



INDIAN INSTITUTE OF TECHNOLOGY KHARAGPUR

Mid Spring Semester Examination 2023-24

Date of Examination: 16.02.24 Session: (FN/AN) AN Duration: 2 Hrs. Full Marks: 20
 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): All questions are mandatory.

Q1. The term Lookism is used to describe a situation when a person is discriminated on the basis of their physical appearance. In a recent report published in the New York Times, Lookism affects up to 73% of hiring decisions. (Total: 8 Marks).

Ursula McGeown, CEO of *Dress for Success Sydney*, which is a subsidiary of a global organization, provides one-hour styling sessions with volunteers for disadvantaged women, helping them pick an outfit from donated workwear and prepare for their job interview. Around the world, more than 12,000 volunteers have served 1 million women, helping them nail their job interview and progress through the workforce. Based on the context below and answer the questions that follow:

- ✓ 1a. Using any one psychological concept of your choice, explain why we face serious problems like lookism in the workplaces? (2 Marks)
- ✓ 1b. Evaluate *Dress for Success Sydney's* solution for handling the Lookism problem as per the information provided in the context. Give one reason to explain why this solution is helpful and one way it is not (helpful) using concepts discussed in the class. (1.5 x 2 Marks).
- ✓ 1c. What can organizations do to improve their hiring process? Define and explain any one method with at least two shortcomings of the chosen method. (3 Marks)

Q2. Read the following context (continued from Q1) and answer the questions that follow (Total: 8 Marks):

Even though the styling appointments (at *Dress for Success Sydney*) run for only an hour, McGeown (the CEO) says the impact upon women's lives is palpable. "Sometimes women come into our showroom with hunched-over shoulders, head down, feeling low and uncomfortable," she says. **"Then our volunteer stylist will spend one hour on them. One hour making them feel special, listened to, important and supported. Many of our clients say that they have not had that sort of attention for some time."**

It's not just styling advice or hair and makeup tips that the stylist provides. Each of the volunteers aims to empower and encourage their clients on their work journey. "[They] talk to them about their journey ahead, whether that be about the interview they are about to have or the new role that they have just secured," McGeown says.

But don't underestimate the power of fashion when it comes to confidence, McGeown adds. "Confidence begins with how you feel," she says. **"We give women the confidence they need to be successful. An hour dressing with us can restore a woman's self-belief and enhance her confidence and employability so that she can get that job, keep that job and change her life for good."**

- 2a. Refer to the lines in bold, using Maslow's Hierarchy theory, identify/name the human needs that are being referred to here. (1 x 2 Marks)

- ✓ 2b. Choose how needs are being met: extrinsic or intrinsic (1 Mark)? Explain why both intrinsic and extrinsic motivation are necessary for sustained motivation. (1.5 x 2)
- ✓ 2c. Based on Need Hierarchy theory, explain any two ways organizations try to motivate employees. Name what human needs are being met in your answer. (1 x 2 Marks)
- ✓ Q3. Out of value and goal focussed performance evaluation, which method would you prefer and why? (2 marks). List two drawbacks of the chosen method (2 Marks).