

Birla Institute of Technology and Science, Pilani

HSS F323 -Organizational Psychology

Comprehensive Examination

Instructions: This paper consists of Five questions. You are required to attempt all of them. Each question carries 16 marks. You can answer these questions by opening your books, notes, and reference material. Use your creative imagination and analytical reasoning while articulating solutions to the undermentioned situations.

1. According to the autobiography of Lee Iaccoca (the then-CEO of Chrysler LLC portrayed in the movie Ford v/s Ferrari), the company hasn't had a very illustrious history and has had its fair share of ups and downs. During the 1970s, the company lost its market share and was in danger of going out of business. When Lee Iaccoca became its CEO, he instituted a number of changes that ultimately turned the company around. There were other significant developments post Iaccoca's contribution to the company and he has mentioned all these significant achievements in his autobiography, published in 1984. Imagining yourself as Lee Iaccoca and considering yourself as an OD expert, elaborate on what type of behavior science-based interventions you would have initiated that can potentially change the fate of the company. Use your insights and justify the interventional approach best suited to this case.

2. The Late Dr. Denton Cooley has around 65000 open heart surgeries to his credit. He was a pioneer and instituted the Texas Heart Institute in Houston, Texas. At one time, his team was handling a tenth of all such operations in the United States. During all his assignments, he has had a trustworthy team, except that he had developed a rift with Dr Michael E. DeBakey at some point in time. This rift has stopped his team from becoming a high-performance work system. Do you see that the effectiveness of his team was threatened because of this rift? Do you see that there are noteworthy determinants that play a major role and contribute to the effectiveness of his team? Elaborate with reference to any group effectiveness model that fits this situation.

3. If we imagine the period of 1910-1950s (MBE), workers and employees endured a different kind of stress, whereas during the period of 1960s-1990s (MBO), employees witnessed a different kind of stress. When we imagine the current era (MBV), which is characterized by a dejobbed environment and organizational culture coupled with mergers and acquisitions, employees are witnessing a different type of stress. Do you think the employees in all three eras have been experiencing similar or different type of stress? What would be your approach to explaining stress in different eras and situations? Do you think a specific model of stress is sufficient to explain stress and have universal applicability? Suggest some stress management techniques that are suitable for employees or that would be effective for employees in all three eras.

4. After graduating from BITS, if you get an opportunity to enter into an entrepreneurial venture with a couple of your friends, what would be your strategy to function in that startup? Would you take a transactional leadership role or use a servant leadership style to run that business? If, with the passage of time, more people join your venture and the total number of employees increases to, let's say (N=60), will your team think of making an organizational design decision? What sort of organizational determinants would you be taking into consideration if your startup is engaged in producing a specialized product? Elaborate your strategy and design decisions with respect to the provided situation and justify your choices with your creative imagination.

5. An organizational psychologist cum consultant has conducted research in an organization wherein he has distributed two standardized scales to around N=12 employees of the firm. The consultant was basically interested in seeing the relationship between Variable (a) Friendship types and Variable (b) Altruistic behaviors. S/he distributed standardized instruments to his/her sample that were measuring both these constructs and, after data collection, obtained the following scores.

Variable A	50	54	56	59	60	62	61	65	67	71	71	74
Variable B	22	25	34	28	26	30	32	30	28	34	36	40

Using your statistical knowledge, compute the product-moment correlation coefficient so that the consultant can make a decision on what to do next with the research.
