



I Semester M.B.A. (Day) Examination, May/June 2025
(CBCS) (2021-22 and Onwards)
MANAGEMENT
Paper – 1.7 : Managerial Skills – 1
Equivalent to 1.7 : Communication Skills (Old Scheme)

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions. **Each** question carries **5** marks.

(5×5=25)

1. What is an interpersonal skill and why is it an important skill to the manager ?
2. What are the different types of communication ?
3. What is meant by delegation ? What is the procedure to be followed while assigning tasks ?
4. What is critical thinking ? Why is it important to a Manager ?
5. What is meant by virtual meetings ? What are its advantages and disadvantages ?
6. What is stimulus control ? What are the benefits derived by managers out of this ?
7. What is active listening ? What are its advantages ?

SECTION – B

Answer **any three** questions. **Each** question carries **10** marks.

(3×10=30)

8. What are the stages of team development ? Explain each stage with suitable examples.
9. What is empathy and explain the importance of showing empathy at the workplace.
10. Explain the importance of giving and receiving feedback. List the use and importance of silence in communication.
11. Write short notes on **any two** :
 - a) Negotiation skills
 - b) Silence in communication
 - c) Organizational cycles.

P.T.O.



SECTION – C

Compulsory Question.

12. Case Study.

(3×5=15)

Shekhar Jaiswal joined ISIC Computers after working some years at CITTI, as he thought that the company would offer better career prospects, since it was a bigger company than CITTI. Although Shekhar had spent some of his best years there, he realized that to grow further in his field, he would have to join a bigger company, and preferably face some good clients on an international platform and he was sure he would excel in his own position. Shekhar joined as a senior programmer at ISIC and was immediately put on client-side operations and there was more than a slim chance that he would be sent to the USA or the UK on a project. Shekhar was very excited about his new job.

He joined Radhika's team handling the US clients and had met Radhika during the orientation sessions. His team members seemed warm and friendly, and comfortable with their work. Shekhar in his initial days hardly had time to interact with his boss, so out of curiosity, wanting to know more about his boss, he asked his team members one day about her, to which they replied that Radhika was a non-interfering type of a person and lets them work the way they wanted.

At CITTI, Shekhar had a very dynamic and considerate boss who was like a mentor for him and his entire team. The boss strongly believed in discourse, discussion, and dialogue and would set up frequent brain storming sessions and let the team come up with ideas, if any, through discussion and experience. He rarely held an individual member of his team responsible for failure or success, which later Shekhar found was not the case with Radhika. In his first week at work, he found the atmosphere at the office a bit dull. However, he was quite excited. His team had been assigned a new project and was facing a few glitches with the new software, but he had some solutions with him.



He wanted to discuss these on top priority with Radhika and was confident that Radhika would be happy to hear the solutions but this did not come true as Radhika showed no interest in hearing him the day, they all sat in a meeting to resolve the issues. Instead, she gave solutions that she thought were right and thought it was a waste of time to ask the team for better ideas.

Shekhar felt his heart sink but again stood up thinking that he could bring some changes in the environment but Radhika was not someone who could be so easily handled. While she was efficient at what she did and extremely intelligent, she had no time for her subordinates, and whenever schedules and deadlines were not met, she would just put the blame on them.

Shekhar's motivation levels went down steadily, and he started losing interest in work. Slowly, his performance suffered and from being someone with substantial potential, Shekhar was now in danger of losing his sharpness.

Questions :

- a) What according to you were the reasons for Shekhar's disillusionment ?
Answer the question using Maslow's hierarchy of needs.
 - b) Differentiate extrinsic and intrinsic motivation.
 - c) What can a team leader do to ensure high levels of motivation among their team members ?
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