



INDIAN INSTITUTE OF TECHNOLOGY KHARAGPUR

End-Autumn Semester Examination 2024-25

Date of Examination: 26.11.24 Session: (FN/AN) AN Duration: 3 Hrs

Full Marks: 35 Marks Subject: 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) : Attempt all **six** questions. Use scientific concepts and theories to explain your answer

Q1. What are the essential steps that an organization must take to implement change successfully (3 Marks)? What are the stages of decline in an organization (2 Marks)?

✓ Q2. Explain any two factors that make teams/groups more stable (2 x 2 Marks). Sometimes positive things also go wrong in a group. Explain one such scientific concept that explains this statement (2 Marks).

Q3. Write one fundamental (psychological) reason due to which issues in a team can crop up (2 Marks). Social loafing is an example of a very common issue in teams. What is social loafing (1 Mark)? What steps can you take as a manager to curb social loafing? (3 Marks).

Below is a description of Bill Gates management/leadership style when he started Microsoft. Read the case and answer the questions that follow.

Early on his life, Bill Gates inherited the ambition, intelligence, and competitive spirit that had helped him to rise to the top. Under his leadership, Microsoft revolutionized IT industry and became one of the most important trendsetters in the modern world. From creating Microsoft in 1975 until 2006, Gates had primary responsibility for the company's product strategy. He aggressively broadened the company's range of products, and wherever Microsoft achieved a dominant position he vigorously defended it. Bill was intensely focused and glued onto his target from his younger days –so much so - during early days at Microsoft, when he programmed-he'd sit with a marker clenched in his mouth, tapping his feet and rocking, impervious to distraction. It was an indication to see how Gates would someday maintain a razor-like focus on making Microsoft successful over decades. At the initial stages of Microsoft, focus was very much on accomplishment than comfort, well-being and continuity of the staff. For example - when Bill realized that Paul Allen's (Microsoft Cofounder) contribution towards a start-up company (Microsoft) was not adequate (due to poor health of Allen) Bill was ruthless in side-lining Allen from the company. Some argued that Microsoft was not a creative and innovative company. They were of the view that Bill Gates reformed existing products to satisfy markets needs instead of inventing something new. Microsoft was not just the market leader, but also the standards provider for the industry, some critics claimed that winning was so important to Gates that he would go to any extent to beat his competitor.

With his aggressive business acumen, Gates has been in and out of courtrooms to deal with legal problems almost since Microsoft began. Many of the large technology companies have been legally against the actions of Microsoft, including -Opera, APPLE, NETSCAPE etc.

Bill Gates is not known for engaging or adaptive communication. Rather, he is well known to be rude, abrasive, and sometimes dismissive of others' ideas. He once stated his hiring practice as, "I don't hire bozos," who will tell me how to run my business, and demonstrated foresight in his hiring by actively selecting dedicated, hard-working individuals at the initial development stages of Microsoft. Microsoft was a high-stress environment because Bill drove others as hard as he drove himself. He was growing into the taskmaster who would prowl the parking lot on weekends to see who'd made it in. People were already busting their tails, and it got under their skin when Bill hectored them into doing more. Bill liked to hash things out in intense, one-on-one discussions; he thrived on conflict and wasn't shy about instigating it. He helped the team understand their goal by providing a series of steps that structure their initial meetings. He said "I believe that if you show people the problems and if you show them the solutions they will be moved to act". At an interview, Apple co-founder Steve Wozniak said Steve Jobs had "a very futuristic forward vision, almost a bit of the science fiction, 'Here's what life could be,' but Bill Gates had more of an execution ability to build the things that are needed now, to build a company now, make the profits now, in the short-term.

"You really need the vision like Steve Jobs had, but the vision doesn't go anywhere if you try to jump in and build products before they are cost effective for what they do, return on investment is there, that's where Bill Gates was brilliant" he said.

Q4. What kind of leadership style Bill Gates has? Identify and define a concept that explains Bill's leadership style **(1 Mark)**. Elaborate on the chosen leadership style by using references from the information provided in the paragraph **(5 Marks)**.

Q5. Identify three stress factors (at work) from the paragraph **(3 Marks)**? What kind of organizational interventions could be planned in a workplace like this? Mention any two concepts **(3 Marks)**.

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Q6. Identify and define the leadership style is Woznaik referring to in the above lines **(2 Marks)**? Using a framework, explain how leaders can adapt to their context/situation **(4 Marks)**.