PAPER CONSISTS OF 8 PAGES (Including this front page)

Section A: True/False and Multiple choice

(10 marks)

Question 1

Read the statements below and indicate if they are True/False on your answer script.

- 1.1 When personality is measured or examined at any given point in time, it should not reflect the pattern of characteristics at that moment in a person's life for it to be fair. **(1)**
- 1.2 Avoidance-Avoidance type of conflict happens when both choices/objectives are equally negative or unattractive. **(1)**
- 1.3 Psychological contract refers to a written agreement that explains what management expects from an employee and what an employee expects of the employer. **(1)**
- 1.4 Schneider has decided to establish a 7 aside soccer team at his company so the employees can socialise after work. This is an example of an informal group. **(1)**
- 1.5 Understanding the origin and influences of human behaviour is an important consideration for Human Resources Practitioner and others involved in dealing with people in workplaces. **(1)**
- 1.6 Organisational psychology is the scientific study and application of individual differences in order to facilitate the best decisions regarding employees in their workplaces. **(1)**
- 1.7 People have five general senses and of these five senses hearing and sight are generally the most important senses in the work environment. **(1)**
- 1.8 Performing is the final and most important stage of any group formation. **(1)**
- 1.9 Talent is the basic, mainly hereditary, ability to develop and acquire skills. **(1)**
- 1.10 Positive re-enforcement takes place when the reinforcer is removed after the response. **(1)**

Multiple Choice

(10 marks)

Question 2

Read the statements below and select the best suitable answer from the choices provided.

- 2.1 Karien, the supervisor of Timothy, discovers that Timothy is intelligent and always willing to go an extra-mile. Karien later discovered that Timothy is very assertive, but this observation has not changed Karien's view on Timothy. This process is known as. (1)
- a) Criteria for evaluation
 - b) Central characteristics
 - c) Impression formation
 - d) First impression
- 2.2 After completing her research project, Maria was asked to defend her research project in the presence of the research review panel. Which cognitive intelligence component is applicable in this case? (1)
- a) Functional approach
 - b) Structural approach
 - c) Abstract reasoning
 - d) All the above
- 2.3 Which of the following are key components of attitudes (1)
- a) Cognitive, evaluative and smell
 - b) Cognitive, evaluative and sight
 - c) Cognitive, evaluative, and feeling
 - d) Cognitive, evaluative, and hearing
- 2.4 When a supervisor asks an employee to attend a staff association, meeting but the employee is also expected to complete a vital project during the same afternoon, is described (1)
- a) Unreasonable expectations and time limits
 - b) Multiple role influences
 - c) Conflict between the interests of the group and the organisation.
 - d) Type of position

- 2.5 This area is concerned with behavioural dynamics, communication and conflict management among individuals and groups of employees, employers & other parties (i.e., the government and labour unions). **(1)**
- a) Industrial relations
 - b) Ergonomics
 - c) Career psychology
 - d) Personnel psychology
- 2.6 If Martin continually hears from fellow students that remote learning is bad, he will uphold the belief every time remote learning is discussed. Martin perception known as. **(1)**
- a) Prejudice
 - b) Stereotypes
 - c) Halo-effect
 - d) First impression
- 2.7 Benny applies for a promotional position in an organisation. The results of the personality test indicate that she is someone who does not communicate easily. If you were to select decision, what can you say about Sarah? **(1)**
- a) Sarah is competent, based on her test results and it is the type of individual the company has been longing for.
 - b) Sarah's abstract reasoning is immaculate and will be a valuable member of the company.
 - c) Sarah is not suitable for a management position because communication skills are a requirement there.
 - d) Sarah will be suited for the position because she speak less and do more.
- 2.8 When Samuel the supervisor asks Kamali where he left a certain tool, Kamali would immediately not remember. However, Kamali is likely to remember minutes after Samuel has left. Identify the memory characteristic in this case. **(1)**
- a) Arranging of memory material meaningfully
 - b) Sifting of information
 - c) Processing of easier material
 - d) Retrieval of information

- 2.9 Didi observes how his father changes gears whenever he's driving with him and he imitates that whenever he's driving his toy cars in the yard. What form of learning is Cassie applying? **(1)**
- a) Classical conditioning
 - b) Operant conditioning
 - c) Social and modelling
 - d) Cognitive learning
- 2.10 Holy chose to study at NUST because he always had from his elder brother who studied at NUST about how challenging NUST is as compared to UNAM. Holy's perception is known as. **(1)**
- a) Prejudice
 - b) Stereotypes
 - c) Halo-effect
 - d) First impression

Section B: Structured questions (answer all questions)

Question 1

(62 marks)

- 1.1 Discuss with your own understanding the following psychological concepts? (6)
- 1.1.1 Human Resources Management.
 - 1.1.2 Ergonomics
 - 1.1.3 Consumer psychology
- 1.2 People learn through an associative learning process called 'Trial and Error'. Describe this learning process with two relevant examples of your own. (10)
- 1.3 Classical conditioning under associative learning form, is not a natural process, meaning it's not learning by default. The learning must meet certain conditions for learning to take place. In your view what are the learning conditions that must be met under classical conditioning? (8)
- 1.4 Differences in work behaviour occur in two different dimensions. Mention and explain these dimensions with corresponding examples. (6)
- 1.5 Jessy is late for a Exam and has been making rounds in the parking bay for 15 minutes and could not find a parking spot. She later decided to park her car at a reserved parking spot. Upon her return from exam, she found her car clamped by Campus Control Officers and a spot fine of N\$ 300 is required from her in order to release her car. Upon hearing this, Jessy started shouting and screaming to Campus Control Officers.
- 1.5.1 From this incident, mention and explain with citation from the case two possible causes of frustration. (4)
 - 1.5.2 Assume you are Jessy in this case, discuss five defense mechanisms you will use to protect yourself from mental anxiety. Link you discussion to the scenario provided. (10)

1.6 Imagine you have enrolled on a distance study mode at NUST. Recently NUST announced that the Distance study mode will be permanently phased out due to the application of the hybrid-mode of teaching and learning which caused uneasiness within the academic community. Can you recall your feeling towards the hybrid-mode of teaching and learning? Discuss your own experience based on the following psychological topics: **(18)**

- a) Human ability (3)
- b) Personality (3)
- c) Frustration (3)
- d) Stress (3)
- e) Learning and memory (3)
- f) Attitude (3)

Question 2

(18 marks)

Read the following case study and answer the following questions.

Debbie the HR manager has always been a reliable and conscientious worker. She has worked for the company for over ten years. There has never been reason for the HR director to follow up on an instruction given to Debbie or monitor her work. However, for the last couple of weeks Debbie missed deadlines and has been absent from work with minor complaints such as headaches, vomiting etc. the HR director cannot understand this recent change in very reliable Debbie. He calls her to a meeting to discuss recent poor performance and absenteeism. It is only once Debbie is at her desk that she notices how much weight she lost and terribly unhappy she looks. Debbie explains that she is in the middle of a divorce. Although this has nothing to do with work, she is unable to concentrate and needs counselling.

- 2.1. What caused Debbie's poor performance and under which stress causes is Debbie's situation? **(4)**
- 2.2. What individual stress reactions does Debbie exemplify and why do you think so?

- (6)**
- 2.3. What measures can the HR director put in place to detect problems like that of Debbie before it is too late? **(4)**
- 2.4. Seeing that Debbie herself was unaware of her ill-health, what stress coping strategies can you recommend to Debbie as an early alert? **(4)**

Total Marks: 100

Good luck!