INDIAN INSTITUTE OF TECHNOLOGY KHARAGPUR
Mid-Autumn Semester Examination 2024-25

Date of Examination: 25.04.24   Session: (FN/AN) AN   Duration: 2 Hrs   Full Marks: 25 Marks

Subject No.: HS30071   Subject: APPLIED ORGANIZATIONAL PSYCHOLOGY

Department/Center/School: Humanities and Social Sciences

Specific charts, graph paper, log book etc., required: NO

Special Instructions (if any): Use scientific concepts to explain your answers. All questions are compulsory.

I Using the information provided below, answer the questions that follow.

First millennials and then the Covid-19 pandemic underscored the importance of people-centric employee experiences. Employers can use AI models to build employee profiles, acquire insights into what really matters to today's employees, and initiate appropriate actions to meet those expectations, which can range across a sense of identity and purpose; social and emotional well-being; work-life balance; and having agency at work. Organisations can also use AI tools to gather and analyse feedback to understand employee sentiment, get ratings for training programmes and other initiatives, identify improvement areas, and more. This applies equally to employees who work from home as to those who work from office.

Unlike traditional learning and development systems, which offer standardised content and defined paths of learning, AI-powered learning management platforms can personalise training to the needs, strengths, motivation level, performance, and preferences of every employee. Since employees cannot spare any time from work for learning separately, AI integrates micro-learning modules into their work processes exactly when required without interrupting their routine. By gamifying learning to motivate and engage learners, AI improves learning outcomes. Through multimodal tutoring and pedagogy, AI makes the learning experience more immersive. It can also gather and piece content together to make it easier to consume, and curate training materials to suit every employee's needs and context.

Q1. Why is human motivation a complex issue for organizations to manage? (2 Marks)? Explain how AI can help in tackling that issue using Maslow's theory. (3 Marks)?

Q2. Identify two societal/larger contexts that have impacted human motivation at workplaces. (2 Marks). How do contexts shape human motivation? (3 Marks).

II Read the news piece below and answer the questions that follow:

"Need a commitment from you…you cannot get pregnant in the next 2-3 years," the HR head of one the country's largest asset management companies told a 34-year-old female jobseeker in an interview recently. "Think about it… Once you have made up your mind, come back to us."

Such discriminatory demands may be illegal in many countries, but in India, the above-mentioned bank-backed fund house is one among many employers subjecting female jobseekers to increased scrutiny based on perceived biases against women in a tightening job market, company officials and recruiters told ET.

While more often female candidates are indirectly and subtly probed, it is indeed an important criterion in selection amid shrinking team sizes, more people chasing fewer jobs, and pressure on margins, they said.

"Employers definitely want to know as it is a cost that they have to budget," said the head of a leading search firm, who did not wish to be named. "Such conversations do happen more frequently between a recruiter and HR manager these days than in the past."

While such bias and stereotyping of women have always been there, a tougher job market has exacerbated the issue, experts said.

"The difference today is many companies – especially MNCs – have a policy that you cannot directly ask that question," she said. "The issue may have exacerbated at times when companies are looking keenly at productivity and costs, especially in talent cohorts where the supply of manpower outstrips demand."

Q3. What type of hiring process (e.g., value vs task) is being adopted by the organizations (2 Marks)? Discuss the pros and cons of using this approach for the organization (2 x 2 =4 Marks)?

Q4. Write two solutions to promote gender sensitization in such organizations (2 x 2 = 4 Marks)

III Read the information provided below and answer the questions that follow.

Cognitive studies have shown that a first impression about a person is powerful and enduring, continuing to predict an individual's assessment of another's character and qualities even after a relationship has been formed. In interpersonal situations, this first impression is highly influenced by a target's physical attractiveness. Identifying this bias is surprisingly simple. This means that any employer interested in eliminating handicaps against less attractive people should be able to detect this bias. Now the bad news: you are unlikely to achieve this unless you replace human intuition with data.

Q5. Identify the bias that is being referred to in the above text (1 Mark). Explain how psychometric tests help in countering human biases in workplaces (2 Marks). What are their limitations/drawbacks? (2 Marks).