

**Code No: MB1911/19**

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY- GURAJADA  
VIZIANAGARAM**

**MBA I Semester (R19) Regular/Supple Examinations-January-2025**

**Management and Organizational Behavior**

**Time: 3 Hours**

**Max. Marks: 75**

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*Answer any FIVE Questions One Question from Each Unit  
All Questions Carry Equal Marks. Question 11 is compulsory*

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**UNIT-I**

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|----|---|---|----|
| 1. | a | Define management and explain its nature and importance | 6M |
|    | b | Explain the evolution of management thought             | 6M |

**OR**

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|----|---|---|----|
| 2. | a | What are the principles of scientific management?                     | 6M |
|    | b | Describe the objectives and process of Management by Objectives (MBO) | 6M |

**UNIT-II**

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|----|---|--|----|
| 3. | a | What is organizational structure? Discuss the different types of structures. | 6M |
|    | b | Explain the concept of organizational design and its importance.             | 6M |

**OR**

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|----|---|--|----|
| 4. | a | Define span of control and discuss its significance in organizational design | 6M |
|    | b | Discuss the various controlling techniques uses in organizations.            | 6M |

**UNIT-III**

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|----|---|--|----|
| 5. | a | What do you mean organizational behavior? Explain its nature and scope | 6M |
|    | b | How do individual roles and organizational goals align?                | 6M |

**OR**

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|----|---|---|----|
| 6. | a | Discuss the determinants of personality with relevant examples. | 6M |
|    | b | What are major perspectives of human behavior in organizations? | 6M |

**UNIT-IV**

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|----|---|---|----|
| 7. | a | Define motivation and explain its significance in job performance | 6M |
|    | b | What is leadership? Explain different styles of leadership        | 6M |

**OR**

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|----|---|---|----|
| 8. | a | Examine the stages of group formation in organization.        | 6M |
|    | b | Discuss the role of group dynamics in organizational success. | 6M |

**UNIT-V**

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|----|---|--|----|
| 9. | a | Discuss the consequences of unresolved conflict in organizations | 6M |
|    | b | How can conflict be resolved effectively in workgroups?          | 6M |

**OR**

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|-----|---|---|----|
| 10. | a | Describe the process of organizational change with relevant examples.           | 6M |
|     | b | What are the key barriers to change in organizations? How can they be overcome? | 6M |

Giridhar had come a long way from when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), he has been an amicable personality, he had always displayed keenness to gain knowledge willing to share information and so on. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all and also saw him rising in the organization structure. Nicky Tanwar, the Creative Director at R.P. Communications, who had known him right from the time he had joined R.P. Communications as a trainee, was surprised and recalling the contents of the just-concluded meeting with the members of the creative team at R.P. Communications. Meena had said: Giri sir, scares the hell- out of us by refusing to listen to his point of view". Raj an executive at R.P. Communications had revealed that "Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P.". Mohan, a senior creative manager at R.P. had said Giri, seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn't entertain any questions or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Giri could cause conflict. Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal chat with Giri, Nicky felt that one of the causes of Giri's behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri "You know Nicky, my team is good, however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before".

### Questions for Discussion

- (a) What do you think is the major cause of the problem in the above case?
- (b) Do you agree with Nicky that Role Ambiguity may have caused a change in Giri's behaviour? Why?
- (c) Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?