

JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT  
TEST -2 EXAMINATIONS- 2026

PhD: Semester II

COURSE CODE (CREDITS):16P1WHS131

MAX MARKS: 25

COURSE NAME: Industrial Psychology

COURSE INSTRUCTOR: TNS

MAX. TIME: 1 Hour 30 Min

*Note: (a) All questions are compulsory.*

| Q.No | Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | CO | Marks  |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--------|
| Q1   | <p>One of the major success factors for any restaurant is the quality of the people managing it. They must enjoy what they do, be technical experts, and have the leadership qualities to manage restaurant employees. Claim Jumper Restaurants, a California-based casual dining chain, developed an interesting program for hiring and developing its restaurant managers. The first Claim Jumper restaurant opened in Los Angeles in 1977 and there are currently 45 restaurants, most of which are in western states. Each restaurant features Douglas fir logs, natural stone, and natural wood beams to promote a "gold rush" theme. The restaurant is open for lunch and dinner and has a wide menu including ribs, chicken, steak, seafood, and pasta. The restaurant chain uses two strategies to hire managers: hiring from the outside and promoting current employees. In 2001, they created a new program to select and develop internal candidates for management positions. Interested employees are first screened to determine if they would make good managers. If they seem to be a good fit, they are enrolled in the Expeditor Program to learn management skills and gain management experience. If they don't seem like a good fit, they are given feedback on what they can do to increase their readiness for the program. Employees in the Expeditor Program, now called "Expeditors," work closely with restaurant managers, receive management training and experience, and are provided with feedback on their progress.</p> <p>a) If you were in charge of hiring and developing managers for Claim Jumper Restaurants, what competencies and experiences would you look for?</p> <p>b) How much emphasis would you place on hiring the right people as</p> |    | 7(4+3) |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |       |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------|
|    | opposed to developing current employees into good leaders?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |       |
| Q2 | <p>The director of a nonprofit agency has asked you for help. He has 13 employees and feels that there are a lot of interpersonal issues going on that are causing them to be unhappy and not do a good job of serving the needs of their clients. He senses that there is a lot of tension and has noticed that the employees are reluctant to attend group meetings. When they do attend, there is tension and anger.</p> <p>a) What could be the cause of this problem?</p> <p>b) What would you do to reduce the conflict?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | 3*2=6 |
| Q3 | <p>Carlson Restaurants is an international restaurant chain whose flagship restaurant is TGI Fridays. When Richard Snead took over as CEO, he wanted to focus on diversity issues and make diversity an important part of the culture at Carlson Restaurants. Such a focus was not new to Snead, as he had successfully implemented diversity initiatives at Lens crafters and Burger King prior to coming to Carlson. Snead strongly believed that diversity was essential if an organization was going to have restaurants in different countries and in cities and states with different cultures. The diversity effort focused on three separate areas: hiring, training, and employee development. The implementation phase included conducting a needs and culture assessment, creating a high-level diversity team that sought input from employees and managers, and evaluating each location and manager on its diversity efforts and success.</p> <p>a) What factors would you advise the CEO to consider when implementing such a change in organizational culture?</p> <p>b) What should he do to increase employee acceptance of the change?</p> |  | 3*2=6 |
| Q4 | <p>a) What job characteristics are most likely to result in high levels of stress?</p> <p>b) Why should organizations be concerned about employee stress?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  | 3*2=6 |