MCA
(SEM I) THEORY EXAMINATION 2021-22
PRINCIPLES OF MANAGEMENT & COMMUNICATION

Time: 3 Hours   *Total Marks: 100*

Note: 1. Attempt all Sections. If require any missing data; then choose suitably.

SECTION A

1.   Attempt *all* questions in brief.   2 x 10 =20

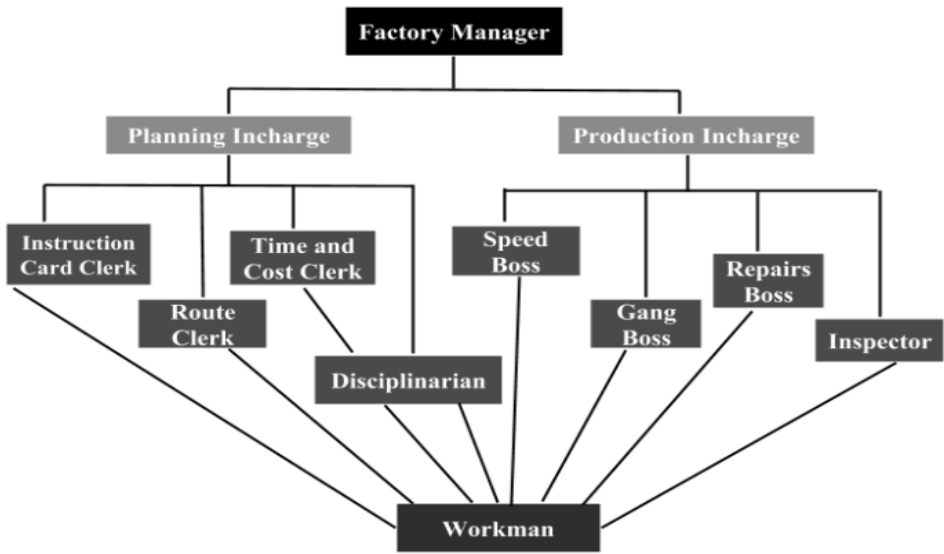| Qno.	Question	Marks	CO
a.	Define Management. Answer: Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees (or of volunteers) to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources. Management is the process of guiding the development, maintenance, and allocation of resources to attain organizational goals. Managers are the people in the organization responsible for developing and carrying out this management process.	2	1
b.	Explain various level of Management. Answer: The three levels of management typically found in an organization are low-level management, middle-level management, and top-level management. Top-level managers are responsible for controlling and overseeing the entire organization. The 3 Different Levels of Management 1) Administrative, Managerial, or Top Level of Management. 2) Executive or Middle Level of Management. 3) Supervisory, Operative, or Lower Level of Management.	2	1
c.	Discuss any two advantages of organizational chart. Answer: Two advantages of organizational chart are mentioned below. Organizing a company in this way has inherent advantages and disadvantages. 1)Advantage: Specialization 2)Advantage: Operational Speed 3) Advantage: Operational Clarity	2	2

d.	Explain Intuitive decision-making model. Answer: The intuitive decision-making model has emerged as an important decision-making model. It refers to arriving at decisions without conscious reasoning. Eighty-nine percent of managers surveyed admitted to using intuition to make decisions at least sometimes, and 59% said they used intuition often (Burke & Miller, 1999). Decision-Making Models: -Rational decision-making model -Bounded rationality decision-making model. And that sets us up to talk about the bounded rationality model -Vroom-Yetton Decision-Making Model. There's no one ideal process for making decisions -Intuitive decision-making model	2	2
e.	List out the qualities of a good leader. Answer: Qualities of good leaders are mentioned below. 1. Ability to Inspire 2. Ability To Delegate. 3. Communication 4. Sense of Humor 5. Confidence 6. Commitment 7. Good Attitude 8. Creativity 9. Intuition 10. Honesty	2	3
f.	Discuss the need of Directing. Answer: Needs of Directing are mentioned below. 1. Initiates Action: 2. Improves Efficiency: 3. Ensures Co-ordination: 4. Helpful in Implementing Changes 5. Provides Stability: 6. Motivation: 7. Supervision: 8. Co-ordination	2	3
g.	Describe grapevine in short.	2	4

	Answer: Grapevine is a natural outgrowth person-to-person informal communication channel through which information flows horizontally, vertically or diagonally without following any set rule or regulation among the people within or outside the organization. The grapevine is a word for gossip. Anything heard on the grapevine was learned by word of mouth. In the Civil War, a grapevine telegraph was a gadget used for communicating. From there, people started talking about "the grapevine" as a source of information, especially gossip.		
h.	Describe the meaning of interpersonal communication. Answer: Interpersonal communication refers to the entire process and practice of exchanging ideas, information, and even emotional experiences that can be shared between people. Interpersonal communication is an exchange of information between two or more people. It is also an area of research that seeks to understand how humans use verbal and nonverbal cues to accomplish a number of personal and relational goals.	2	4
i.	Explain the concept of glossary. Answer: The definition of glossary is a list of words and their meanings. The alphabetical listing of difficult words in the back of a book is an example of a glossary. A glossary also known as a vocabulary or clavis, is an alphabetical list of terms in a particular domain of knowledge with the definitions for those terms. Traditionally, a glossary appears at the end of a book and includes terms within that book that are either newly introduced, uncommon, or specialized.	2	5
j.	Discuss the concept of pitch. Answer: Pitch is a black sticky substance that is left over after the distillation process of many substances. An example of pitch is the tar that is used in roofing. Pitch is a perceptual property of sounds that allows their ordering on a frequency-related scale, or more commonly, pitch is the quality that makes it possible to judge sounds as "higher" and "lower" in the sense associated with musical melodies. Pitch is important in music because it enables us to judge whether a sound is higher or lower in a sense associated with musical melodies.	2	5

SECTION B

2. **Attempt any *three* of the following:**   **3x10 =30**

Qno.	Question	Marks	CO
a.	Explain the techniques of Scientific Management.	10	1
	Answer: Scientific management is a theory of management that analyzes and synthesizes workflows. Its main objective is improving economic efficiency, especially labor productivity. It was one of the earliest attempts to apply science to the engineering of processes to management. Scientific management is a theory of management that analyzes and synthesizes workflows. Its main objective is improving economic efficiency, especially labor productivity. It was one of the earliest attempts to apply science to the engineering of processes to management.		
	Techniques of Scientific Management:		
	Techniques of Scientific Management are grounded on the numerous investigations carried.		
	Below mentioned are the techniques that are imbibed:		
	Functional Foremanship: Functional foremanship is a factory administration system that supports for possessing numerous foremen in separate, functional roles. Classically, factories had just 1 manager who would manage operations. This manager or the foreman was the only contact for factory employees.		
	Frederick Winslow Taylor, the distinguished engineer who transformed scientific management during the end of the 19th century, discovered a significant defect in this practice.		
	When he recorded all of the features a successful supervisor would require, he discerned that no one person could probably have every single one. Therefore, the idea of working foremanship was born		
	Standardisation and Simplification of Work:		
	What is Standardization?		

	Standardization implies to the method of establishing standards for every industry activity; it can be standardisation of manner, time, raw material, machinery, product, processes or operating situations. These examples are the benchmarks, which must be adhered to throughout the production. What is Simplification? Simplification points at erasing unnecessary types, sizes and dimensions while standardisation intends devising new types rather than the existing ones. Simplification points at eliminating a redundant variety of products. It results in savings of the cost of machines, tools and labour. It means controlled inventories, complete utilisation of supplies and boosting turnover. Method Study: The purpose of the outlined study is to find out one vigorous way of performing the job. There are different ways of performing the job. To ascertain the best way, there are diverse parameters. Right from the obtainment of raw materials until the ultimate product is presented to the consumer, every pursuit is part of method research. Taylor devised the idea of the assembly line by applying the method study. Motion Study: Motion study pertains to the study of movements like putting objects, lifting, changing positions and sitting etc., which are moved while doing a conventional job. Random movements are solicited to be reduced so that it takes less time to perform the job effectively. Time Study: It circumscribes the conventional time taken to complete a well-defined job. Time regulating devices are used for each part of the task. The standard time is set for the entirety of the task by taking different readings. The course of time study will rely upon the frequency and volume of the task, the cycle time of the process and time measurement costs. Fatigue Study: A person is obliged to feel tired mentally and physically if she or he does not relax while working. The rest periods will assist one to recover vitality and work again with the same capacity. This will result in improved potency. Fatigue study tries to define the amount and regularity of rest intervals in accomplishing a task.	5	
b.	Discuss Importance and Nature of Planning. Answer: By stating in advance how work is to be done, planning provides direction for action. Planning ensures that goals and objectives are clearly defined so that, they act as a guide for deciding what action should be taken and in which direction. Advantages of Planning: -Planning facilitates management by objectives -Planning minimizes uncertainties	10	2

	-Planning facilitates co-ordination -Planning improves employee's moral -Planning helps in achieving economies -Planning facilitates controlling -Planning provides competitive edge -Planning encourages innovations Planning is the conscious, systematic process of making decisions about goals and activities that an organization will pursue in the future. A plan is a pre-determined course of action. Planning is essentially a process to determine and implement actions to achieve organizational objectives. Planning is important as by nature it enquirers about organizational goals and involves decision making about desired ways and means to achieve goals. Planning is the process by which managers establish goals and define the methods by which these goals are to be attained.		
c.	Discuss Maslow's and Herzberg's two factor principles theory of Motivation. Answer: Abraham Maslow's hierarchy of needs is one of the best-known theories of motivation. Maslow's theory states that our actions are motivated by certain physiological needs. It is often represented by a pyramid of needs, with the most basic needs at the bottom and more complex needs at the top. Maslow's hierarchy of needs is a theory of motivation which states that five categories of human needs dictate an individual's behavior. Those needs are physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. Maslow's Theory is a general theory on motivation which states that the urge to satisfy needs is the most important factor in motivation. Herzberg's Theory on motivation says that there are various factors existing at the workplace that causes job satisfaction or dissatisfaction. The main difference between them is that; the basis of Maslow's theory is human needs and their satisfaction. On the other hand, Herzberg's theory relies on reward and recognition. Similarities between Maslow's Hierarchy of Need Theory and Herzberg's Two Factor Theory. Both the models fail to explain individual differences in motivation. Both the models are content model. They focus on identifying needs that motivate people to do something. One of the most popular approaches is Herzberg's two-factor theory. This concept puts forward two factors that motivate employees: job satisfaction and job dissatisfaction. While these might seem like opposites, they work together in a cycle.	10	3
d.	'Use of technology makes our communication effective.' Illustrate. Answer: Using technology to communicate effectively among people is a newer skill that not all workers have. Technology and digital communication have actually helped people with their communication	10	4

	skills and learning how to create messages that are understood in so many characters or less. Using technology for better communication as discussed key points as mentioned below: -Email. Email remains as one of the primary communication tools for business. -Use your subject line wisely -Keep your content succinct --Stay on brand Provide options for a reply -Don't be nasty -Provide context -Messenger Apps		
e.	'A job interview is not a test of your knowledge but your ability to use it right time.' Examine the given statement and guide the preparation for before, during and after an interview. Answer: A job interview is not a test of your knowledge but your ability to use it right time. This is a correct statement. Within few minutes we have to show our personality. We have to be confident, even if we do not have the proper knowledge or we are in lack of knowledge. We must be calm. We must believe in ourself. We must be bold enough to face it. We should be able to divert to our strength to the interviewer. Lastly, it is also a matter of chance and upon mood of employer and many other factors too. Hence the given statement is correct statement. Key Things to do Before, during and After your Interview: 1. Research the Company and Interviewer This is an essential first step for preparing for your interview. Go through their website, editorials and annual reports. Read up on their ongoing projects, future plans and ultimate goals. Try to figure out the size of company, how many employees they have and what kind of work environment they offer. You'll use this information to demonstrate your knowledge of the company during the interview. If you know the names your interviewers beforehand, look at their social media profiles. You will feel more confident once you have a face to the name. 2. Prepare your Questions Once you have researched the company, generate a list of questions that may be asked by the interviewer. Practice your responses. This will help ease your nerves when it's time for the real thing. Next, prepare a list of questions to ask the interviewer. Ask about the role expectations, the culture, growth opportunities– anything that will give you a clearer picture of what it would be like to work for this	10	5

organization. Asking questions shows you're not only engaged in the interview, but interested and already thinking about your future with this company.

3. Know Every Bit of your CV – Know your Strengths and Weaknesses
Your CV is all the interviewer has to go by in order to get to know you. They may pick things out from it and ask you to elaborate so make sure you know it inside out. It is also vital that you know your strengths and weaknesses because you should compare them to the job description.

4. Eat Something

Too many candidates make the mistake of not eating before interviewing and suffer from a lack of attentiveness as a result. Before you go into the interview, eat a meal that contains vitamin E, omega 3 and antioxidants. This will improve brain functionality and help you stay alert.

5. Be On Time

Arriving 15 to 20 minutes before your scheduled interview is acceptable. Arriving early sets the tone that you are a professional and will be reliable if offered the position.

Interviews begin the moment the candidate enters the building and ends when they leave. It has been known that the interviewer may ask a secretary or receptionist for their impressions of the candidate.

6. Body Language

It is important to be aware of nonverbal impressions such as your handshake, eye contact and eye movement, posture, and facial and hand expressions. A sizeable percentage of what we communicate comes via body language.

Eye Contact
Maintain good eye contact throughout the interview. It's OK to look away occasionally, but, for the most part, eye contact should be steady. It shows confidence and inspires trust in all that you say.

Smile
When you are feeling stressed, a smile usually relaxes your face, which usually helps you to relax overall. An introductory or occasional smile shows that you are enjoying the conversation, and it adds to your confidence factor.

Posture
Sit up straight with your shoulders back and your feet firmly planted on the ground. It's fine to cross your legs if you feel more comfortable doing so, but avoid looking too relaxed. You should be poised and fully focused on the interviewer, ensuring that you answer all questions to the best of your ability.

7. Leaving the Interview

At the conclusion of the interview, thank the interviewer for his/her time

	and find out what the next step will be. Once you have left the building and your interview is over, your next step will be to contact your recruiter to discuss the potential opportunity of moving forward in the process.		
	8. The Follow Up – Thank You Notes		
	Wondering what to say in a thank you note? Or whether they really matter? Some people say they don't matter. Others say they are essential to getting that job offer. Thank the interviewer for the opportunity, remind the interviewer of the qualities you would bring to this position, and address any concerns or issues that surfaced during the interview. This is another chance for you to sell yourself.		

SECTION C

3. **Attempt any _one_ part of the following:** **1x10 =10**

Qno.	Question	Marks	CO
a.	Discuss Fayol's General Principles of Management. Answer: The five functions of management as defined by Henri Fayol are: Planning, Organizing, Command, Coordination, and Control. These five functions comprise "management", one of the six industrial activities described in Henri Fayol management theory. It has been said that management has four basic functions – planning, organizing, leading and controlling. Common sense dictates that without these principles of management being in place an organization would have trouble achieving its aims, or even coming up with aims in the first place. Fayol feels that in order to motivate the employees, apart from general remuneration, they should be given some monetary and non-monetary incentives. For example, suppose that the things are getting dearer and dearer and the company is getting good profits. Fayol's 14 Principles of Management identified the skills that were needed to manage well. As well as inspiring much of today's management theory, they offer tips that you can still implement in your organization. Henri Fayol identified 5 functions of management, which he labelled: planning, organizing, commanding, coordinating and controlling. Fayol principles are applicable to many organizations and institutions in one way or the other and people use them as foundation of their managing systems and others will be built from these to increase effectiveness and good administration in any Organization. These principles are spectacular and very pratical.	10	1
b.	Summarize the Hawthorne Experiments conducted by Mayo.	10	1

Answer: The Hawthorne Experiment brought out that the productivity of the employees is not the function of only physical conditions of work and money wages paid to them. Productivity of employees depends heavily upon the satisfaction of the employees in their work situation. In 1927, the Hawthorne engineers asked Harvard professor Elton Mayo and a team of researchers to join them in their investigation. From 1927 to 1932, Mayo and his colleagues conducted experiments on job redesign, length of workday and workweek, length of break times, and incentive plans.

The Hawthorne studies were conducted on workers at the Hawthorne plant of the Western Electric Company by Elton Mayo and Fritz Roethlisberger in the 1920s. The Hawthorne studies were part of a refocus on managerial strategy incorporating the socio-psychological aspects of human behavior in organizations.

These experiments were conducted to find out the impact of small groups on the individuals. In this experiment, a group of 14 male workers were formed into a small work group. The men were engaged in the assembly of terminal banks for the use in telephone exchanges.

The Hawthorne studies were conducted in three independent stages—the illumination tests, the relay-assembly tests, and the bank-wiring tests. Although each was a separate experiment, the second and third each developed out of the preceding series of tests.

4. **Attempt any *one* part of the following:** 1x10 =10

Qno.	Question	Marks	CO
a.	Explain Functional Structure and Divisional Structure of organization with their merits and demerits. Answer: A functional structure is a type of business structure that organizes a company into different departments based on areas of expertise. These departments serve as functional units and are overseen by functional managers or department heads. A functional organizational structure is perfect for medium and small business houses as well as or companies that have either one or a few product lines. For example, a small business entity AB Company deals in the manufacturing of diapers and has nearly one hundred employees. Merits of functional organization: The following are the merits of functional organization. 1. Benefit of Specialization This system provides ample opportunities for minute specialization to its maximum extent. 2. Expertise Knowledge This system can be entrusted with higher efficiency as knowledge of the experts in the field are involved extensively used. Workers are assisted	10	2

by experts' instructions.

3. Division of Work
The whole work process is segregated into functions, and the specialists in the field take care of it. Hence, there is no work burden to executives. The executives perform only a few functions. Mental and manual labors are also separated and so both jobs can be performed with higher degree of efficiency in an organization.

4. Scope for Training
This system also provides opportunity for appropriate training to inspectors and supervisors. This aspect automatically brings flexibility into the organization.

5. Scope for Expansion
Expansion of the enterprise without any dislocation or loss of efficiency is possible.

6. Mass Production
Since specialization is the back bone of the system, the large scale production can be undertaken with minimum costs.

Demerits of Functional Organization:
The functional system is not an unmixed blessing. This system, of course, works very well under a dynamic leadership. Without such leadership qualities it is impossible to attain the same degree of success, due to the following disadvantages:

1. Absence of Unity of Command
The workers have to obey the instructions of many foremen. No individual can work best under two masters. Then how can one serve under many masters. Hence, there is no unity of command and the resultants are conflicts and chaos.

2. Lack of Co-ordination
Without unity of command, co-ordination cannot be achieved to the peak level. This system has the effect of destroying co-ordination in the organization, particularly at lower levels..

3. Difficulty in Fixing Responsibility
Since there is no unity of command, fixing of responsibility is a practical impossibility. Thus, this system upsets the very basis of organization which aims at fixing of responsibility.

4. Chances for Indiscipline
Maintaining of discipline is a difficult task because each worker is subject to work under eight bosses. Indiscipline at all levels has the effect of lowering the employee's morale.

5. High Clerical Costs
This system also increases the amount of clerical work which ultimately results in the increase in the amount of overhead expenses. Hence, it is

	uneconomical. 6. Absence of Initiative Workers, being always spoon fed with technical knowledge, shall lose initiative and become a group of mere automation. The supervisors shall also lose their drive and initiative. Hence, even the routine work shall become complicated. The divisional organizational structure organizes the activities of a business around geographical, market, or product and service groups. Thus, a company organized on divisional lines could have operating groups for the United States or Europe, or for commercial customers, or for the green widget product line. In a divisional structure, people are grouped together based on the product or service they provide, not the work they do. For example, a large corporation such as General Electric has divisions for electronics, transportation, and aviation, each with its own team of accountants, marketers, etc. A divisional organizational structure gives a larger business enterprise the ability to segregate large sections of the company's business into semi-autonomous groups. While generally better suited to larger organizations, in some circumstances this formal structure may also benefit a smaller business. Some advantages and disadvantages of functional structure: Organizing a company in this way has inherent advantages and disadvantages. -Advantage: Specialization -Advantage: Operational Speed -Advantage: Operational Clarity -Disadvantage: Segregation -Disadvantage: Weakening of Common Bonds -Disadvantage: Lack of Coordination -Disadvantage: Territorial Disputes		
b.	Examine the importance of Delegation and reasons why a manager fails to delegate. Answer: Delegation of authority helps develop the capacity of others and makes them feel valuable to the organization. It also encourages job satisfaction through a sense of shared responsibility and breaks the monotony of a subordinate's usual tasks and routine. Delegating effectively saves time, helps you as a leader and your team develop as professionals, prepares you to manage larger teams, and inspires employees and team members to perform better. Other reasons why managers do not delegate as much as they could include: The belief that employees cannot do the job as well as the manager can. The belief that it takes less time to do the work than it takes to delegate the responsibility.	10	2

-Lack of trust in employees' motivation and commitment to quality.

-The need to make one's self indispensable.
-The enjoyment of doing the work one's self.

-Guilt associated with giving more work to an overworked staff.

Some reasons for not delegating are legitimate:

For example, if an organization is understaffed or managers have no one reporting to them, obviously it is very difficult to delegate responsibilities. However, most such arguments do not stand up to rational analysis. Managers need to delegate because they are not supposed to do all of the work themselves. They need to interact with other managers about goals; plan for possible changes in economic conditions, competitive factors and the like; and communicate with other managers about how to improve operations and develop new strategies

Some reasons we might not delegate:

-Barriers Manager/Leads Face in Delegating Tasks:
-Loss of Control. Problem: It is often feared that delegating a task means you lose control as someone else is doing the task for which you are responsible
-Not Enough Time to Mentor
-Not Enough Team Capability
-Don't Know How to Delegate

5. **Attempt any *one* part of the following:** **1x10 =10**

Qno.	Question	Marks	CO
a.	Express various steps involved in Controlling process.	10	3
	Answer: The "Controlling Process" is a method that can be used to make sure standards are being met within an organization. It involves the careful collection of information about a system, process, person, or group of people in order to make necessary decisions about each.		
	The main objective of the control process is to make sure that the activities within an organisation are going as per the planning. Control process helps the managers in determining the level of performance of their respective organisations.		
	Steps involved in Control Process		
	The following are the steps involved in the control process:		
	1. Establishing standards and methods or ways to measure performance		
	2. Measuring actual performance		

	3. Determining if the performance matches with the standard

4. Taking corrective action and re-evaluating the standard

Let us go ahead and discuss the above mentioned steps in detail.

Establishing performance standards: Although setting of goals and standards are part of the planning process, it also plays an important role in controlling.

The main objective of controlling is to guide the business towards the desired target. Therefore, if the employees or members of a business are well aware of the target, it will result in more awareness about the target.

The managers must communicate the goals and objectives clearly to the employees without any ambiguities. An organisation in which everyone is working towards a common objective has a better chance to grow and prosper.

Measuring actual performance against the set standards: The immediate action that managers need to take after being made aware of the goals, is to measure their actual performance and compare that with the standards already set. This helps in identifying if the plan is actually working as was thought to be.

Once a plan is implemented, the task of managers is to monitor the plans and evaluate. Managers must be ready with an alternative plan or suggest corrective measures in case the plan is not going as was intended.

This can be done only when managers are measuring their actual performance. The way performance can be evaluated is to measure it in monetary terms, hiring financial experts.

This step of controlling is helpful in detecting future problems and issues and is essential for taking decisions immediately so that the company is able to recover from the losses.

Determining if the performance matches with the standard: Checking if the performance matches with the standards is very important. It is an important step in controlling. In this step, the results are measured with the already set standards.

Taking corrective action and re-evaluating the standard: Corrective measures need to be taken when there is a discrepancy. Correct actions provide protection against loss and stop them from reappearing in future. | | |
| b. | Discuss the various types of leadership style.

Answer: A leadership style refers to a leader's methods and behaviors when directing, motivating, and managing others. A person's leadership style also determines how they strategize and implement plans while accounting for the expectations of stakeholders and the wellbeing of their team.

Knowing your leadership style is critical because it can help you determine how you affect those whom are under your direct influence. How do your direct reports see you? Do they feel you're an effective leader? | 10 | 3 |

It's always important to ask for feedback to understand how you're doing, but knowing your leadership style prior to asking for feedback can be a helpful starting point. That way, when you receive junior employees' thoughts, you can automatically decide which new leadership style would be best and adopt the style's characteristics in your day-to-day management duties.

Different leadership styles:
Autocratic, Authoritarian, Coercive, or Commanding

Autocratic leaders make decisions without seeking input from anyone who reports to them, or anyone at all, usually. Team members are not consulted prior to direction and are expected to fall in line with the leader's expectations. Also known as Authoritarian, Coercive, or Commanding, this leadership style is rarely effective and can lead to low job satisfaction and poor morale. However, autocratic leadership can be effective in crisis situations when quick decisions need to be made.

Affiliative

Affiliate leaders strive to create emotional bonds with their team members and direct reports. Leaders who utilize this style put people before profit and believe the team always comes first. This style is focused on building trust within the team and fostering a sense of belonging to the organization. Particularly effective during times of heightened stress, affiliative leaders are effective at boosting low morale, improving communication, and creating a harmonious working environment.

Bureaucratic

Bureaucratic leaders tend to follow a textbook template as to how a leader should act, and are generally risk averse. While they may differ from autocratic leaders by seeking input from others, they are biased toward upholding company policy or past practices.
Bureaucratic leaders are typically found in large, established organizations or highly regulated environments where adherence to strict rules is important. New ideas can be rejected because the organization is successful with the current processes in place. Implementing something new and different could waste time or resources if it doesn't work. This leadership style stifles innovation among employees and struggles to respond effectively to change.

Coaching

A coaching leader is one who spends a great deal of time and energy on identifying and nurturing the individual strengths of each member of their team. They will take the time to cultivate deep connections with direct reports to gain a thorough understanding of each team member's hopes, beliefs, dreams and values. The coaching leadership style is similar to democratic and affiliative leadership, but coaching leaders place more emphasis on the growth and success of individual employees. Coaching leaders typically foster a positive environment where encouragement and communication can flow freely. However, in

many cases employees feel like they're being micromanaged. It's important for coaching leaders to periodically take a step back and let their team breathe.

Democratic, Facilitative, or Participative

Similar to the affiliative leadership style, a leader who employs the democratic leadership style places a high value on the knowledge, skills, and diversity of their team. They are consensus-builders and are constantly asking for input from their direct reports and peers. Democratic leaders are excellent listeners, and they develop confidence in their leadership by utilizing the collective wisdom their team has to offer. They are leader-breeders; by empowering lower-level employees to exercise authority, they are effectively preparing them for more senior positions. In stressful or emergency situations, democratic leaders can falter as their decision-making style can be too time-consuming.

Laissez-Faire or Delegative

The French term "laissez faire" translated to English is "let them do." In other words, a laissez-faire leader trusts their employees to do what they're supposed to do and offers minimal interference – and direction. The laissez-faire leader is most commonly found in entrepreneurial start-ups, where the founder puts full trust in their team so they may focus on executing the company's overall strategy.

Laissez-faire leadership is the least intrusive leadership style. It can result in an empowered group of employees, but can also limit their development. At times some employees may need a course-correction, but they won't get it from a laissez-faire leader. This can result in missed growth opportunities and inefficiencies.

Emergent

Emergent leadership is a type of leadership in which a team member is not appointed or elected to a leadership role. Instead, their leadership develops over time as a result of the team's interaction. An emergent leader needs to rely on influence rather than authority, and often team members don't immediately accept a new leader who has not been appointed or elected.

Pacesetting

A pacesetting leader is one who leads by example. They set high standards for themselves in the hope that others will follow suit. A team comprised of self-motivated, high-performers who value continuous improvement will thrive under the direction of a pacesetting leader. Like autocratic leadership, pacesetting leaders are most commonly found in the military – but the pacesetting leadership style is much more effective.

Strategic

Strategic leaders sit at the intersection between "keeping the lights on" –

managing a company's day-to-day operations – and capitalizing on its growth opportunities. A strategic leader has the unenviable task of maintaining current equitable working conditions while catering to executive interests and executing organizational change. Strategic leaders work in a volatile, uncertain, complex and ambiguous environment and are influenced by factors and organizations external to their own.

6. **Attempt any _one_ part of the following:** **1x10 =10**

Qno.	Question	Marks	CO
a.	'Communication is only effective when we communicate in a way that is meaningful to the recipient.' Evaluate the statement for various barriers of communication process. Answer: I am Disagree. This idea that: "Communication is only effective when we communicate in a way that is meaningful to the recipient, not ourselves." comes from the model of communication having arisen from consideration of how communication can be achieved between machines. Very useful if you are thinking about machines, of course, but what about human beings? How communication most basically works (in machines and human beings) is: Information $\longrightarrow$ idea. Thus, transfer of Information is not necessary for communication to occur, but information cannot exist without a connected idea. Consequently, every time we use information we are connecting it to an idea, but often we ourselves may be unaware of what that idea is, as our nervous system is doing this kind of communication autonomically I think it is fair to say that, communication becomes more meaningful when we ourselves are more aware of what we are doing, and making an effort to understand our own unconscious ideas.	10	4
b.	Evaluate the flow of communication at workplace with the help of a diagram. Answer: There are 5 main types of communication flow within an organization: downward, upward, lateral, diagonal, and external. Communicating the mission and vision of the organization. Etc. Make sure that the technique being used is the one that is best fit to relay the message. Communication within a business can involve different types of employees and different functional parts of an organization. These patterns of communication are called flows, and they are commonly classified according to the direction of interaction: downward, upward, horizontal, diagonal, external.	10	4

Efficient communication which includes clear instructions, fast message delivery, and proper explanation, is the key factor to solid cooperation between managers and employees. It plays an eminent role in getting things done which ultimately increases the department's productivity.

Diagram of Flow of communication at workplace

7.   **Attempt any *one* part of the following:**   **1x10 =10**

Qno.	Question	Marks	CO
a.	Design a resume by creating the necessary details yourself and a covering letter for it in block format. Answer: The proper cover letter format includes your name, contact details, salutation, three body paragraphs, and a sign-off. We should introduce yourself in a cover letter. Introduce yourself by stating your name, the position you're applying for, and how you found it. For example: My name is Henry Applicant, and I'm applying for the open Account Manager position listed on LinkedIn. The rule is that the more authority the position has then the more formal the cover letter should be and the more specific. You want the letter to be brief but complete. It's important to highlight your skills in relation to the specific job being offered and to explain why you are perfectly suited to the position. A cover letter should be formal. However, you should use language that anyone could understand when you write a cover letter. Do not lean too heavily on industry jargon, and stay away from stiff or overlong sentences that are hard to read. To help you decide how to describe yourself in an interview, consider these examples: -I am passionate about my work -I am ambitious and driven -I am highly organised -I'm a people person -I'm a natural leader	10	5

	-I am results oriented -I am an excellent communicator When writing a cover letter, you should: -Introduce yourself. -Mention the job (or kind of job) you're applying for (or looking for) -Show that your skills and experience match the skills and -experience needed to do the job. -Encourage the reader to read your resume.		
b.	Evaluate the format of a technical proposal with all the necessary entries in detail. Answer: A technical proposal is a document that contains an introduction to the product, an explanation of how it will help address the recipient's problem, the company's execution plan, and technical details of the deal. This type of proposal should be brief, and it should explain the complex product in simple terms. Technical proposal writing requires an understanding of the proposed solution, your audience, and the main pain points. Writing the technical content of a proposal can be overwhelming and time consuming, but done well, it can result in a new project and/or client. Most proposals can be divided into several. A proposal, in the technical sense, is a document that tries to persuade the reader to implement a proposed plan or approve a proposed project. Most businesses rely on effective proposal writing to ensure successful continuation of their business and to get new contracts. CATAGORIES: 1. Internal, external: A proposal to someone within your organization (a business, a government agency, etc.) is an internal proposal. With internal proposals, you may not have to include certain sections (such as qualifications) or as much information in them. Creating Good Technical proposal writing: -Overview of process/approach. -Implementation plan (if applicable) -Deliverables. -Description of what's in scope/out of scope. -Description of what the client will need to provide. -Communication process (may also be included in the first bullet)	10	5