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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA
(An Autonomous Institute Affiliated to AKTU, Lucknow)

MCA Integrated

SEM: V - THEORY EXAMINATION (2025 - 2026)

Subject: Organizational Behavior

Time: 3 Hours

Max. Marks: 100

General Instructions:

IMP: Verify that you have received the question paper with the correct course, code, branch etc.

1. This Question paper comprises of **three Sections -A, B, & C**. It consists of Multiple Choice Questions (MCQ's) & Subjective type questions.

2. Maximum marks for each question are indicated on right -hand side of each question.

3. Illustrate your answers with neat sketches wherever necessary.

4. Assume suitable data if necessary.

5. Preferably, write the answers in sequential order.

6. No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.

SECTION-A

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1. Attempt all parts:-

- 1-a. When someone feels discomfort due to holding conflicting attitudes or beliefs, it is referred to as____. CO1,K1 1
- (a) Cognitive dissonance
- (b) Positive reinforcement
- (c) Social cognition
- (d) Behavioral inconsistency
- 1-b. A person who scores high in agreeableness is more likely to be____. CO1, K1 1
- (a) Friendly and trusting
- (b) Suspicious of others intentions
- (c) Easily stressed in social settings
- (d) Concerned with being unique
- 1-c. In the Adjourning stage, the primary focus is on____. CO2, K1 1
- (a) Setting new group goals
- (b) Reflecting on achievements and disbanding the team
- (c) Completing tasks with high efficiency
- (d) Managing conflicts and disagreements
- 1-d. ____stage in Tuckman's model is characterized by a high level of productivity and efficient collaboration. CO2, K1 1
- (a) Performing
- (b) Storming
- (c) Forming
- (d) Adjourning

- 1-e. Herzberg's Two-Factor Theory suggests that improving_____ of the following would most likely increase job satisfaction. CO3, K2 1
- (a) Providing opportunities for achievement and recognition
 - (b) Offering more vacation days
 - (c) Providing better working conditions
 - (d) Ensuring safe working conditions
- 1-f. According to Maslow_____ of the following is considered a physiological need. CO3, K1 1
- (a) Esteem from others
 - (b) Food and water
 - (c) Access to education
 - (d) Job security
- 1-g. _____is one of the key strengths of Visionary Leadership. CO4, K2 1
- (a) Inspiring innovation and encouraging long-term growth.
 - (b) Focusing on immediate tasks and operations.
 - (c) Maintaining strict control over team members' work.
 - (d) Avoiding any risk and maintaining stability.
- 1-h. _____ of the following is a key characteristic of an autocratic leader. CO4, K1 1
- (a) Delegates responsibility and decision-making to subordinates
 - (b) Retains control and directs all decisions without seeking feedback
 - (c) Avoids setting rules and structures in the workplace
 - (d) Encourages employees to have equal power in decision-making
- 1-i. A manager who manipulates information to influence decisions in their favor is engaging in_____ type of behavior. CO5, K1 1
- (a) Political behavior.
 - (b) Legitimate power.
 - (c) Coercive power
 - (d) Expert Power
- 1-j. Coercive power is most effective when_____. CO5, K3 1
- (a) The person in power has a personal relationship with the subordinates.
 - (b) Subordinates have high levels of trust in the leader.
 - (c) The leader is able to offer rewards.
 - (d) There are clear rules and the consequences of breaking them are well understood.

2. Attempt all parts:-

- 2.a. Define Extrovert Personality. CO1, K1 2
- 2.b. Define child ego stage in transactional analysis. CO2, K1 2
- 2.c. Define the Safety needs of Mashlow Theory. CO3,K1 2
- 2.d. Differentiate between Autocratic & Bureaucratic leadership style. CO4, K2 2
- 2.e. Define any two Causes of Conflict. CO5, K1 2

SECTION-B

30

3. Attempt all parts:-
- 3.a. Answer any one of the following:-
- 3.a.(i) Write a note on : I) Extrovert Personality II) Agreeable Personality. CO1, K1 6
- 3.a.(ii) Discuss the Components of Attitude. CO1, K2 6
- 3.b. Answer any one of the following:-
- 3.b.(i) Explain the concept of Transactional Analysis (TA) and describe its three primary ego states. CO2, K2 6
- 3.b.(ii) Explain the importance of Group dynamics. CO2, K2 6
- 3.c. Answer any one of the following:-
- 3.c.(i) Discuss the role of intrinsic and extrinsic motivation in employee performance. Provide examples of each. CO3, K3 6
- 3.c.(ii) Discuss the Maslow's Theory of Motivation. CO3, K2 6
- 3.d. Answer any one of the following:-
- 3.d.(i) Explain the difference between planned change and unplanned change in organizations. CO4, K2 6
- 3.d.(ii) Discuss the role of power and influence in leadership. CO4, K2 6
- 3.e. Answer any one of the following:-
- 3.e.(i) Explain the Stages of Conflict with examples. CO5, K2 6
- 3.e.(ii) Analyze the role of organizational culture in shaping political behavior within an organization. CO5, K4 6

SECTION-C 50

4. Answer any one of the following:-
- 4-a. As an HR manager, you've noticed that employee engagement has been low in your company. You suspect that the organizational culture might be a key factor contributing to this issue. Using your knowledge of organizational culture, assess how certain cultural characteristics (e.g., power distance, communication style, degree of innovation) might influence employee engagement. i) Propose strategies to improve engagement by modifying aspects of the organizational culture. CO1, K5 10
- 4-b. A manager managing a customer service team that frequently interacts with frustrated customers. Based on the personality types of his team members. i) Explain how would he assign roles or tasks to ensure the most effective customer service outcomes. ii) Discuss the personality traits he would prioritize for customer-facing roles and how these traits influence interactions with customers. CO1, K4 10
5. Answer any one of the following:-
- 5-a. A manager leading a workgroup that has been struggling with meeting deadlines and achieving high performance. The group is composed of individuals with varying levels of experience and skills, and there is a noticeable lack of coordination. Using the knowledge of group dynamics and leadership give the answer. i) Describe how this situation can be approached to improve group performance. CO2, K4 10
- 5-b. As a team leader, you are dealing with increasing conflicts between two key members of your team, which is impacting overall team performance. Using team-building principles and conflict resolution strategies and give the answers. i) 10

Explain how you would address the conflict. ii) Describe the steps you would take to restore harmony within the team and improve collaboration. CO2, K5

6. Answer any one of the following:-

- 6-a. An organization is undergoing a significant change (e.g., restructuring, new technology implementation), and many employees are resisting it. Using motivation theories and give the answer. i) Explain how it would motivate employees to embrace the change. ii) Discuss how it would reduce resistance and increase motivation to make the change successful. CO3, K5 10
- 6-b. Elaborate the types of motivation in detail with good examples. CO3, K2 10

7. Answer any one of the following:-

- 7-a. XYZ Ltd. is experiencing leadership gaps, and it needs to implement a leadership development program to prepare employees for future leadership roles. i) Describe how XYZ Ltd. would approach this organizational change, including identifying potential leaders and designing development programs. CO4, K5 10
- 7-b. Define organizational change. Discuss the key drivers of organizational change and explain how they can impact an organization's success. CO4, K2 10

8. Answer any one of the following:-

- 8-a. Analyze the role of the "Perceived Conflict" stage in the conflict process. Explain how perception influence the escalation or de-escalation of conflicts in both personal and professional environments. CO5, K4 10
- 8-b. Critically evaluate the role of a mediator in conflict resolution. Explain the skills and strategies a mediator should possess to resolve conflicts effectively. CO5, K5 10