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Internal Assessment Test 1 – September 2019

Sub:	Management & Entrepreneurship for IT Industry	Sub Code:	17CS51	Branch:	ISE		
Date:	06.09.2017	Duration:	90 min's	Max Marks:	50		
		Sem/Sec:	V/A & B		OBE		
<u>Answer any FIVE FULL Questions</u>					MARKS	CO	RBT
1	What is planning? Differentiate strategic and tactical planning.				[10]	CO1	L2
2	Explain the need of directing. State various characteristics of direction.				[10]	CO1	L2
3	Describe autocratic and democratic leadership styles and their merits and demerits.				[10]	CO1	L2
4	What is motivation? Explain Maslow's need hierarchy theory of motivation.				[10]	CO1	L2
5	Explain Henry Fayol's administrative management.				[10]	CO1	L2

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6 (a)	Explain the Line organization with its advantages and disadvantages.					[05]	CO1	L2		
(b)	Describe the sources of recruitment?					[05]	CO1	L2		
7	Explain the contribution of F.W. Taylor to the theory of management.					[10]	CO1	L2		
8	Define Management? Explain the functional area of management.					[10]	CO1	L2		

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Course Outcomes		Modules covered	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CO1	Define management, organization, entrepreneur, planning, staffing, ERP and outline their importance in entrepreneurship	1,2,3,4	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	Utilize the resources available effectively through ERP	3,4	3	-	-	-	2	-	-	-	-	2	-	-	-	-	-	-
CO3	Make use of IPRs and institutional support in entrepreneurship	5	3	2	-	2	-	2	-	2	-	3	-	-	-	-	-	-

COGNITIVE LEVEL	REVISED BLOOMS TAXONOMY KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

PROGRAM OUTCOMES (PO), PROGRAM SPECIFIC OUTCOMES (PSO)				CORRELATION LEVELS	
PO1	Engineering knowledge	PO7	Environment and sustainability	0	No Correlation
PO2	Problem analysis	PO8	Ethics	1	Slight/Low
PO3	Design/development of solutions	PO9	Individual and team work	2	Moderate/ Medium
PO4	Conduct investigations of complex problems	PO10	Communication	3	Substantial/ High
PO5	Modern tool usage	PO11	Project management and finance		
PO6	The Engineer and society	PO12	Life-long learning		
PSO1	Design, implement and maintain business applications in a variety of languages using libraries and frameworks.				
PSO2	Develop and simulate wired and wireless network protocols for various network applications using modern tools.				
PSO3	Apply the knowledge of software and design of hardware to develop embedded systems for real world applications.				
PSO4	Apply knowledge of web programming and design to develop web based applications using database and other technologies				

Scheme Of Evaluation
Internal Assessment Test 1 – Sept. 2019

Sub:	Management & Entrepreneurship for IT Industry					Code:	17CS51		
Date:	06/09/2019	Duration:	90mins	Max Marks:	50	Sem:	V	Branch:	ISE

Note: Answer Any Five Questions

Question #	Description	Marks Distribution		Max Marks
1	a) What is planning? Planning Importance of Planning: -Description of all (few lines) Differentiate strategic and tactical planning. Difference between Strategic and Tactical Planning: -Some examples of both type of planning can be included	2 M 3 M 5 M	10 M	10 M
2	a) Explain the need of directing. State the characteristics of directing. Characteristics of Direction: At least Eight characteristics are desired	2 M 8 M	10 M	10 M
3	a) Describe autocratic and democratic leadership styles? List their merits and demerits. i) Autocratic leadership List their merits and demerits. ii) Democratic leadership List their merits and demerits. -Students can elaborate these merits and demerits with own examples	2 M 3 M 2 M 3 M	10 M	10 M

4	a)	<p>What is motivation? Explain Maslow's need hierarchy theory of motivation</p> <p>Motivation definition, description of characteristics.</p> <p>Maslow's Need Hierarchy Theory</p> <p><i>-Students can write in own way with examples.</i></p>	<p>3 M</p> <p>7 M</p>	10 M	10 M
5	a)	<p>Explain Henry Fayol's administrative management.</p> <p>Definition and Fayol's 14 Principles of Management.</p>	10 M	10 M	10 M
6	a)	<p>Explain the Line organization with its advantages and disadvantages.</p> <p>Line Organisation definition</p> <p>Advantages of Line Organisation</p> <p>Disadvantages of Line Organization</p>	<p>1 M</p> <p>2 M</p> <p>2 M</p>	5 M	10 M
	b)	<p>Describe the sources of recruitment?</p> <p>Sources of recruitment</p> <p>Internal sources:</p> <p>External Sources</p>	<p>2 M</p> <p>3 M</p>	5 M	
7	a)	<p>Explain the contribution of F.W. Taylor to the theory of management.</p> <p>Scientific Management Principles</p> <p>General Approach</p> <p>Contributions</p> <p>Criticisms</p>	<p>3 M</p> <p>3 M</p> <p>2 M</p> <p>2 M</p>	10 M	10 M
8	a)	<p>Define Management? Explain the functional area of management.</p>			

		Management definition	2 M		
		Characteristics of Management	4 M	10 M	10 M
		Functional Areas of Management	4 M		

Solutions


Course Name: Management & Entrepreneurship for IT Industry

Course Code: 17CS51

Q.No.	Solution Scheme	Marks												
1.	What is planning? Differentiate strategic and tactical planning.	10												
Ans:	<p>Planning is deciding in advance what to do, how to do it, when to do it and who is to do it. It bridges the gap from where we are and to where we want to go. It is in essence the exercise of foresight.</p> <p>Planning is an intellectual process which requires a manager to think before acting.</p> <p>Planning is the management function that includes decisions and actions to insure future results.</p> <p>Importance of Planning:</p> <ul style="list-style-type: none"> • Minimizes Risk and uncertainty • Lead to success • Focuses attention on the Organization Goals • Facilitates Control • Trains Executives • Minimize waste and redundancy • Reduce the impact of change <p>-Description of all (few lines)</p> <p>Difference between Strategic and Tactical Planning:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Strategic Planning</th> <th style="text-align: center;">Tactical Planning</th> </tr> </thead> <tbody> <tr> <td>Decides the major goals and policies of allocation of resources to achieve these goals.</td> <td>Decides detailed use of resources for achieving these goals.</td> </tr> <tr> <td>Done at higher level management</td> <td>Done at lower level management</td> </tr> <tr> <td>It is for long term e.g. setting Vision, mission and objectives</td> <td>It is for short term e.g. organizing events</td> </tr> <tr> <td>It generally based on long term forecasts about technology, political environment and is more uncertain</td> <td>It generally based on the past performance of the organization</td> </tr> <tr> <td>Less detailed because it involve less day to day operations of the organization.</td> <td>It is more day to day operations of the organization.</td> </tr> </tbody> </table> <p>-Some examples of both type of planning can be included</p>	Strategic Planning	Tactical Planning	Decides the major goals and policies of allocation of resources to achieve these goals.	Decides detailed use of resources for achieving these goals.	Done at higher level management	Done at lower level management	It is for long term e.g. setting Vision, mission and objectives	It is for short term e.g. organizing events	It generally based on long term forecasts about technology, political environment and is more uncertain	It generally based on the past performance of the organization	Less detailed because it involve less day to day operations of the organization.	It is more day to day operations of the organization.	<p>05</p> <p>05</p>
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2.	Explain the need of directing. State the characteristics of directing.	10												

<p>Ans:</p>	<p>Instructing, guiding, supervising and influencing people enabling them to achieve organizational objectives are called directing. In the process of directing, employees are coached to develop communication and are encouraged to accomplish their goals.</p> <p>Directing is a key element in the process of management. After formulating the plans for accomplishing the pre-determined goals, the organizational structure is prepared and suitable persons are designated to appropriate roles, and the organization commences its operations. However, necessary actions will only initiate after a command in chief provides direction to the higher-level management.</p> <p>Directing encourage subordinates to work effectively and efficiently.</p> <p>Characteristics of Direction:</p> <ul style="list-style-type: none"> • It is a Dynamic Function: It is the continuous process here manager has to direct, guide, motivate their subordinates to achieve the goal. With change in plan corresponding methods can be adapted. • It Initiates Action: Management has to do initiation of any action in achieving goals. All works will start with some directions. • It is a Universal Function: It is applicable to all types of organization at all functional units. • It provides necessary link between various Managerial Functions: Directing requires for all types of managerial function such as planning, staffing, organizing and controlling. They can be inter- dependent on each other and proper directing can be useful in integrating them. • It is Concerned with Human Relationships: The directing create harmony and coordination among people working in organization. E.g. organizing an event or meeting monthly and daily target they will be working in an integrated manner. • Harmony of objectives: It helps in coordinating employee objective with the organization objective. • Unity of direction or command: A proper directing need unity in direction or command. Instructions given to the subordinates should be unambiguous. • Direct supervision: Manager should have direct relationship with their subordinates. It helps them to mutually understand the requirements and achieve their goals. • Effective communication: To do the direction effective communication is needed. It may be in the form of email, call, public addressing or meeting. • Follow through: Direction is a continuous process which needs proper tracking of assigned tasks and target completion. A proper follow through helps in meeting goals soon. <p>- At least <i>Eight</i> characteristics are desired</p>	<p>02</p> <p>08</p>
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3.	Describe autocratic and democratic leadership styles? List their merits and demerits.	10
Ans:	<p>i) Autocratic leadership</p> <p>An autocratic leader is one who dominates and drives his subordinates through coercion, command and the instilling of fear in his followers. An autocratic leader alone determines policies, plans and makes decisions. He demands strict obedience. Such leaders love power and love to use it for promoting their own ends. They never like to delegate their power for they fear that they may lose their authority.</p> <p>Merits :</p> <ul style="list-style-type: none"> - It can increase efficiency - Save time - Get quick results under emergency conditions - Chain of command and division of work are clear. <p>Demerits:</p> <ul style="list-style-type: none"> - People are treated machine-like cogs without human dignity - One way communication without feedback - The leader receives little or no input from his sub-ordinates for his decision-making which is dangerous in the current dynamic environment. <p>-Students can elaborate these merits and demerits with own examples</p> <p>ii) Democratic leadership :</p> <p>Also known as participative leadership. In this style, the entire group is involved in goal setting and achieving it. A democratic leader follows the majority opinion as expressed by his group. Subordinates have considerable freedom of action. The leader shows greater concern for his people's interest, is friendly and helpful to them. He is always ready to defend their subordinates individually and collectively.</p> <p>Merits:</p> <ul style="list-style-type: none"> - leadership encourages people to develop and grow - receives information and ideas from his subordinates to make decisions - boosts the morale of employees. <p>Demerits :</p> <ul style="list-style-type: none"> - Some leaders may use this style as a way of avoiding responsibility - Can take enormous amount of time for making decisions. <p>-Students can elaborate these merits and demerits with own examples</p>	<p>02</p> <p>03</p> <p>02</p> <p>03</p>

4.	What is motivation? Explain Maslow's need hierarchy theory of motivation	10
Ans:	<p>Motivation is inspiring the subordinates to contribute with zeal and enthusiasm towards organizational goals.</p> <p>Performance of an employee can be measure as-</p> <p>Performance = Ability × willingness</p> <p>One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Motivation is enhancing the willingness to work which improves the performance. Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behavior can be -</p> <ul style="list-style-type: none"> • desire for money • success • recognition • job-satisfaction • team work, etc <p>Therefore the role of a leader is to arouse interest in performance of employees in their jobs. The process of motivation consists of three stages:-</p> <ul style="list-style-type: none"> • A felt need or drive • A stimulus in which needs have to be aroused • When needs are satisfied, the satisfaction or accomplishment of goals. <p>Therefore, we can say that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.</p> <p>Maslow's Need Hierarchy Theory Abraham Maslow is well renowned for proposing the Hierarchy of Needs Theory in 1943. This theory is a classical depiction of human motivation. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies. These five needs are as follows-</p> <div style="text-align: center;">  </div>	<p style="text-align: center;">03</p> <p style="text-align: center;">01</p>

	<p style="text-align: center;">FIGURE: Maslow's Need Hierarchy Model</p> <ol style="list-style-type: none"> 1. Physiological needs: <ul style="list-style-type: none"> – The basic needs for sustaining human life itself, such as food, water, shelter and sleep. – Until these needs are satisfied to the reasonable degree necessary to maintain life, other needs will not motivate people. 2. Security or safety needs: <ul style="list-style-type: none"> - Safety needs include physical, environmental and emotional safety and protection. – People want to be free of physical danger and of the fear of losing job, property or shelter. 3. Social needs: <ul style="list-style-type: none"> – Since people are social being, they need to belong, to be accepted by others. -Social needs include the need for love, affection, care, belongingness, and friendship. 4. Esteem needs: <ul style="list-style-type: none"> – Once people begin to satisfy their need to belonging, they tend to want to be held in esteem both by themselves and by others. – This kind of need produces such satisfaction as power, prestige and status. -Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration). 5. Self-actualization needs: <ul style="list-style-type: none"> – It is desire to become what one is capable of becoming to maximize one's potential and to accomplish something. - It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social- service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing. <p><i>-Students can write in own way similar to this with examples.</i></p>	06
5.	Explain Henry Fayol's administrative management.	10
Ans:	<p>Administrative management focus organization rather than individual. Delineated the management functions of planning, organizing, commanding, coordinating, and controlling.</p> <p>The Administrative Theory was proposed by Henry Fayol, who studied the organizational problems from the manager's viewpoint and found organization's activities can be classified as Technical, Financial, Commercial, Security, Accounting and managerial.</p> <p>Henry Fayol's 14 Principles of Management:</p> <ol style="list-style-type: none"> 1. Division of Work: The work should be divided among the individuals 	

on the basis of their specializations, so as to ensure their full focus on the effective completion of the task assigned to them.

2. **Authority and Responsibility:** The authority and responsibility are related to each other. Authority means the right to give orders while the responsibility means being accountable. Thus, to whomsoever the authority is given to exact obedience must be held accountable for anything that goes wrong.
3. **Discipline:** The individuals working in the organization must be well-disciplined. The discipline refers to the obedience, behavior, respect shown by the employees towards others.
4. **Unity of Command:** According to this principle, an individual in the organization must receive orders from only one supervisor. In case an individual has the reporting relationship with more than one supervisor then there may be more conflicts with respect to whose instructions to be followed.
5. **Unity of Direction:** Unity of direction means, all the individual or groups performing different kinds of a task must be directed towards the common objective of the organization.
6. **Subordination of Individual to General Interest:** According to this principle, the individual and organizational interest must coincide to get the task accomplished. The individual must not place his personal interest over the common interest, in case there a conflict.
7. **Remuneration of Personnel:** The payment methods should be fair enough such that both the employees and the employers are satisfied.
8. **Centralization:** Fayol defines centralization as the means of reducing the importance of subordinate's role in the organization, and the extent to which the authority is centralized or decentralized depends on the organization type in which the manager is working.
9. **Scalar Chain:** This means there should be a proper hierarchy in the organization that facilitates the proper flow of authority and communication. It suggests that each individual must know from whom he shall get instructions and to whom he is accountable to. Also, the communication either going up or down must pass through each level of authority. In certain circumstances where the quick flow of communication is required, the rigidity of a scalar chain can pose problems. Thus, Henry Fayol has suggested "gang plank" which means anybody in the hierarchy can interact with each other irrespective of their authority levels.
10. **Order:** This principle is related to the systematic arrangement of things and people in the organization. This means every material should be in its place, and there should be a place for every material. Likewise, in the case of people, a right man should be in the right job.
11. **Equity:** All the employees in the organization must be treated equally with respect to the justice and kindness.
12. **Stability of Tenure:** The employees should be retained in the organization, as new appointments may incur huge selection and

training cost.

13. **Initiative:** The manager must motivate his subordinates to think and take actions to execute the plan. They must be encouraged to take initiatives as this increases the zeal and energy among the individuals.

14. **Esprit de Corps:** This means “unity is strength”. Thus, every individual must work together to gain synergy and establish cordial relations with each other.

-Students have to write all 14 principles

6A. Explain the Line organization with its advantages and disadvantages. 5

Ans: Line Organisation:
 Line organisation is the basic framework for the whole organisation. It represents a **direct vertical relationship through which authority flows**. This is the simplest and oldest, known as chain of command or scalar principle. The authority flows from top to the lower levels. Every person is in charge of all the persons under him and he himself is accountable to his superior only.

This organisation is a vertical structure where **one person delegates authority to his subordinate and who in turn delegates to his subordinate and so on**. Authority flows vertically from top level person to all the persons responsible for the execution of work. Responsibility, on the other hand, flows upwards. Everybody is responsible for his work and is accountable to his boss.

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graph TD
    GM[GENERAL MANAGER] --> PM[Production Manager]
    GM --> FM[Finance Manager]
    GM --> MM[Marketing Manager]
    PM --> S[Superintendent]
    S --> F[Foreman]
    F --> W[Workers]
    FM --> AFM[Asst. Finance Manager]
    AFM --> A[Accountant]
    A --> CL[Clers]
    MM --> AMM[Asst. Marketing Manager]
    AMM --> SS[Sales Supervisor]
    SS --> SA[Salesman]
  
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Fig: Line Organisation

- In the above diagram a General Manager (GM) can delegates the authority to Finance Manager which in terns can delegate to Assistant Finance Manager, Accountants and finally Clerks.
-

Advantages of Line Organisation:

- Simplicity
- Quick decision and speed of action.
- Unity of control.
- Clear division of authority and responsibility.
- Discipline and better coordination
- Direct communication.

1. Simplicity. It is the simplest form of organization and very simple to understand and implement. It can be easily define and explain to all staff.

2. Responsibility is fixed. In this form of organization responsibilities are fixed and defined. Every person is crystal clear to whom he is answerable and who are accountable to him. In this type of organization shifting of responsibility is not possible because responsibilities are fixed.

3. Unified Control. Good control, direction and direction is possible in line organization because of fixed responsibility. Lower level personnel favorably react to simple the multiple authorities.

4. Quick Decision. Single authority, unified control and fixed responsibility to help in quick decision.

5. Flexibility. In type of organization is flexible in character. This is capable of adjusting itself quickly to changing circumstances. This obviously flows from fixed responsibility because of which the executive is sole master in his own sphere of activity.

Disadvantages of Line Organization

Following are some demerits and disadvantages of line organization or vertical organization

1. Over loading. The executive is overloaded at each level of organization. There are several things he must manage independently. Here his level of efficiency is not the same that is why most of the time the organization activities suffer due to overloading.

2. Lack of Specialization. Different types of jobs are looked after, supervised and control by executive. It is physically not possible for him to learn and acquire the skills of the jobs he looks into and at the same time be able to do justice to each job. He cannot claim to be an expert in all types of jobs he handles. Today complex business and industrial organizations need specialization. If unfortunately it is not there the attainment of objectives may not be smooth.

-Students can write in their own way with minor variations.

6B.	Describe the sources of recruitment?	05
Ans:	<p>Sources of recruitment:- The sources of recruitment can be broadly classified into two categories:</p> <ul style="list-style-type: none"> - Internal sources. - External sources. <p>Internal sources:</p> <ul style="list-style-type: none"> - Internal sources involve transfer and promotion. - Transfer involves the shifting of an employee from one job to another. - Many companies follow the practice of filling higher jobs by promoting employees who are considered fit for such positions. - Filling higher position by promotion motivates employees, boost employee's moral. <p>External Sources</p> <p>Direct recruitment: An important source of recruitment is direct recruitment by placing a notice on the notice board of the enterprise by specifying the details of the jobs available. This is also known as recruitment at factory gate.</p> <p>Unsolicited applications: Many qualified persons apply for employment to reputed companies on their own initiatives. Such applications are known as unsolicited applications.</p> <p>Advertising: Large enterprises particularly when the vacancy is for higher post or there are large number of applications use this source where advertisements are made in local and national level newspapers.</p> <p>Employment agencies: This is the good source of recruitment for unskilled and semiskilled jobs. The employment exchanges bring job givers in contact with job seekers.</p>	<p>02</p> <p>03</p>
7.	Explain the contribution of F.W. Taylor to the theory of management.	10
Ans:	<p>Frederick Winslow Taylor (1856-1915) is called the father of Scientific Management. His experience from the bottom-most level in the organization gave him an opportunity to know at first the problems of the workers. Taylor's principal concern was that of increasing efficiency in production, not only to lower costs and raise profits but also to make possible increased pay for workers through their higher productivity.</p> <p>Scientific Management Principles are-</p> <p>1) Time and Motion Study</p> <p>Here each motion of a job was to be timed out with the help of a stop watch and shorter and fewer motions were to be developed. This replaces the old rule-of-thumb knowledge of a workman.</p> <p>2) Differential Payment</p> <p>Taylor introduced a new plan where low price rate in received if worker</p>	<p>5 x 2= 10</p>

produces standard number of pieces and higher rate if he surpassed the standard. He thought in this way production can be improved.

3) Drastic Re-organisation of Supervision

Taylor suggested two new concepts a) Separation of planning and doing b) Functional foremanship. In those day workers themselves used to plan, select tools and decide the order of operation in which work can be done. Taylor suggested that work has to plan by foreman not by workers. He thought that if we separate planning and work then it will be done more effectively.

4) Scientific Recruitment & Training

Taylor emphasized on scientific selection and development of the workers. He said that management should develop and train every worker enable him to do a higher, more interesting, more profitable class of work than he has done in the past.

5) Intimate Friendly Cooperation between Management & Workers

Taylor said that rather than quarreling over whatever profits that management and labor get from organization. They should cooperate and work towards common interests.

General Approach:

- Developed standard method for performing each job.
- Selected workers with appropriate abilities for each job.
- Trained workers in standard method.
- Supported workers by planning work and eliminating interruptions.
- Provided wage incentives to workers for increased output.

Contributions

- Demonstrated the importance of compensation for performance.
- Initiated the careful study of tasks and jobs.
- Demonstrated the importance of personnel and their training.

Criticisms

- Did not appreciate social context of work and higher needs of workers.
- Did not acknowledge variance among individuals.
- Tended to regard workers as uninformed and ignored their ideas.

8.	Define Management? Explain the functional area of management.	10
Ans:	<p>Management: “Management is the direction and maintenance of an internal environment in an enterprise where individuals working in groups can perform efficiently and effectively towards the attainment of group goals” - Koontz and O’Donnel.</p> <p>“Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way” - F.W. Taylor .</p> <p>“Management is the art and science of decision making and leadership” - Donald J Clough.</p> <p>Characteristics of Management:</p> <ul style="list-style-type: none"> • Management is a continuous process • Management is an art as well as science • Management aims at achieving predetermined objectives • Management is a factor of production • Management is decision-making • Universal application <p>Functional Areas of Management: The major functional areas of an organization are- Operations, finance, strategy, human resource and management information system (MIS).</p> <ul style="list-style-type: none"> • Production/Operation: Related to all production related activities like purchasing Materials management, Research & Development etc.. • Marketing: <ul style="list-style-type: none"> - -involves the distribution of organizations’ products to the buyers. - -Sub activities like Advertising, Marketing research, Sales management. - Finance and accounting: deals with intelligent invest Finance and accounting: deals with intelligent Investment of financial resources and record-keeping of various transactions . <ul style="list-style-type: none"> - -sub functions are Financial Accounting, Management Accounting, Costing, Investment Management, Taxation • Personnel: management of human resources sub-activities are Recruitment and Selection, Training and Development, Wage and Salary Administration, Industrial Relations • Management Information System • Strategy 	

