

Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

**MBA (Sem.-3)**  
**ORGANIZATIONAL BEHAVIOUR & DESIGN**

Subject Code : MBA 301-18

M.Code :76889

Date of Examination: 10-12-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

**SECTION-A**

1. Write a short note on the following:
  - a. What do you mean by reinforcement?
  - b. What are the sources of emotions?
  - c. What is perceptual distortion?
  - d. Define motivation.
  - e. What do you mean by ego states?
  - f. What are the sources of stress in an organization?
  - g. Describe the meaning of organizational environment.
  - h. What are the sources of conflicts in organizations?

## **SECTION - B**

### **UNIT - I**

2. Describe salient features of various theories of learning, with examples.
3. a) What are determinants of individual behaviour?  
b) Describe ways for managing emotions at work place with examples.

### **UNIT - II**

4. Explain the various traits of personality. Describe Myers-Briggs type indicator (MBTI) model of personality.
5. How are attitude formed. Explain cognitive resonance theory with examples.

### **UNIT - III**

6. Explain the various theories of group formation with examples. How can cohesiveness be ensured in a group?
7. How does organizational culture gets developed in an organization? Recommend various approaches for stress management

### **UNIT - IV**

8. a) Describe the various sources and types of power in organizations.  
b) Identify factors influencing organizational design.
9. a) What do you mean by organizational life cycle? Explain.  
b) Outline the features of a learning organization.

## SECTION - C

### 10. Read the Case and Answer Questions based on it

Ravi, a mid-level manager at BrightCore Technologies, was recently assigned to lead a new project team. Known for his results-driven leadership style, Ravi believed in setting high expectations and rewarding only top performers. He perceived his team member, Meena, as underperforming because she rarely spoke up in meetings and often avoided taking credit for her contributions.

In reality, Meena was highly motivated and dedicated, often staying late to ensure deadlines were met. Her quiet nature and preference for working behind the scenes led Ravi to underestimate her efforts. This perception gap affected Meena's morale and she began to feel demotivated and overlooked.

During a routine performance review, Ravi was surprised to see consistent positive feedback from Meena's peers and high client satisfaction scores for her work. Realizing his mistake, he decided to adopt a more inclusive leadership approach, making an effort to understand individual working styles and provide recognition accordingly. He began checking in with team members one-on-one and celebrating both visible and behind-the-scenes achievements.

This case highlights how perception can influence leadership and motivation and how effective leadership requires adapting to individual team members' strengths and needs.

#### Questions :

- a. How did Ravi's perception affect his evaluation of Meena?
- b. What factors contributed to Meena's lack of motivation?
- c. What leadership changes did Ravi implement after the performance review?
- d. Why is it important for leaders to understand different motivation styles?

**NOTE : Disclosure of Identity by writing Mobile No. or Marking of passing request on any paper of Answer Sheet will lead to UMC against the Student.**