

Birla Institute of Technology and Science, Pilani

HSS F323 -Organizational Psychology (Sem II; 2022-23)

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 under-mentioned situations.

1. Rajesh is an account manager with Vodafone-Idea India based in Mumbai. He arrives at his office (commutes 2 hrs through Mumbai local) at 0730 hrs from where he goes into the field and reaches home by 2300 hrs late at night every day. Rajesh and his wife Neha acquired parenthood some two months back, and they have a lovely daughter. Off late, owing to fierce competition with Jio (Reliance Communication Pvt. Ltd.), Rajesh has heard through the office grapevine that there are instances of increasing attrition and layoffs in his company. Such information has led him to work even harder, and as a result, he is not able to devote time to his family. Looking at his busy work schedule, can we conclude that Rajesh is having a work-family conflict? Elaborate. What are the various ways through which he can enhance his well-being in his workplace? Elaborate.

2. Nikhil joined BCG (Boston Consulting Group) as an associate consultant some three years back. He had impressed his recruiter with his analytical acumen, leadership skills and is considered a very intelligent and diligent worker. Regarding his work culture, he shares a very good rapport with all types and cadres of people in his organization, except Ravi, his equally competent arch-rival. The management has deputed both of them for a tough project in Singapore that needs to be initiated within a month. Considering the situation, can they form a work team together? What kind of stages will be foreseen in the development of their team while recruiting some 5-7 teammates? Elaborate on what should be done and how it can be done by taking the help of relevant team development models and commenting on their effectiveness. Do you see the role of influence tactics as potential agents in enhancing the team development process?

3. Naresh has recently inherited his father's restaurant business, which employs around 12 people (7 Waiters and 5 Chefs). His father ran the restaurant successfully for almost two decades for several reasons, including prime location, hygienic-tasty food, attributes of waiters, and his fathers' Individualized Consideration (IC) focused transformational leadership style. Whereas Naresh has a very different leadership style, he wants to expand this inherited business to an altogether new level. If you had been in place of Naresh, what kind of organizational design decisions would you have taken to ensure that your plans would have materialized positively? Explain your strategy in light of the present structure of the restaurant and the proposed structure that will eventually be devised. Do you think that the structure thus conceived would be an organic structure or a mechanistic structure? Elaborate with suitable organizational designs and blueprints.

4. Jet Airways (India) Private Limited got bankrupt after ruling the Indian market for almost 26 years. All their flight operations were temporarily suspended on April 17, 2019, and the entire fleet was grounded. As for the company's founder, Naresh Goyal graduated in Commerce in 1967 and joined the travel business at 18 as general sales agent (GSA) for Lebanese International Airlines. Now, while comparing scenarios, when Chrysler was in a similar situation during the 1970s, Lee Iacocca, the then-CEO, instituted several changes that ultimately turned the company around and saved its existence. Imagining yourself as an organizational development expert and consultant, elaborate on the behavior science-based interventions you would carry out if the company had hired you. Do you think the NPA's (Non-Performing Assets) (created by bad loans of Vijay Mallya, Mehul Choksi, etc.) were the prime reasons banks denied relief packages and loans and may potentially render OD interventions at jet ineffective? Use your insights and schematically describe the individual or group-based interventions you would carry out at Jet Airways and hypothetically save the fate of its 22000 odd employees.

5. Rahul has initiated one research in his organization, where he has deployed two prominent organizational psychology inventories. He used Burnout and Professionalism Inventory on a sample of junior managers in the sales department. He hypothesized that more professional sales personnel are, the more burnout they would acquire. In order to accept or reject his hypothesis, he employs statistics on the obtained dataset. Imagine that he obtained the following dataset for N=15 employees; what should he do? Explain & provide interpretation.

Code: E: Employee; OBI- Burnout Inventory; PI- Professionalism Inventory

S.No	E 1	E2	E3	E4	E5	E6	E7	E8	E9	E10	E11	E12	E13	E14	E15
OBI	35	46	48	39	45	56	34	38	39	57	51	36	39	59	43
PI	67	59	38	23	39	28	27	29	78	63	58	49	41	36	72
