

تمام کلاسز کی حل شدہ مشقیں MrPakistani ویب سائٹ سے فری ڈاؤن لوڈ کریں۔

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Course Code:	1427 Code
Course Name:	Principles of Management
Class:	BA/B.Com/ADC
Total Credit Hours	3
Total Assignments	2

گھر بیٹھے حل شدہ مشقیں، گیس پیپرز، کتابیں اور خلاصے حاصل کرنے کے لیے رابطہ کریں واٹس ایپ نمبر: 03036940016

نوٹ: ہم طلبہ کے لیے جامع اور معیاری تعلیمی خدمات فراہم کرتے ہیں۔ ہماری خدمات میں علامہ اقبال اوپن یونیورسٹی کے حل شدہ اسائنمنٹس، گیس پیپرز، سابقہ پرچے، تازہ ملازمتوں کی معلومات، آن لائن سی وی تیار کرنا، ملازمت کے لیے درخواست دینا، یونیورسٹی داخلوں میں رہنمائی اور درخواست جمع کروانا شامل ہیں۔ اس کے علاوہ یونیورسٹی سے متعلق طلبہ کے ہر قسم کے تعلیمی اور رہنمائی کے کام میں مکمل تعاون فراہم کیا جاتا ہے تاکہ طلبہ کو ایک ہی جگہ پر تمام ضروری سہولیات میسر آسکیں۔



واٹس ایپ گروپ جوائن کرنے کے لیے سامنے دیے گئے لنک پر کلک کریں۔



واٹس ایپ چینل جوائن کرنے کے لیے سامنے دیے گئے لنک پر کلک کریں۔



یونیورسٹی کی تمام معلومات حاصل کرنے کے لیے ہمارا واٹس ایپ گروپ جوائن کریں۔

Assignment 2

Q.1 Define managerial communication and explain the interpersonal communication process.

Definition of Managerial Communication

Managerial communication is a two-way process of exchanging messages between people within an organization to understand a common meaning of the message. It is a critical function for effective leadership, as best policies can fail due to a lack of effective communication, which increases the level of risk for an organization. Communication channels in organizations can be vertical (downward or upward), horizontal (across departments at the same level), diagonal (across departments at different levels), or informal (grapevine).

The Interpersonal Communication Process

The interpersonal communication process is the exchange of information, ideas, and feelings between two or more people. While the book details communication channels, the interpersonal process itself can be explained as a series of steps. An effective leader must understand this process to ensure that the intended message is the one that is received and understood.

The key elements of the interpersonal communication process are:

1. **Sender:** The person who initiates the communication by having a thought, idea, or emotion they wish to convey to another person (the receiver).
2. **Encoding:** The sender translates their thoughts or ideas into a symbolic form, such as words (spoken or written), gestures, facial expressions, or tone of voice. This is the process of constructing the message.
3. **Message:** The actual physical product of encoding, such as a speech, an email, a report, a phone call, or a nonverbal gesture. The message is what is transmitted from the sender to the receiver.
4. **Channel:** The medium through which the message travels from sender to receiver. Common channels in organizations include face-to-face meetings, emails, phone calls, memos, reports, and group discussions. The choice of channel can affect how the message is perceived.
5. **Receiver:** The person for whom the message is intended. The receiver must decode, or interpret, the symbols sent by the sender to understand the message.
6. **Decoding:** The process by which the receiver interprets the sender's message and translates it into thoughts. The receiver's own background, experience, attitudes, and perceptions heavily influence this process.



7. **Feedback:** The receiver's response to the message, which is sent back to the original sender. Feedback indicates whether the message was understood correctly and allows for correction if miscommunication occurred. This is what makes the process two-way.
8. **Noise:** Any barrier or interference that distorts or disrupts the message as it travels from sender to receiver. Noise can be physical (background sounds), physiological (hearing impairment), psychological (prejudices, stress), or semantic (misunderstood words).

Q.2 Define leadership and describe the qualities of an ideal leader.

Definition of Leadership

Leadership is a process where an individual (a leader) influences the behavior of other people (followers) to perform tasks willingly and effectively. While a manager focuses on managing things and ensuring tasks are completed, a leader must have an influential personality to inspire others to perform. The focus of leadership is on motivating people and directing their efforts towards achieving organizational goals.

Qualities of an Ideal Leader

According to the trait theories of leadership discussed in the book, certain qualities distinguish leaders from non-leaders. An ideal leader typically possesses the following seven traits:

1. **Drive:** Leaders show a high degree of effort and ambition. They have a relatively high desire for achievement, are consistently active in their activities, take initiative, and possess a high energy level.
2. **Desire to Lead:** An ideal leader has a strong desire to influence, lead, and be in charge. They are willing to take responsibility for their team and its outcomes.
3. **Honesty and Integrity:** Leaders build trusting relationships with their followers by being consistent between their deeds and words. They are truthful and principled, which earns them respect and credibility.
4. **Self-Confidence:** An ideal leader is confident in their own decisions, information, and capabilities. They do not doubt their followers and project a sense of assurance, which helps to build trust and reduce uncertainty among the team.
5. **Intelligence:** Leaders must be intelligent enough to collect, analyze, and interpret information to solve problems and make sound decisions. This intellectual ability is crucial for planning and strategizing.
6. **Job-Relevant Knowledge:** An effective leader is efficient and knowledgeable about the business, including changing technologies and market dynamics. This knowledge allows them to make informed decisions and guide their team effectively.



7. **Extraversion:** Leaders are typically active, energetic, assertive, and sociable. They are rarely silent or withdrawn, and they are comfortable interacting with others, which helps them build networks and inspire their followers.

Q.3 Clarify the concepts of leader and leadership. Discuss the importance of a manager embodying leadership qualities.

Clarifying the Concepts of Leader and Leadership

- **Leadership:** Leadership is the process or function of influencing the behaviour of people to get the work done. It involves energizing people through motivation, providing a good working environment, and inspiring them to achieve the organization's goals. Leadership is an action and a set of behaviors.
- **Leader:** A leader is a person who performs the function of leadership. While a manager uses authority to manage things and ensure tasks are completed, a leader must have an influential personality to influence others to perform tasks. A leader is the individual who possesses the traits and skills (e.g., drive, honesty, self-confidence, intelligence) to effectively guide and inspire followers.

Importance of a Manager Embodying Leadership Qualities

It is critically important for a manager to embody leadership qualities. While a manager may rely on positional authority (the power to hire, fire, reward, and punish), a leader influences through personal power (expertise, respect, and trust). The book emphasizes that a manager is not simply an administrator; they must also be a leader. The importance lies in the fact that:

1. **Enhancing Employee Motivation and Performance:** Managers with leadership qualities can go beyond giving orders. They can inspire and motivate their employees to put in extra effort willingly. As seen in behavioral studies, workers are more productive when they feel valued and inspired, not just controlled.
2. **Achieving Transformational Change:** The book discusses transformational leadership, where leaders transform followers to achieve extraordinary results. A manager who is merely a transactional leader (exchanging rewards for work) can maintain the status quo, but a manager who is also a leader can inspire innovation and navigate the organization through major changes.
3. **Building Trust and Effective Teams:** The "ideal leader" qualities of honesty, integrity, and self-confidence help a manager build trusting relationships. When a manager acts as a leader, they can foster team orientation, create a supportive culture, and unite employees towards a common goal, which is more effective than relying solely on formal rules and controls.
4. **Navigating Uncertainty with Empowerment:** Modern organizations face dynamic and uncertain environments. A manager who embodies leadership qualities is better equipped to lead through



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2. **Challenging Goal:** When employees are given a challenge, people with a high need for achievement will accept it and perform at a high level to accomplish it.
3. **Goal Commitment:** The employee must understand and show high commitment to accomplishing the goal. Greater commitment leads to greater performance.
4. **Employee Participation:** Some employees prefer to be involved in the goal-setting process, which leads to higher performance. Others prefer to be assigned a target. A manager must know their employees' preferences.
5. **Feedback:** Regular feedback is essential for employees to know how well they are progressing towards their goal. This allows them to assess their effectiveness and make improvements.

Later research added that **self-efficacy** (an individual's belief in their own abilities to accomplish the goal) and **national culture** also influence the effectiveness of goal setting. For the theory to lead to higher performance, a proper supportive environment must be provided.

Q.5 How would you define 'controlling'? Clarify the concept of the control process.

Definition of 'Controlling'

Controlling is the fourth and one of the most crucial functions of management. It is defined as a process of setting standards, monitoring, comparing, and correcting work performance. The purpose of controlling is to ensure that the organization is on the right track, will be able to achieve its targets, has no major errors, and to determine if changes are needed. It is a continuous process that checks all efforts to ensure alignment with the organizational goals. Control provides information and feedback on employee performance and the effective use of assets, helping managers take timely corrective actions.

The Concept of the Control Process

The control process consists of four sequential steps. As described in the book, these steps are:

Step 1: Determine the Areas to Control

Implementing a control system involves cost, time, and experts. Therefore, management must first figure out which areas need strict control. Managers select these areas based on their contribution towards achieving the organizational goal.

Step 2: Establish Standards

To check performance, it is essential to set standards first. A standard is a target or criterion against which performance will be measured. For example, a business might set standards such as producing 500 units, increasing annual sales by 15%, or increasing profit by 30%. These standards vary from one managerial layer to another (e.g., strategic vs. operational).



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Step 3: Measure Performance and Compare with Set Standards

Once standards are set, performance is measured against those targets. Management then establishes acceptable or unacceptable criteria based on the already established standards. This comparison shows the deviation, if any, between actual performance and the desired goal.

Step 4: Take Managerial Action

After measuring performance and comparing it with the set standards, this final step involves taking action. Management can take one of three types of actions:

- **Positive Action:** If performance is achieved as per the set standards, management should recognize and reward it.
- **Corrective Action:** If management identifies problems, errors, or mistakes, they must take corrective actions. This may involve training, development, disciplinary actions, or any action taken to get performance back on track.
- **Revise Standards:** It is possible that the management set standards that are too high or too low. In such a situation, the target needs to be changed, not the performance level.



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