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Internal Assessment Test 1 – September 2019

Sub:	Management and Entrepreneurship for IT Industry					Sub Code:	17CS51	Branch:	CSE		
Date:	06-09-2019	Duration:	90 min's	Max Marks:	50	Sem/Sec:	V- A,B,C			OBE	
<u>Answer any FIVE FULL Questions</u>								MARKS	CO	RBT	
1 (a)	Describe the functions and goals of management.						[5]	CO1	L1		
(b)	Explain the classical theory of management.						[5]	CO1	L2		
2 (a)	Outline the importance and steps in planning.						[5]	CO1	L4		
(b)	Describe the various sources of recruitment.						[5]	CO1	L1		
3 (a)	Analyze the process of selection.						[6]	CO1	L4		
(b)	Discuss the purpose of organizing.						[4]	CO1	L2		
4 (a)	Analyze the styles of leadership.						[6]	CO1	L4		
(b)	Discuss the nature of directing.						[4]	CO1	L2		
5 (a)	Explain the contribution of FW Taylor towards the field of management						[5]	CO1	L2		
(b)	Examine Management by Objectives.						[5]	CO1	L3		

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<u>Answer any FIVE FULL Questions</u>								MARKS	CO	RBT		
6 (a)	Describe Recruitment Process.						[5]	CO1	L1			
(b)	Illustrate meaning and importance of staffing						[5]	CO1	L4			
7 (a)	Is management a science or an art or profession? Examine						[5]	CO1	L3			
(b)	Explain Henry Fayol's theory of management						[5]	CO1	L2			


Answer Key/Solutions**INTERNAL ASSESSMENT TEST- 1**

Question #	Description	Marks Distribution		Max Marks
1	<p>a) Discuss the functions and goals of management.</p> <p>Planning</p> <p>Planning is future-oriented and determines an organization's direction. It is a rational and systematic way of making decisions today that will affect the future of the company. It is a kind of organized foresight as well as corrective hindsight. It involves the predicting of the future as well as attempting to control the events. It involves the ability to foresee the effects of current actions in the long run in the future.</p> <p>The internal factors that affect planning are limited growth</p>	05 M	05 M	10 M

	<p>opportunities due to saturation requiring diversification, changing patterns of the workforce, more complex organizational structures, decentralization, etc</p> <p>Organizing</p> <p>Organizing requires a formal structure of authority and the direction and flow of such authority through which work subdivisions are defined, arranged and coordinated so that each part relates to the other part in a united and coherent manner so as to attain the prescribed objectives.</p> <p>Staffing</p> <p>Staffing is the function of hiring and retaining a suitable workforce for the enterprise both at managerial as well as non-managerial levels. It involves the process of recruiting, training, developing, compensating and evaluating employees and maintaining this workforce with proper incentives and motivations. Since the human element is the most vital factor in the process of management, it is important to recruit the right personnel.</p> <p>Directing</p> <p>The directing function is concerned with leadership, communication, motivation, and supervision so that the employees perform their activities in the most efficient manner possible, in order to achieve the desired goals.</p> <p>Supervising subordinates would lead to continuous progress reports as well as assure the superiors that the directions are being properly carried out.</p> <p>Controlling</p> <p>The function of control consists of those activities that are undertaken to ensure that the events do not deviate from the pre-arranged plans. The activities consist of establishing standards for work performance, measuring performance and comparing it to these set standards and taking corrective actions as and when needed, to correct any deviations.</p>			
b)	<p>Explain the classical theory of management.</p> <p>Scientific Management:</p> <p>Scientific Management is Frederick Taylor’s management style, and it focuses heavily on the individual and on the results generated from processes. Taylor believed that finding the best way for each individual to perform his job would lead to a more productive workplace. It’s a more nurturing approach on a human level, and it is designed to play on the strengths of each person in the organization, rather than enforcing a strict set of guidelines. Ultimately, scientific management relies on refining processes and on measuring results, to find the best mode of output. It is largely data-based, but it also has a strong human component. Testing different approaches and calculating the results in a detailed data set makes it possible to understand trends, and to find out what really works or doesn’t work well in the specific business and industry. The scientific approach is effective, because the data and the</p>	05M	05 M	

		<p>research paint a clear picture over time. It does, however, require time and intensive record-keeping to calculate and track each approach to performing job functions. Misreading the results may also be an issue. If performance is down, that result is not always attributed to the process or employee, although the data will read that way.</p> <p>Bureaucratic Management Principles:</p> <p>The Bureaucratic approach to management was formed by Max Weber, and it relies on a stringent set of guidelines and hierarchy. In essence, the theory is based on seniority rules, following guidelines and adhering to strict processes. This works especially well for some business models but not so well for others. For example, a manufacturing business will require a very specific task performed in a repetitive manner. Deviating from this task will, ultimately, throw off the entire process and damage the output and product. In this situation, a Bureaucratic management style works well, because the employee is given a strict set of instructions from the superior and is expected to follow these guidelines. It is a practice in efficiency and control.</p> <p>Administrative Management Theory:</p> <p>Administrative management theory attempts to find a rational way to design an organization as a whole. The theory generally calls for a formalized administrative structure, a clear division of labor, and delegation of power and authority to administrators relevant to their areas of responsibilities.</p> <ul style="list-style-type: none"> • Administrative Management Theorists • Henri Fayol (1841-1925): Fayol was born in France, where he worked for a coal-mining business. He developed 14 administrative principles for organizational structure and management. 			
2	a)	<p>Discuss the importance and steps in planning.</p> <p>Step 1. Perception of Opportunities: Perception of opportunities is not strictly a part of the planning process. But this awareness of opportunities in the external environment as well as within the organization is the real starting point for planning. It is important to take a preliminary look at possible future opportunities and see them clearly and completely.</p> <p>Step 2. Establishing Objectives: This is the second step in the planning process. The major organizational and unit objectives are set in this stage. This is to be done for the long term as well as for the short range. Objectives specify the expected results and indicate the end points of what is to be done, where the primary emphasis is to be placed and what is to be accomplished by the various types of plans.</p> <p>Step 3. Planning Premises: After determination of organizational objectives, the next step is establishing planning premises that are the conditions under which planning activities will be undertaken. Planning premises are planning assumptions the</p>	05 M	05 M	10 M

	<p>expected environmental and internal conditions.</p> <p>Thus planning premises are external and internal. External premises include total factors in task environment like political, social, technological, competitors, plans and actions, government policies. Internal factors include organization's policies, resources of various types, and the ability of the organization to withstand the environmental pressure. The plans are formulated in the light of both external and internal factors.</p> <p>Step 4. Identification of Alternatives: The fourth step in planning is to identify the alternatives. Various alternatives can be identified based on the organizational objectives and planning premises. The concept of various alternatives suggests that a particular objective can be achieved through various actions.</p> <p>Step 5. Evaluation of Alternatives: The various alternative course of action should be analyzed in the light of premises and goals. There are various techniques available to evaluate alternatives. The evaluation is to be done in the light of various factors. Example, cash inflow and outflow, risks, limited resources, expected pay back etc., the alternatives should give us the best chance of meeting our goals at the lowest cost and highest profit.</p> <p>Step 6. Choice of Alternative Plans: This is the real point of decision-making. An analysis and evaluation of alternative courses will disclose that two or more advisable and beneficial. The fit one is selected.</p> <p>Step 7. Formulation of Supporting Plan: After formulating the basic plan, various plan is derived so as to support the main plan. In an organization there can be various derivative plans like planning for buying equipment, buying raw materials, recruiting and training personal, developing new product etc. These derivative plans are formulated out of the basic or main plan and almost invariably required to support the basic plan.</p> <p>Step 8. Establishing Sequence of Activities: After formulating basic and derivative plans, the sequence of activities is determined so those plans are put into action. After decisions are made and plans are set, budgets for various periods and divisions can be prepared to give plans more concrete meaning for implementation.</p>			
b)	<p>Describe on the various sources of recruitment.</p> <p>Internal Sources</p> <p>Internal sources of recruitment refer to hiring employees within the organization through –</p> <ul style="list-style-type: none"> • Promotions • Transfers • Former Employees • Internal Advertisements (Job Posting) 	05 M	05 M	

		<ul style="list-style-type: none"> • Employee Referrals • Previous Applicants <p>External Sources</p> <p>External sources of recruitment refer to hiring employees outside the organization through –</p> <ul style="list-style-type: none"> • Direct Recruitment • Employment Exchanges • Employment Agencies • Advertisements • Professional Associations • Campus Recruitment • Word of Mouth 			
3	a)	<p>Explain the process of selection.</p> <p>Selection Process and Steps:</p> <p>As we have discussed that Selection is very important for any organization for minimizing the losses and maximizing the profits. Hence the selection procedure should be perfect. A good selection process should comprise the following steps –</p>  <pre> graph TD A[Interview] --> B[Reference Checking] B --> C[Medical Examination] C --> D[Final Selection] </pre> <ul style="list-style-type: none"> • Employment Interview – Employment interview is a process in which one-on-one session is conducted with the applicant to know a candidate better. It helps the interviewer to discover the inner qualities of the applicant and helps in taking a right decision. • Checking References – Reference checking is a process of verifying the applicant’s qualifications and experiences with the references provided by him. These reference checks help the interviewer understand the conduct, the attitude, and the behavior of the candidate as an individual and also as a 	06 M	06 M	10 M

		<p>professional.</p> <ul style="list-style-type: none"> • Medical Examination – Medical examination is a process, in which the physical and the mental fitness of the applicants are checked to ensure that the candidates are capable of performing a job or not. This examination helps the organization in choosing the right candidates who are physically and mentally fit. • Final Selection – The final selection is the final process which proves that the applicant has qualified in all the rounds of the selection process and will be issued an appointment letter. <p>A selection process with the above steps will help any organization in choosing and selecting the right candidates for the right job.</p>			
	b)	<p>Discuss the purpose of organizing.</p> <p>The organizing function of management is concerned with combining people, work to be done, and physical resources into a meaningful relationship to achieve organizational goals. No planning can succeed unless a framework of activities (necessary for the accomplishment of objectives) is constructed. The relationship between different jobs is determined, and provision for their proper integration is made. Organizing does this by creating and maintaining the activities in an accepted (manner) pattern, by inter-relating and integrating them and helping people to work together effectively for the accomplishment of specific goals.</p> <p>Organization function of management, as the success of an organization depends on it. We can say it is the process of grouping activities and identifying the responsibilities and achieving co-ordination among them. Thus, it is determination or identification of activities, subdividing & grouping these activities, creation of relationship among the working force, delegation of authority for attainment of maximum coordination.</p> <ul style="list-style-type: none"> • Diving work • Assigning task • Coordinating diverse organizational task • Clustering jobs into units • Establishing formal line of authority 	04 M	04 M	
4	a)	<p>Analyze the styles of leadership.</p> <p>Different Types of Leadership Styles You can select any approach to leadership depending on your own preferences, your business needs, and the situation you are facing.</p> <p>Lewin's Leadership Styles In 1930s a well-known psychologist Kurt Lewin developed his leadership styles framework. This framework provided the foundation of many of the approaches that are developed afterwards.</p>			10 M

	<p>Following are the three major Kurt Lewin leadership styles:</p> <p>1. Autocratic Leadership. Autocratic leadership style is also known as authoritarian leadership. In this approach leaders make decisions without consulting with their team members. Such leaders do not take suggestions from team members even if their input would be useful. Simply Autocratic leaders make choices based on their own ideas, experience and judgments and rarely accept advice from team members. This approach is suitable for those situations when you need to make decisions quickly, when team agreement is not necessary for a successful outcome and when there is no need for team input. However, this leadership style can be demoralizing for an organization as well as it can lead to high levels of staff turnover and absenteeism.</p> <p>2. Democratic Leadership. Democratic leadership style is also known as participative leadership. In this style leaders make the final decisions, but they also include their business or project team members in the decision-making process. This style encourages creativity of team members, and they are often highly engaged in projects and decisions. Researchers have found that this leadership style is one of the most effective among leadership styles and this lead to higher productivity, better contributions and increased team morale. This also results in high job satisfaction and high productivity.</p> <p>3. Laissez-faire Leadership. Laissez-faire leadership is also known as delegated leadership style. These are the leaders who give their team members a lot of freedom in how they do their work, how they set goals and objectives, and how they set their deadlines. Leaders in this style provide support, resources and advice to group member if needed, except this they don't get involved. This autonomy may lead to high job satisfaction, but it usually decrease the productivity damaging if team members do not manage their time well, or if they lack the skills,, knowledge, or self motivation to do their work effectively. This style may also automatically take place when managers don't have control over their work and their team.</p> <p>Lewin's leadership styles are popular and useful, because it encourages leaders/managers to be less autocratic than they might instinctively be.</p>	05 M	5 M	
b)	<p>Discuss the nature of directing.</p> <p>Directing is characterized by the following distinguishing features:</p> <p>1. Element of management. Directing is one of the important functions of management. It is through direction that management initiates action in the organization.</p> <p>2. Continuing function. Direction is continuous process and it continues throughout the life of an organization. A manager never ceases to guide, inspire and supervise his subordinates. A manager cannot get things done simply by issuing orders and instruction. He must continually provide motivation and leadership to get the orders and instructions executed.</p>	05 M	05 M	

		<p>3. Pervasive function. Direction initiates at the top and follows right up to the bottom of an organization. Every manager in the organization gives direction to his subordinates as superior and receives direction as subordinates from his superior. Direction function is performed at every level of management and in every department of the organization.</p> <p>4. Creative function. Direction makes things happen and converts plans into performance it is the process around which all performance revolves. Without direction, human forces in an organization become inactive and consequently physical factors become useless. It breathes life into organization.</p> <p>5. Linking function. Planning, organizing and staffing are merely preparation for doing the work and work actually starts when managers perform the directing function. Direction puts plans into an action and provides performance for measurement and control. In this way, directing serves as a connecting link between planning and control.</p> <p>6. Management of human factor. Direction is the interpersonal aspects of management. It deals with the human aspect of organization. Human behavior is very dynamic and is conditioned by a complex of forces about which not much is known. Therefore, direction is a very difficult and challenging function.</p>			
5	a)	<p>Explain the contribution of FW Taylor towards the field of management</p> <p>Frederick Taylor (1856-1915), developer of scientific management. Scientific management (also called Taylorism or the Taylor system) is a theory of management that analyzes and synthesizes workflows, with the objective of improving labor productivity. The core ideas of the theory were developed by Frederick Winslow Taylor in the 1880s and 1890s, and were first published in his monographs, <i>Shop Management</i> (1905) and <i>The Principles of Scientific Management</i> (1911). Taylor believed that decisions based upon tradition and rules of thumb should be replaced by precise procedures developed after careful study of an individual at work. Its application is contingent on a high level of managerial control over employee work practices.</p> <p>Taylorism is a variation on the theme of efficiency; it is a late 19th and early 20th century instance of the larger recurring theme in human life of increasing efficiency, decreasing waste, and using empirical methods to decide what matters, rather than uncritically accepting pre-existing ideas of what matters. Thus it is a chapter in the larger narrative that also includes, for example, the folk wisdom of thrift, time and motion study, Faradism, and lean manufacturing. It overlapped considerably with the Efficiency Movement, which was the broader cultural echo of scientific management's impact on business managers specifically.</p> <p>In management literature today, the greatest use of the concept of Taylorism is as a contrast to a new, improved way of doing business. In political and sociological terms, Taylorism can be seen as the division of labor pushed to its logical extreme, with a</p>	05 M	05 M	10 M

	<p>consequent de-skilling of the worker and dehumanization of the workplace.</p> <ul style="list-style-type: none"> • Replacement of old rule of thumb method • Scientific selection and training • Labor-Management co-operation (mental revolution) • Maximum output • Equal division of responsibility 			
b)	<p>Explain Management by Objectives</p> <p>An effective management goes a long way in extracting the best out of employees and make them work as a single unit towards a common goal.</p> <p>The term Management by Objectives was coined by Peter Drucker in 1954.</p> <p>“The process of setting objectives in the organization to give a sense of direction to the employees is called as Management by Objectives”</p> <p>It refers to the process of setting goals for the employees so that they know what they are supposed to do at the workplace.</p> <p>Management by Objectives defines roles and responsibilities for the employees and helps them chalk out their future course of action in the organization.</p> <p>Management by objectives guides the employees to deliver their level best and achieve the targets within the stipulated time frame.</p> <p>Need for Management by Objectives (MBO)</p> <ul style="list-style-type: none"> • The Management by Objectives process helps the employees to understand their duties at the workplace. • KRAs are designed for each employee as per their interest, specialization and educational qualification. • The employees are clear as to what is expected out of them. • Management by Objectives process leads to satisfied employees. It avoids job mismatch and unnecessary confusions later on. • Employees in their own way contribute to the achievement of the goals and objectives of the organization. Every employee has his own role at the workplace. Each one feels indispensable for the organization and eventually develops a feeling of loyalty towards the organization. They tend to stick to the organization for a longer span of time and contribute effectively. They enjoy at the workplace and do not treat work as a burden. • Management by Objectives ensures effective communication amongst the employees. It leads to a positive ambience at the workplace. 	05 M	05 M	

		<ul style="list-style-type: none"> • Management by Objectives leads to well defined hierarchies at the workplace. It ensures transparency at all levels. A supervisor of any organization would never directly interact with the Managing Director in case of queries. He would first meet his reporting boss who would then pass on the message to his senior and so on. Every one is clear about his position in the organization. • The MBO Process leads to highly motivated and committed employees. • The MBO Process sets a benchmark for every employee. The superiors set targets for each of the team members. Each employee is given a list of specific tasks. 			
	6a)	<p>Explain Recruitment Process.</p> <p>Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in an organization. It sources the candidates with the abilities and attitude, which are required for achieving the objectives of an organization.</p> <p>Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, short listing and selecting the right candidate.</p> <ul style="list-style-type: none"> • Identifying job requirement • Preparing job description and job specification • Advertising vacant position • Attracting candidates to apply for job • Managing application • Scrutinizing application • Short listing candidates 	05 M	05 M	
5	6b)	<p>What is staffing? Explain importance of staffing</p> <p>Definition</p> <p>Staffing can be defined as one of the most important functions of management. It involves the process of filling the vacant position of the right personnel at the right job, at right time. Hence, everything will occur in the right manner.</p> <p>Staffing is the process of hiring eligible candidates in the organization or company for specific positions. In management, the meaning of staffing is an operation of recruiting the employees by evaluating their skills, knowledge and then offering them specific job roles accordingly.</p> <p>Importance of Staffing</p> <ul style="list-style-type: none"> • Efficient Performance of Other Functions • Effective Use of Technology and Other Resources • Development of Human Capital • The Motivation of Human Resources • Building Higher Morale 	02 M 03 M	05 M	10 M

	<p>7a)</p>	<p>Discuss Is management a science or an art or profession? Explain</p> <p>Explanation of management to be a part of science or an art or profession. Art can be defined as systematic body of knowledge which requires skill, creativity and practice to get perfection. Management is both science as well as art. Like science it has systematic and well- organized body of knowledge and like art it requires personal skill, creativity and practice to apply such knowledge in the best possible way. Science and art are not in contrast to each other; both exist together in every function of management. Profession can be defined as an occupation backed by specialized knowledge and training, in which entry is restricted.</p>	<p>05 M</p>	<p>05 M</p>	<p>10 M</p>
<p>5</p>	<p>7b)</p>	<p>Explain Henry Fayol’s theory of management</p> <p>14 principles of Management are statements that are based on a fundamental truth. These principles of management serve as a guideline for decision-making and management actions. They are drawn up by means of observations and analyses of events that managers encounter in practice. Henri Fayol was able to synthesize 14 principles of management after years of study.</p> <ol style="list-style-type: none"> 1) Division of work (or Labor) 2) Authority & Responsibility 3) Discipline 4) Unity of command 5) Unity of direction 6) Subordination of individual to general interest 7) Remuneration 8) Centralization of authority 9) Scalar chain or Line of authority 10) Order 11) Equity of treatment 12) Stability of workers 13) Initiative 14) Team spirit (Esprit de corps) 	<p>05 M</p>	<p>05 M</p>	
