



Chhatrapati Shahu Ji Maharaj  
University, Kanpur

**Answer Script Details**  
**Barcode** 11276087

**Roll No.** 25117004485

**Exam** Bachelor of Education (BED)

**Total Mark** 55/75.00

**Subject** BED301 - SCHOOL MANAGEMENT AND LEADERSHIP

**Question wise Mark Summary**

**Q.No Mark Q.No Mark Q.No Mark Q.No Mark**

1A 3/5

1B 4/5

1C 4/5

1D 4/5

1E 4/5

1F 3/5

1G 4/5

1H 4/5

1I 3/5

2 0/15

3 12/15

4 0/15

5 0/15

6 0/15

7 0/15

8 10/15

9 0/15

**Chhatrapati Shahu Ji Maharaj University  
Kanpur, Uttar Pradesh**

PART-I

Date of Exam: 13-12-25 Shift: III-1 Room No: L74-1  
 School Management 2025-26  
 Paper Code: BED301 Subject: Leadership Year: 3  
 Name of Candidate: VIDHI BHADOURIA  
 Roll No. 25117004485

Signature of Candidate: Vidhi  
 Signature of Investigator: [Signature]  
 COE Facsimile: [Signature]

PART-II

MARKS OBTAINED										
Q.	1	2	3	4	5	6	7	8	9	10
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(b)										
(c)										
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(i)										
Total										
Total Marks in Figures						Max. Marks				
Total Marks in Words										



BED301-  
Paper Code

Signature of Evaluator

PART-III

Course: BED  
 Session: 2025-26 Year: Semester III  
 Subject: School Management and Leadership  
 Paper Code: BED301-  
 Exam Date: 13122025  
 Name of Candidate: VIDHI BHADOURIA  
 Father's Name: SARVESH SINGH BHADOURIA

नामपत्रक का कोड  
College Code

KN18  
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 F B 2 2  
 H J 3 3  
 K 4 4  
 L L 5 5  
 R M 6 6  
 S 7 7  
 T B 8  
 U 9 9  
 W

परीक्षा केंद्र का कोड  
Exam Centre Code

KN18  
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 K 4 4  
 L L 5 5  
 R M 6 6  
 S 7 7  
 T B 8  
 U 9 9  
 W

परीक्षा का प्रकार  
Type of Exam

नियमित Regular   
 अतिरिक्त Private   
 अतिरिक्त Ex-Student   
 बैक पेपर Back paper Exam

ANSWER BOOKLET NO.

11276087

BED301-  
Paper Code



PART-IV

नामांकन संख्या  
Enrollment Number: CSJMA24000169778

परीक्षार्थी का नाम संख्या Candidate's Roll Number

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पेपर कोड Paper Code

B 301-  
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 H 6 6 6 6 6 6 6 6  
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 K 8 8 8 8 8 8 8 8  
 M 9 9 9 9 9 9 9 9



Signature of Candidate

Signature of Investigator

C S Facsimile

COE Facsimile

नोट: 1. परीक्षार्थी को निर्दिष्ट किया जाता है कि आवरण पत्र के पूरे भाग पर अंकित सभी निर्देशों को सतत-रूपी पढ़ें।  
 2. अंकन में गरी जाने वाली प्रतिक्रियाएँ सही उत्तर से शुरू की जाएँ। 3. अंकों को अने या गीने बीजक से पढ़ा जाएँ।

#### INSTRUCTIONS TO THE CANDIDATE FOR FILLING PART-I

1. Read the instructions carefully given on the answer script and admit card.
2. Write Date of Exam, Shift, Paper Code & Name of Subject Correctly.
3. Write Name & Roll No. Correctly.
4. Write Semester & Branch Correctly.

#### INSTRUCTIONS TO THE CANDIDATE FOR FILLING PART-III

1. Use blue or black ball point pen for writing alphabets & numerals in  Boxes.
2. Carefully study the example before you start marking.
3. As shown in the example below blacken the circles completely.



4. Make no Stray marks on this sheet.
5. DO NOT WRITE OR MARK ON THE BAR CODE.

#### IN ORDER TO AVOID UFM (UNFAIR MEANS) :

1. The Roll No. and Answer Book no. found elsewhere or any other symbol found in the answer book will be treated as unfair means.
2. Any tampering of Bar Code and Booklet no shall be treated as Unfair Means.
3. Do Not bring the materials like slip of paper/mobile/digital diaries/ study material/ revision notes in examination hall. Possession of the mobiles/ digital diaries/ electronic watch and any other electronic gadget except memory less scientific calculator shall be considered as UFM case.
4. Do not keep or paste currency note in answer script it shall be consider as UFM.

#### अनुचित साधन से बचने हेतु:-

1. उत्तर पुस्तिका के निर्देशित स्थान को छोड़कर अनुक्रमिक एवं उत्तरपुस्तिका का क्रमांक कहीं और न लिखें तथा कोई भी किन्हीं न बनावे क्योंकि यह अनुचित साधन प्रयोग की परिधि में आता है।
2. उत्तर पुस्तिका के बारकोड अथवा उत्तर पुस्तिका संख्या पर छेद करने पर अनुचित साधन प्रयोग माना जायेगा।
3. परीक्षा कक्ष में निम्न वस्तुएं सख्त न ल्याये, जैसे लिखे हुए कागज के टुकड़े, मोबाइल, डिजिटल डायरी, कोपी, पुस्तक यह सभी वस्तुएं जो अनुचित साधन के अन्तर्गत आती हैं। केवल संबंधित प्रश्नपत्र में ही संशोधी जैसे सहायकिक कंप्यूटेटर ले जाने की अनुमति होती है।
4. उत्तर पुस्तिकाओं में रूपये न रखें न ही उत्तर पुस्तिका में शिपकावे। ऐसा करना अनुचित साधन प्रयोग की परिधि में आता है।

#### परीक्षार्थी के लिए निर्देश

1. प्रवेश पत्र एवं उत्तर पुस्तिका पर दिये गये निर्देशों को ध्यान से पढ़ें।
2. कवर पृष्ठ के दूसरी तरफ कुछ न लिखें।
3. उत्तर पुस्तिका के पृष्ठों पर दोनों तरफ लिखें।
4. प्रश्न पत्र पर अपने अनुक्रमांक के अतिरिक्त कुछ न लिखें।
5. प्रश्न पत्र कोड एवं प्रश्न पत्र कोड साफ़ाणी पूर्वक लिखें।
6. अपनी स्थिति स्पष्ट लिखें।
7. उत्तर पुस्तिका के पृष्ठों की संख्या देखें। अगर उत्तर पुस्तिका में पृष्ठ (1-24) से कम है या फटे हुए हैं, तो परीक्षा शुरू होने के पूर्व दूसरी उत्तर पुस्तिका ले लें।
8. प्रश्नपत्र को देखें, यदि प्रश्नपत्र के विषय कोड, विषय का नाम तथा प्रश्न में कोई त्रुटि है तो उसके परीक्षा शुरू होने के 30 मिनट के अन्दर कक्ष निरीक्षक को तत्काल सूचित करें, उसके बाद विश्वविद्यालय द्वारा को कार्यवाही नहीं की जायेगी।
9. प्रश्नों के उत्तर लिखने के लिये पेंसिल का प्रयोग न करें।
10. B कोपी या अतिरिक्त ग्राफ नहीं दिया जायेगा।

#### INSTRUCTIONS TO THE CANDIDATE

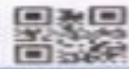
1. Read the instructions carefully given on the Question Paper Admit Card & Answer Script.
2. Do not write anything on back side of the cover page.
3. Write on both sides of pages of answer book.
4. Do not write anything on question paper except Roll Number.
5. Write Paper Code & Question Paper Id carefully.
6. CHECK the number of pages (1-32) or any other kind of damage in your answer script, if found than change the answer scrip immediately before the commencement of examination.
7. CHECK the Question Paper for any kind of discrepancy e.g. Subject Code, Subject Name and Question of the Question Paper during first THIRTY MINUTES of the commencement of the exam, so that it can be corrected in TIME. After that no corrections shall be entertained by the university.
8. Do not use pencil for answering the question.
9. Write status correctly e.g. those appearing in carry over paper should fill in status as Carry Over. Those appearing as Ex-Students should fill in status as ex.
10. No supplementary answer book & graph paper will be provided.

#### INSTRUCTIONS TO THE CANDIDATE FOR FILLING PART-IV

1. Use blue or black ball point pen for writing alphabets & numerals in  Boxes.
2. Use blue or black ball point pen for filling the circles.

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Note - If your Roll No. is of 10 digits. Please leave first three columns.



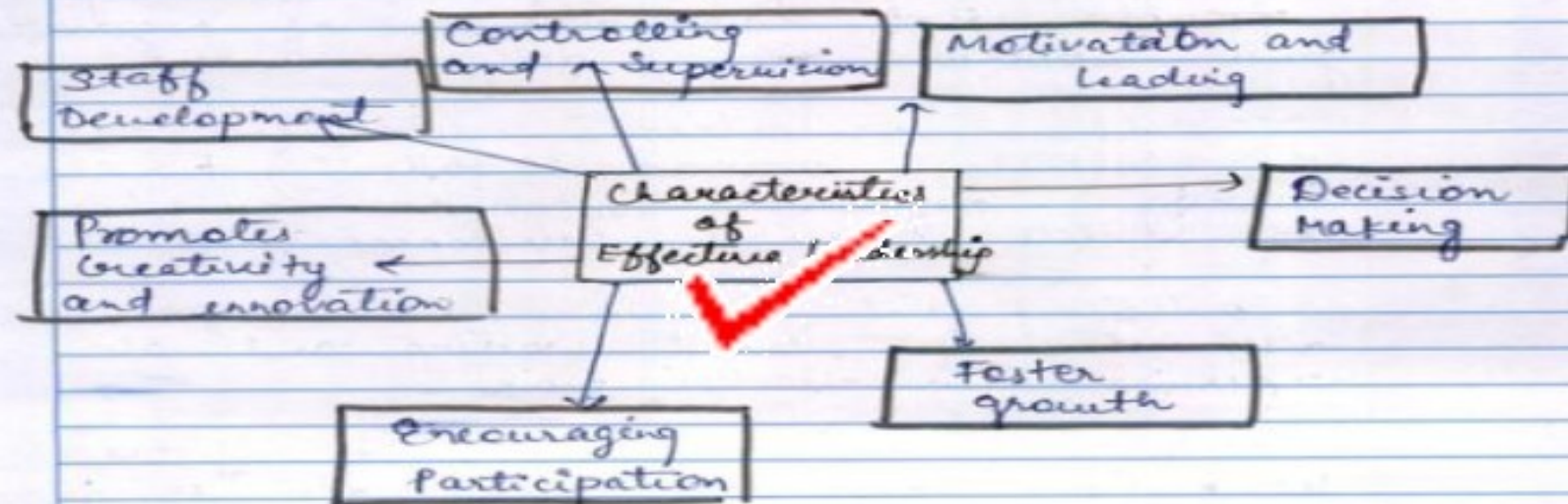
# SECTION-A

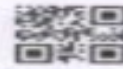
## Answer-1(a)

Leadership - Leadership is process of guiding, influencing, inspiring, motivating individuals or followers of the group to achieve educational goals.

In Educational leadership, leader may be teacher, principal, headmaster, co-ordinator which directes and foster growth.

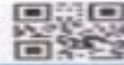
### Characteristics of Effective Leadership





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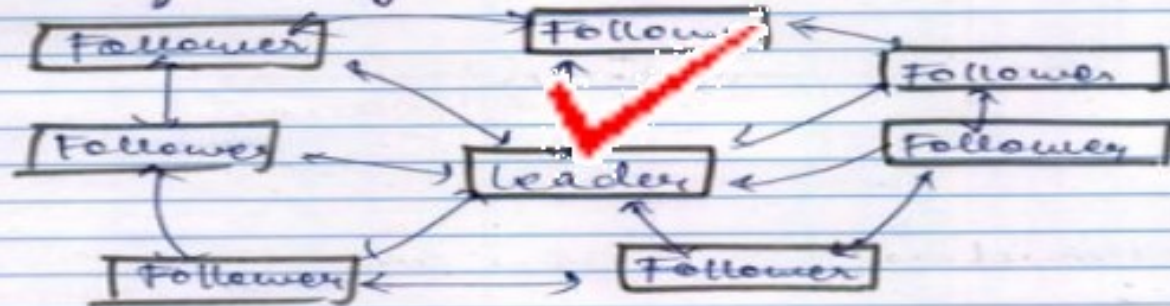
1. Fostering Growth :- Effective leadership helps in fostering growth of particular individual.
2. Encouraging Participation :- Effective leadership encourage more and more participation of individual for achievement of educational goals.
3. Promotes Creativity and Innovation :- Effective leadership provides freedom to both teacher as well as student so they give new ideas for achievement of goals.
4. Decision Making :- Effective leadership provides that all member of organisation gives opinions for decision making.
5. Staff Development :- (Teachers Staff and all members including students) provides training, organising seminar, workshop so that overall development occurs.
6. Controlling and Supervision :- It provides assignments of student working and also supervise the teacher work.
7. Motivation and Leading :- In effective leadership leader motivates all so they perform best on task.



## Answer - I (B)

Democratic Leadership Style → In democratic leadership, all the decisions and power holds by particular management not by any leader. It promotes empowerment, fostering growth, encouragement, participation of members, willingness and gives input for the achievement of educational goals.

In this leadership style, followers also give ideas, opinions, suggestions to leader or management for decision making. But this leadership is not valid for any crisis.

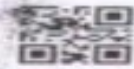


It is also called as Participative leadership as in which all members (students, parents, teachers) participates for decision



Paper Code

B E D 3 0 1



04

making and freedom is given to all.

Democratic Style

Participation of all  
(students, parents, teachers)  
staff members

Decision Making

Encouragement of Innovation  
& Creativity

Goal Achievement

Do Not Write anything in this Portion



## Answer - 1(C)

### Communication :-

According to Neumann and Summers, Communication is a process of sharing ideas, beliefs, thoughts from one person to another person.

### Importance of Communication In Team building.

As Team building is group of members who is organised to perform any tasks for achievement of goals, for this communication is very necessary for sharing ideas, thoughts, belief, by which all participates in decision making and gave new ideas (creativity) that leads to encouragement of innovation.

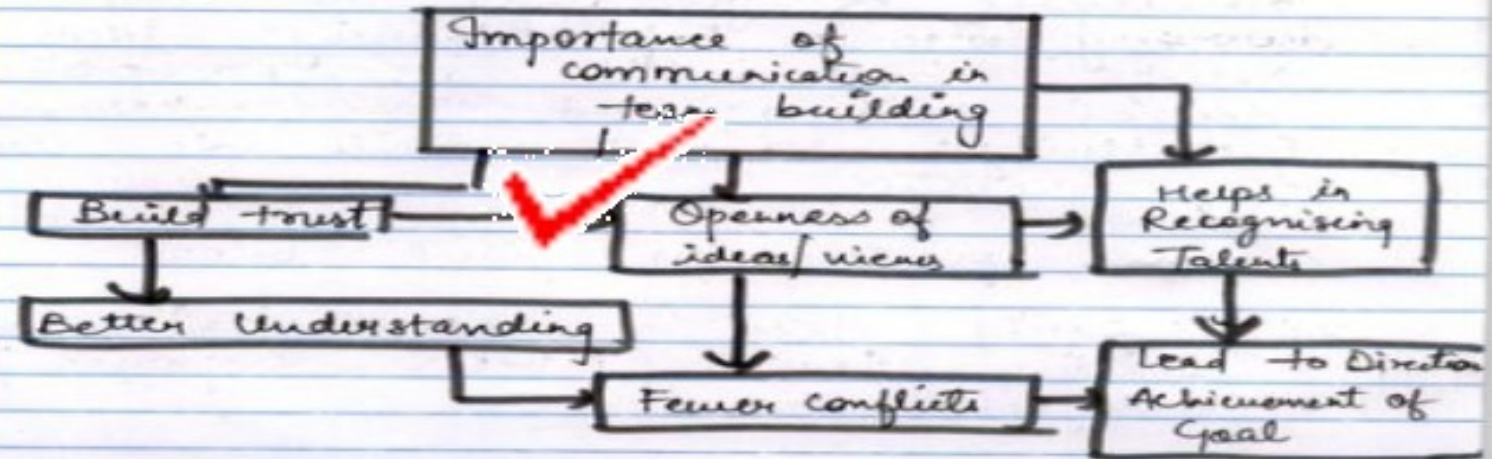
Some points are given below :-

- 1) Build trust :- Communication helps in building trust between employer and employees.



Do Not Write anything in this Portion

- 2. Reduce conflicts : AS communication is two street way it leads to the reduction of conflicts between employees.
- 3. Freedom (openness to share views) :- In team building every member have freedom to share their views which only done by communication
- 4. Better Understanding :- AS communication occurs between/among member it leads to better understanding about member.
- 5. Helps in Recognizing Talents :- Communication is important in team building as it helps in recognising talents of persons in team.





## Answer - I (D)

### Classroom Management :-

Classroom management is defined as comprehensive effort, to guide directs inspires for wisely use of resources (whether it is human or materials) for achievement of specific educational goals.

Classroom management is a dynamic process. It includes - the philosophy that determines the goals and educational psychology that determines principles and educational management includes what to do and how to do in classroom. It contains two factor, human factor and material factors.

According to Harold Koontz :- Management is a art of getting things done or work done through the prob of organized groups.

According to Koontz...

Classroom management includes functions

1. Planning
2. Organising
3. Directing
4. Staffing
5. Co-ordinating
6. Controlling



Do Not Write anything in this Portion

The two factors

Human factor

Parents

Teachers

Students

Members of University and Board of Education

Material Factor

Building

Laboratories

Playground

School climate etc

Except these two elements are laws, regulations and policies. These factors make "part" as a "whole"

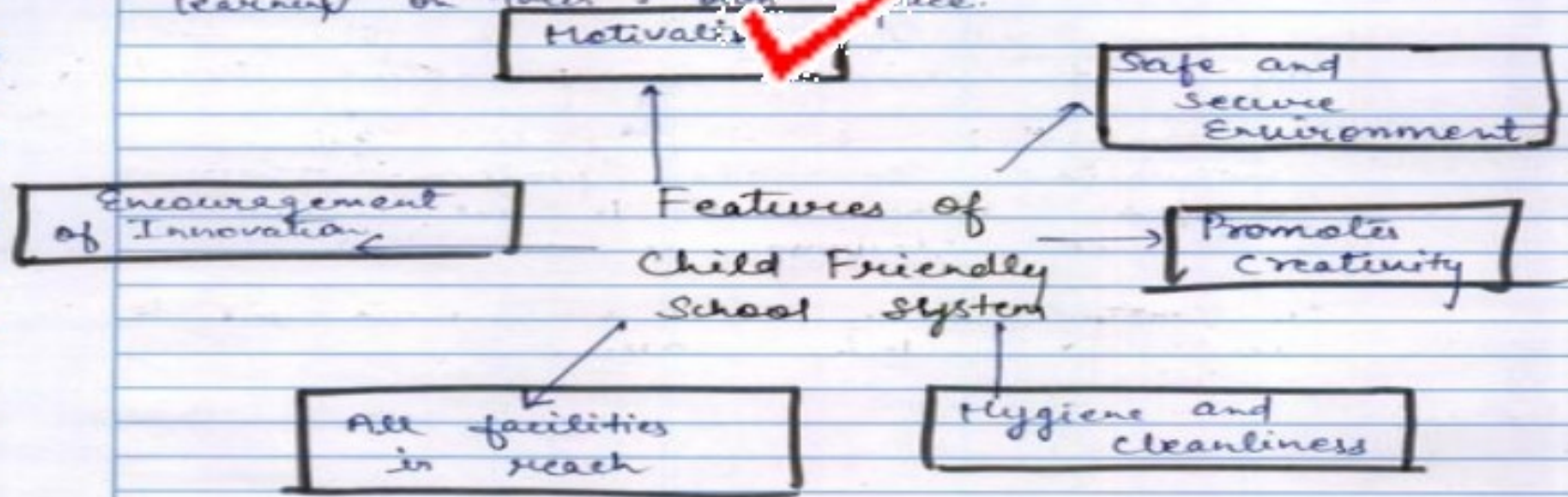
Classroom Management is art as well as science. Classroom management is a process or planning, organising, directing, motivating, and efforts of people towards specific institutional goals.



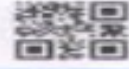
# Answer - I(E)

## Child Friendly School System

Child friendly school system is a system in which child enjoys learning took participation, freely participation in all activities that lead to them motivating leading, fostering growth. In this child gets learning on their own pace.

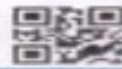


1) Safe and Secure Environment :-  
It provides safe and secure environment



Do Not Write anything in this Portion

2. Facilities Provides facilities school laboratories, libraries etc.
3. Hygienic & Clean Provides separate toilets for boys & girls Provide sanitation.
4. Encouragement of Innovation Every students gives their ideas & views for innovation.
5. Promotes Creativity As freedom is given to all it helps in promoting creativity.
6. Motivating :- In this student gets motivation so they perform their best.



## Answer-1(f)

### Hostel Management in School

Hostel Management is also an art of providing rooms for the students whether they are girls or boys who came from various places. It means they came from far places so that they get education.

### Hostel Management Functions

1. Provides rooms to student
2. Provides separate Toilets (for girls)
3. Provides Foods (Mess Food)
- 4) Provides overall Accessories which any student wants.

This management includes what to do and how to provide and to give best quality of things. It also includes that how discipline should conducted in it.

No lack of Foods, water, Gives best infrastructure to students so they easily freely study and continue their education.



## Answer 1(G)

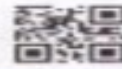
### Institutional Governance

Institutional Governance is a management in which the decision making, problem solving, assessments, providing feedbacks, controlling and supervisions show the things done or not.

In this Governance, it includes the all the resources is appropriately used by the particular departments or not any wastage of resources.

- All the funds given for the school should be used properly or not.
- It helps in planning vision of short or long term goals.
- It also includes organising how the activities, extra-curricular activities have done.
- It includes recruiting, selecting, training and retention of right people to right jobs.

Do Not Write anything in this Portion



# Answer - 1 (H)

Mid-Day Meal Scheme :-

Mid-Day Meal scheme is firstly started in 15 August 1995 (Mains) in Tamil Nadu. After that continuously all states started it.

At that time, it was started because it helps to provide balanced diet to students as they get malnutrition and become ill easily.

## Features

- Through this scheme all students gets balanced diets foods includes (milk, pulses, proteins, fats, carbohydrates, whole grains, lean proteins)
- It also helps in retention of children in school, as they come for foods, by which the attendance of student increased.

→ Today this scheme known as PM - POSHAN





Paper Code

B E D 3 0 1



14

## SECTION-B

### Answer -3

Various Theories of leadership

Various theories of leadership are discussed below :-

- 1- Great Man Theory
- 2- Trait theory
- 3- Contingency Theory
- 4- Situational Theory
- 5- Participative theory
- 6- Relationship Theory

#### (A) Great Man Theory

It was first discussed by Thomas Carlyle in 1860s:

ex. Just like ✓ Napoleon Bonaparte who lead in crisis

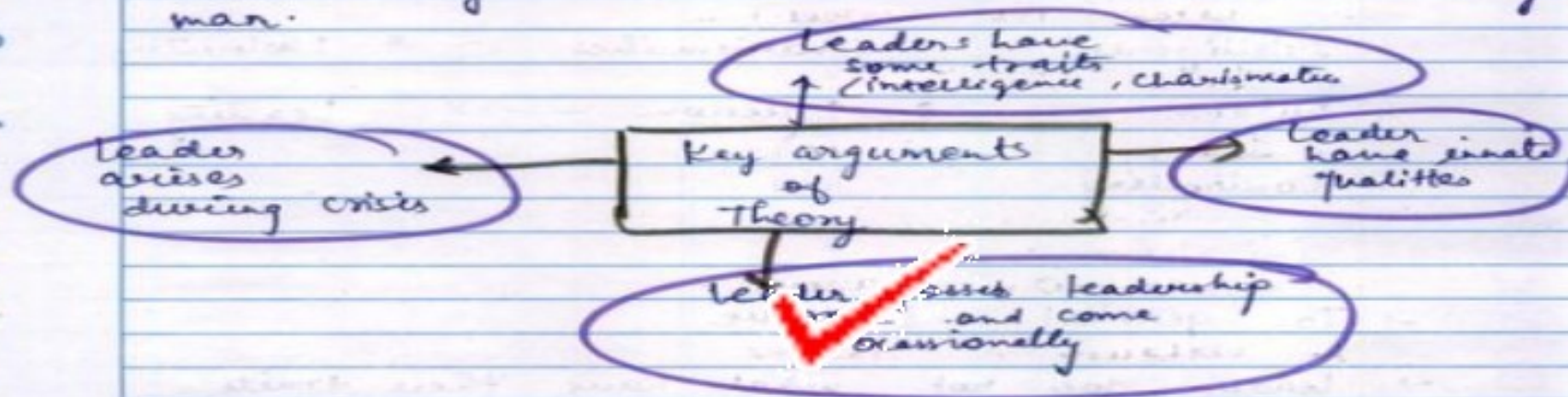
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It states that, leader has innate qualities.  
leaders are 'born' not 'made'.

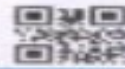
- It includes various traits -
- sociability
  - Intelligence
  - charismatic
  - controlling / wisdom

This theory also states that leaders are only man.



Limitations :-

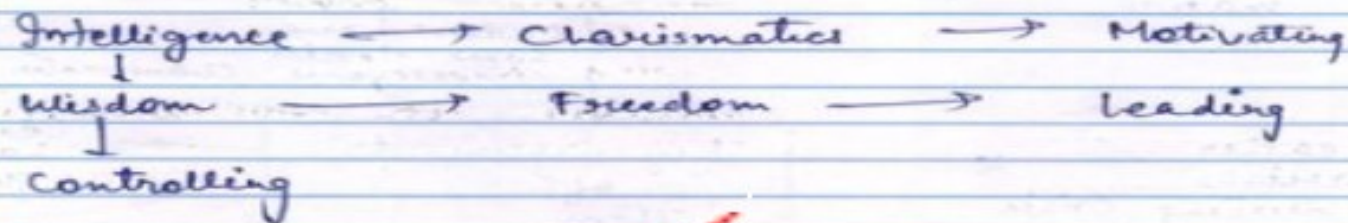
- It does not suggests the impacts of subordinates
- It tells only man are leaders but women are also




## 2 Trait Theory

- This theory was given by **Ralph Stogdill, Thomas Carlyle**.
- Ralph Stogdill performed 5000 researches to finding traits of particular leaders.
- This theory is another version of Great man theory.

Some traits are :-



### Limitations

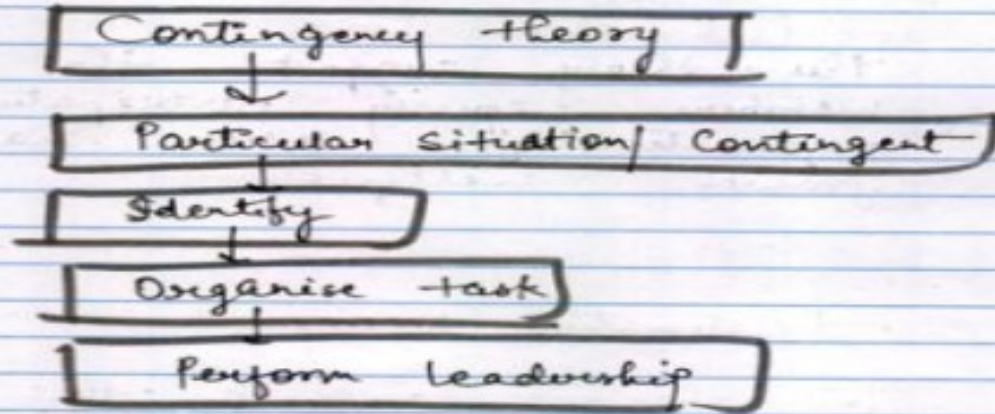
- To general and  sue.
- leader does not what have these traits still they are successful leaders.
- All leader does not have all these qualities as some authors suggest some other qualities.

Do Not Write anything in this Portion



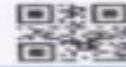
### 3) Contingency Theory

- This theory was given by J. Friedler
- This theory suggests that leader should choose leadership style according to which situation is given.
- It means if any emergency occurs and crisis → the leader should use autocratic leadership



#### Limitations

Too confusion as which leadership is best for particular contingent. ✓ lead can't recognise best for particular



Do Not Write anything in this Portion

#### 4. Situational Theory

This theory also suggest which leadership is used and implemented for particular situation.

As the member are well educated and creative then - Democratic and also laissez free leadership style used.

#### 5. Participative theory

This theory suggest that all the members equally participates in particular organisation for decision making for growth, welfare.



#### 6. Relationship theory

This theory suggest that the relationship between all the employed should be according to emotional intelligence.

#### Limitations

It is sometimes not good as some of member does n't work due to lazy and other member can't say any to them.



# SECTION - C

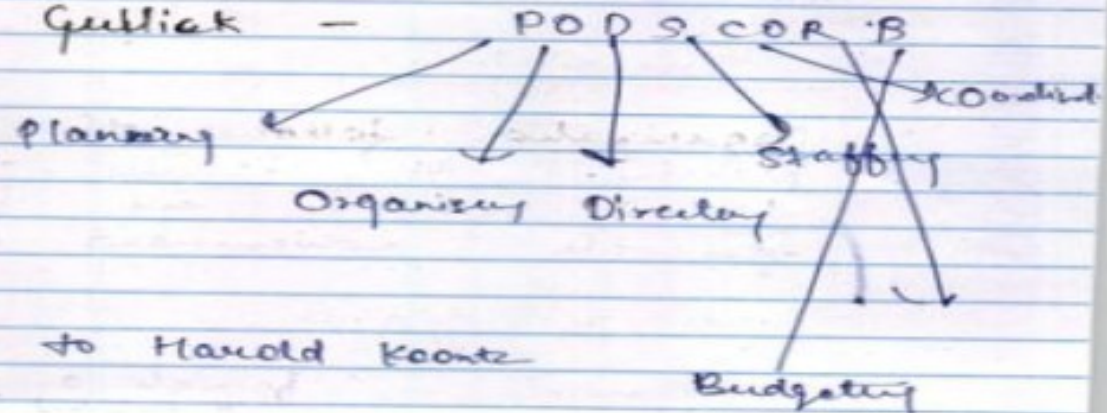
## ANSWER - 8

### Educational Administration:-

Every human heart to live happily. So Educational administration is a comprehensive effort for appropriate use of resources for the achievement of educational goals. It also includes both human & material factors.

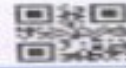
### Main Functions of Educational Administration

According to Gullick -



But according to Harold Koontz we talk about -

1- Planning	3) Directing	5- Coordinating
2) Organizing	4) Staffing	6) Controlling



## 1) Planning

Planning is the first structure of educational Administration. It fills gaps between what to do and how to do.

### Characteristics

- goal oriented
- intellectual process
- rational process
- continuous process
- Focus on activities.

### Implication in Education:

Planning schedules, time-tables.

## 2) Organization

Organization follows the process of the planning. It includes together physical, human resources and human development for the achievement of goals.

### Types of Organizing

- 1) Formal (formal as done in school, organization)
- 2) Informal (it includes relations)

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### In Education

Provide orientation and professional development.  
Provide morale culture.  
Staff development.

How any activities and extracurricular activities organised or done in classroom.

### 3. Directing

Directing states what instructions are given to the students, teachers, staff and how to perform them in classroom.

Principle :-

Goal oriented  
Unity of Command  
Leading and Motivating

### 4. Co-ordinating.

Co-ordinating means that what the relationship is happen & what relationship is b/w the employees of organisation.

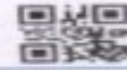
→ As to delegate ✓ eps in effective administration

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22

Some other also  
Staffing and controlling

It supervise the activities and assessment  
exams, extracurricular activities all overall  
procedures of education institution.

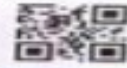
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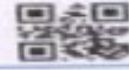


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