

CMR INSTITUTE OF TECHNOLOGY

USN

--	--	--	--	--	--	--	--	--	--



Internal Assessment Test 1 – September 2019

Sub:	Management and Entrepreneurship	Sub Code:	17EE51	Branch:	EEE		
Date:	06-09-2019	Duration:	90 min's	Max Marks:	50		
		Sem/Sec:	V- A & B		OBE		
<u>Answer any FIVE FULL Questions</u>					MARKS	CO	RBT
1 (a)	Explain meaning and importance of management.				[5]	CO1	L2
(b)	List out Roles of Manager in Business.				[5]	CO1	L1
2 (a)	Discuss the functions of management.				[5]	CO1	L2
(b)	Differentiate between Management & Administration.				[5]	CO1	L2
3 (a)	Is management a science or an art or profession? Examine.				[6]	CO1	L3
(b)	Outline managerial skills and levels of management.				[4]	CO1	L4
4 (a)	Describe importance of planning.				[5]	CO1	L2
(b)	Explain steps involved in planning.				[5]	CO1	L2
5 (a)	Describe decision making and its types.				[5]	CO1	L2
(b)	Explain steps in decision making.				[5]	CO1	L2

USN

--	--	--	--	--	--	--	--	--	--



Internal Assessment Test 1 – September 2019

Sub:	Management and Entrepreneurship	Sub Code:	17EE51	Branch:	EEE		
Date:	06-09-2019	Duration:	90 min's	Max Marks:	50		
		Sem/Sec:	V- A & B		OBE		
<u>Answer any FIVE FULL Questions</u>					MARKS	CO	RBT
6 (a)	Discuss meaning and characteristics of organization.				[5]	CO2	L2
(b)	Identify the principles of organization.				[5]	CO2	L1
7 (a)	Describe the process of organization.				[5]	CO2	L2
(b)	Discuss meaning and importance of staffing.				[5]	CO1	L2
8	Outline the process of selection and recruitment.				[10]	CO1	L4

Answer Key/Solutions
INTERNAL ASSESSMENT TEST- 1

Question #		Description	Marks Distribution		Max Marks
1	a)	<p>Explain meaning and importance of management.</p> <p>Meaning: Management is the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected aims. <i>Management is the “art of getting done through others and with formally organized groups” by Harold Koontz</i></p> <p>Importance:</p> <p>1. Management is goal oriented:- Management is concern with achievement of specific goals. It is always directed towards achievement of objectives. The success of management is measured by the extent to which objectives are achieved.</p> <p>2. Management is associated with group efforts:- The business comes into existence with certain objectives which are to be achieved by a group and not by one person alone. Management gets things done by, with and through the efforts of group members. It co-ordinates the activities and actions of its members towards a common goal.</p> <p>3. Management is intangible:- It is an unseen force, its presence can be evidence by the result of its efforts up to date order but they generally remain unnoticed, Where as mismanagement is quickly noticed.</p> <p>4. Management is an activity and not a person or group of person:- Management is not people or not a certain class but it is the activity, it is the process of planning, organizing, directing and controlling to achieve the objectives of the organization.</p> <p>5. Management is situational:- Management does not advice best way of doing things. Effective management is always situational. A manager has to apply principles, approaches and techniques of management after taking into consideration the existing situations.</p> <p>6. Management is universal:- Most of the principles and techniques of management are universal in nature. They can be applied to government organization, military, educational institutes, religious institutes etc. They provide working guidelines which can be adopted according to situations.</p> <p>7. Management is concern with people:- Since management involves getting things done through others only human being performed this activity with the help of planning and control. The element man can not be separated from the management.</p> <p>8. Management is the combination of art, science and profession:- Management makes use of science as well as art. It is science because it collects knowledge with the methods and data, analyzes and measures it and decision is taken with the help of experiment. It is a systematic body of knowledge. Art means application of knowledge for solving various problems. In modern times there is separation of ownership and management, so professional experts are appointed.</p>	5	5	10
	b)	<p>List out Roles of Manager in Business.</p> <p>Mintzberg's Management Roles</p> <p>The Roles</p>	5	5	

Mintzberg published his Ten Management Roles in his book, "Mintzberg on Management: Inside our Strange World of Organizations," in 1990.

Interpersonal Category

The managerial roles in this category involve **providing** information and ideas.

1. **Figurehead** – As a manager, you have social, ceremonial and legal responsibilities. You're expected to be a source of inspiration. People look up to you as a person with authority, and as a figurehead.
2. **Leader** – This is where you provide leadership for your team, your department or perhaps your entire organization; and it's where you manage the performance and responsibilities of everyone in the group.
3. **Liaison** – Managers must communicate with internal and external contacts. You need to be able to network effectively on behalf of your organization.

Informational Category

The managerial roles in this category involve **processing** information.

4. **Monitor** – In this role, you regularly seek out information related to your organization and industry, looking for relevant changes in the environment. You also monitor your team, in terms of both their productivity, and their well-being.
5. **Disseminator** – This is where you communicate potentially useful information to your colleagues and your team.
6. **Spokesperson** – Managers represent and speak for their organization. In this role, you're responsible for transmitting information about your organization and its goals to the people outside it.

Decisional Category

The managerial roles in this category involve **using** information.

7. **Entrepreneur** – As a manager, you create and control change within the organization. This means solving problems, generating new ideas, and implementing them.
8. **Disturbance Handler** – When an organization or team hits an unexpected roadblock, it's the manager who must take charge. You also need to help mediate disputes within it.
9. **Resource Allocator** – You'll also need to determine where organizational resources are best applied. This involves allocating funding, as well as assigning staff and other organizational resources.
10. **Negotiator** – You may be needed to take part in, and direct, important negotiations within your team, department, or organization.

2	<p>a)</p>	<p>Discuss the functions 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 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>	05 M	05 M	10 M																														
	<p>b)</p>	<p>Differentiate between Management & Administration.</p> <table border="1" data-bbox="264 1599 999 2132"> <thead> <tr> <th>Basis For Comparison</th> <th>Management</th> <th>Administration</th> </tr> </thead> <tbody> <tr> <td>Meaning</td> <td>An organized way of managing people and things of a business organization is called the Management.</td> <td>The process of administering an organization by a group of people is known as the Administration.</td> </tr> <tr> <td>Authority</td> <td>Middle and Lower Level</td> <td>Top level</td> </tr> <tr> <td>Role</td> <td>Executive</td> <td>Decisive</td> </tr> <tr> <td>Concerned with</td> <td>Policy Implementation</td> <td>Policy Formulation</td> </tr> <tr> <td>Area of operation</td> <td>It works under administration.</td> <td>It has full control over the activities of the organization.</td> </tr> <tr> <td>Key person</td> <td>Manager</td> <td>Administrator</td> </tr> <tr> <td>Represents</td> <td>Employees, who work for remuneration</td> <td>Owners, who get a return on the capital invested by them.</td> </tr> <tr> <td>Function</td> <td>Executive and Governing</td> <td>Legislative and Determinative</td> </tr> <tr> <td>Focus on</td> <td>Managing work</td> <td>Making best possible allocation of limited resources.</td> </tr> </tbody> </table>	Basis For Comparison	Management	Administration	Meaning	An organized way of managing people and things of a business organization is called the Management.	The process of administering an organization by a group of people is known as the Administration.	Authority	Middle and Lower Level	Top level	Role	Executive	Decisive	Concerned with	Policy Implementation	Policy Formulation	Area of operation	It works under administration.	It has full control over the activities of the organization.	Key person	Manager	Administrator	Represents	Employees, who work for remuneration	Owners, who get a return on the capital invested by them.	Function	Executive and Governing	Legislative and Determinative	Focus on	Managing work	Making best possible allocation of limited resources.	05M	05 M	
Basis For Comparison	Management	Administration																																	
Meaning	An organized way of managing people and things of a business organization is called the Management.	The process of administering an organization by a group of people is known as the Administration.																																	
Authority	Middle and Lower Level	Top level																																	
Role	Executive	Decisive																																	
Concerned with	Policy Implementation	Policy Formulation																																	
Area of operation	It works under administration.	It has full control over the activities of the organization.																																	
Key person	Manager	Administrator																																	
Represents	Employees, who work for remuneration	Owners, who get a return on the capital invested by them.																																	
Function	Executive and Governing	Legislative and Determinative																																	
Focus on	Managing work	Making best possible allocation of limited resources.																																	

3	<p>a) Is management a science or an art or profession? Examine.</p> <p>The meaning of management has been different for different people. Some consider it as a SCIENCE because of its proven and experimented principles, for some it is an ART because of the practice it requires in accomplishing it while others consider it to be just a PROFESSION and a source of income.</p> <p>Well, in reality, Management is a combination of this Trivia. Management is an ART, a Science and a PROFESSION, too.</p> <p>Management as an ART</p> <p>Ability to apply knowledge & skill in order to attain the desired results is defined as ART. It is a personalized application of basic theoretical principles for achieving best possible results. For example, an ability of a tailor to shape a piece of cloth into a well-stitched dress is an art. Similarly, a sculpturist with his/her art can transform a rock piece into a beautiful idol.</p> <p>The essential features of art include:</p> <ol style="list-style-type: none"> 1. Creativity 2. Practical/Industry Knowledge 3. Personal skills 4. Ability to improve through constant practice 5. Result oriented approach <p>Since management is concerned with implementing the knowledge, skills, principles, and theories of management to attaining the desired goals and to solve certain management problem in an organization, management is considered as an art.</p> <p>Management as a SCIENCE</p> <p><i>“Science is a systematic body of knowledge pertaining to a specific field of study that contains general facts which explains a phenomenon.”</i> It ascertains relationship between the cause and effect between two or more variables and emphasizes the principles which govern their relationship. Scientific methods of observation and verification through testing lead to the development of these principles.</p> <p>The essential features of Science are:</p> <ol style="list-style-type: none"> 1. Universally Acceptable Principles. 2. Observation and Experimentation. 3. Established Cause and Effect Relationship. 4. Verified and Predictable validity. <p>Management is a social and behavioral science because it deals with the behaviors of human beings that is ever changing and cannot be predicted precisely.</p> <p>For example, while a tailor can shape a piece of cloth into a dress, he/she has to follow some predefined principles. Thinking of the design is the art of the tailor however, to use that art is science based on various principles. And these principles are accepted and applied universally. So, management is a Science.</p> <p>The ancient saying, “Manager are Born” has been discarded in favor of “Managers are Made”. It has been remarked aptly that management is the oldest of art and youngest of science, which is perfectly true.</p> <p>Management as a PROFESSION</p> <p>Profession is an occupation or a job done by any individual, who is well aware of delivering personal services to the people with expertise. To practice a profession, an individual must have acquired certain academic qualifications and training in the related field. In addition, a professional is required to follow the ethical code of conduct of an organization.</p> <p>The essential features of profession are:</p> <ol style="list-style-type: none"> 1. Ability to render personal service with expertise and specialization. 2. Formal education and training from a recognized institution. 	6	6	10
---	--	---	---	----

	<p>3. Code of conduct 4. Representative Association.</p> <p>For instance, to become a financial manager, an individual should be a Graduate in financial management as his/her major field of study from a recognized university. Similarly, in order to become a HR manager, one must have a Diploma with Human Resource Management.</p> <p>So, Management is an Art, Science and Profession.</p>			
b)	<p>Outline managerial skills and levels of management.</p> <p>Managerial skills Simply, managerial skills are the knowledge and ability of the individuals in a managerial position to fulfill some specific management activities or tasks. This knowledge and ability can be learned and practiced. However, they also can be acquired through practical implementation of required activities and tasks. Therefore, you can develop each skill through learning and practical experience as a manager.</p> <p>Robert Katz identifies three types of skills that are essential for a successful management process:</p> <ul style="list-style-type: none"> • Technical skills, • Conceptual skills and • Human or interpersonal management skills. <p>Technical Skills as One Part of Management Skills As the name of these skills tells us, they give the manager's knowledge and ability to use different techniques to achieve what they want to achieve. Technical skills are not related only for machines, production tools or other equipment, but also they are skills that will be required to increase sales, design different types of products and services, market the products and services, etc.</p> <p>Conceptual Skills Conceptual skills present <u>knowledge</u> or ability of a manager for more abstract thinking. That means he can easily see the whole through analysis and diagnosis of different states. In such a way they can predict the future of the business or department as a whole.</p> <p>Human or interpersonal management skills Human or interpersonal management skills present a manager's knowledge and ability to work with people. One of the most critical <u>management tasks</u> is to work with people. Without people, there will not be a need for the existence of management and managers.</p> <p>levels of management Most organizations have three management levels:</p> <ul style="list-style-type: none"> • Low-level managers; • Middle-level managers; and • Top-level managers. <p>These managers are classified in a hierarchy of authority, and perform different tasks. In many organizations, the number of managers in every level resembles a pyramid.</p> <p>Top-level managers The board of directors, president, vice-president, and CEO are all examples of top-level managers. These managers are responsible for controlling and overseeing the entire organization. They develop goals, strategic plans, company policies, and make decisions on the direction of the business.</p> <p>Middle-level managers General managers, branch managers, and department managers are all examples of middle-level managers. They are accountable to the top management for their department's function.</p> <p>Low-level managers Supervisors, section leads, and foremen are examples of low-level management titles. These managers focus on controlling and directing.</p>	4	4	

4	<p>a) Describe importance of planning.</p> <p>Planning helps an organization chart a course for the achievement of its goals. The process begins with reviewing the current operations of the organization and identifying what needs to be improved operationally in the upcoming year. From there, planning involves envisioning the results the organization wants to achieve, and determining the steps necessary to arrive at the intended destination – success, whether that is measured in financial terms, or goals that include being the highest-rated organization in customer satisfaction.</p> <p>Efficient Use of Resources</p> <p>All organizations, large and small, have limited resources. The planning process provides the information top management needs to make effective decisions about how to allocate the resources in a way that will enable the organization to reach its objectives. Productivity is maximized and resources are not wasted on projects with little chance of success.</p> <p>Establishing Organizational Goals</p> <p>Setting goals that challenge everyone in the organization to strive for better performance is one of the key aspects of the planning process. Goals must be aggressive, but realistic. Organizations cannot allow themselves to become too satisfied with how they are currently doing – or they are likely to lose ground to competitors.</p> <p>Managing Risk And Uncertainty</p> <p>Managing risk is essential to an organization’s success. Even the largest corporations cannot control the economic and competitive environment around them. Unforeseen events occur that must be dealt with quickly, before negative financial consequences from these events become severe.</p> <p>Team Building and Cooperation</p> <p>Planning promotes team building and a spirit of cooperation. When the plan is completed and communicated to members of the organization, everyone knows what their responsibilities are, and how other areas of the organization need their assistance and expertise in order to complete assigned tasks. They see how their work contributes to the success of the organization as a whole and can take pride in their contributions.</p> <p>Creating Competitive Advantages</p> <p>Planning helps organizations get a realistic view of their current strengths and weaknesses relative to major competitors. The management team sees areas where competitors may be vulnerable and then crafts marketing strategies to take advantage of these weaknesses.</p>	5	5	10
	<p>b) Explain steps involved 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. Objective 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</p>			

		<p>plans.</p> <p>Step 3. Planning Premises: After determination of organizational objectives, the next step is establishing planning premises that is the conditions under which planning activities will be undertaken. Planning premises are planning assumptions the 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>			
5	a)	<p>Describe decision making and its types.</p> <p>According to the Oxford Advanced Learner's Dictionary the term decision making means - the process of deciding about something important, especially in a group of people or in an organization. Trewatha & Newport defines decision making process as follows:., “Decision-making involves the selection of a course of action from among two or more possible alternatives in order to arrive at a solution for a given problem”</p> <p>Types of Decision Making</p> <p>1. Tactical and Strategic Decisions</p> <p>Tactical decisions are those which a manager makes over and over again adhering to certain established rules, policies and procedures. They are of repetitive nature and related to general functioning. Authority for taking tactical decisions is usually delegated to lower levels in the organization.</p> <p>Strategic decisions on the other hand are relatively more difficult. They influence the future of the business and involve the entire organization. Decisions pertaining to objective of the business, capital expenditure, plant layout, production etc., are examples of strategic decisions.</p> <p>2. Programmed and Non-programmed Decisions</p>	05 M	05 M	10 M

	<p>Prof. Herbert Simon (June 15, 1916 - February 9, 2001), an American economist and psychologist, has used computer terminology in classifying business decisions. These decisions are of a routine and repetitive nature. The programmed decisions are basically of a routine type for which systematic procedures have been devised so that the problem may not be treated as a unique case each time it crops up. The non-programmed decisions are complex and deserve a specific treatment. In the above example, if all the professors in a department stop their teaching work the problem cannot be solved by set procedural rules. It becomes a problem which requires a thorough study of the causes of such a situation and after analysing all factors a solution can be found through problem solving process.</p> <p>3. Basic and Routine Decisions Prof. Katona has classified decisions as basic and routine. Basic decision are those which require a good deal of deliberation and are of crucial importance. These decisions require the formulation of new norms through deliberate thought provoking process. Examples of basic decisions are plant location, product diversification, selecting channels of distribution etc. Routine decisions are of repetitive nature and hence, require relatively little consideration. It may be seen that basic decisions generally relate to strategic aspects, while routine decisions are related to tactical aspects of a organization.</p> <p>4. Organizational and Personal Decisions Organizational decisions are those which an executive takes in his official capacity and which can be delegated to others. On the other hand, personal decisions are those which an executive takes in his individual capacity but not as a member of organization.</p> <p>5. Off-the-Cuff and Planned Decisions Off-the-cuff decisions involve "shooting from the hip". These decisions can be taken easily and may be directed towards the purposes of the enterprise. On the other hand, planned decisions are linked to the objectives of organization. They are based on facts and involve the scientific process in problem solving.</p> <p>6. Policy and Operating Decisions Policy decisions are those which are taken by top management and which are of a fundamental character affecting the entire business. Operating decisions are those which are taken by lower management for the purpose of executing policy decisions. Operating decisions relate mostly to the decision marker's own work and behavior while policy decisions influence work or behavior pattern of subordinates.</p> <p>7. Policy, Administrative and Executive Decisions Ernest Dale (born in Hamburg, Germany and died at the age of 79) has classified decisions in business organization as under.</p> <p>(a) Policy decisions, (b) Administrative decisions and (c) Executive decisions.</p> <p>Policy decisions are taken by top management or administration of an organization. They relate to major issues and policies such as the nature of the financial structure, marketing policies, outline of organization structure.</p> <p>Administrative decisions are made by middle management and are less important than policy decisions. According to Ernest Dale the size of the advertising budget is a policy decision but selection of media would be an example of administrative decision.</p> <p>Executive decisions are those which are made at the point where the work is carried out. Distinguishing between these three types of decisions Dale writes, "policy decisions set forth goals and general courses of action, administrative decisions determine the means to be used and executive decisions are those made on a day-to-day basis as particular cases come up".</p>			
b)	<p>Explain steps in decision making. Steps of the Decision Making Process The following are the seven key steps of the decision making process.</p> <p>1. Identify the decision. The first step in making the right decision is recognizing the problem or opportunity and deciding to address it.</p>	05 M	05 M	

	<p>Determine why this decision will make a difference to your customers or fellow employees.</p> <p>2. Gather information. Next, it's time to gather information so that you can make a decision based on facts and data. This requires making a value judgment, determining what information is relevant to the decision at hand, along with how you can get it. Ask yourself what you need to know in order to make the right decision, then actively seek out anyone who needs to be involved.</p> <p><u>“Managers seek out a range of information to clarify their options</u> once they have identified an issue that requires a decision. Managers may seek to determine potential causes of a problem, the people and processes involved in the issue and any constraints placed on the decision-making process,” <i>Chron Small Business</i> says.</p> <p>3. Identify alternatives. Once you have a clear understanding of the issue, it's time to identify the various solutions at your disposal. It's likely that you have many different options when it comes to making your decision, so it is important to come up with a range of options. This helps you determine which course of action is the best way to achieve your objective.</p> <p>4. Weigh the evidence. In this step, you'll need to <u>“evaluate for feasibility, acceptability and desirability”</u> to know which alternative is best, according to management experts Phil Higson and Anthony Sturgess. Managers need to be able to weigh pros and cons, and then select the option that has the highest chances of success. It may be helpful to seek out a trusted second opinion to gain a new perspective on the issue at hand.</p> <p>5. Choose among alternatives. When it's time to make your decision, be sure that you understand the risks involved with your chosen route. You may also choose a combination of alternatives now that you fully grasp all relevant information and potential risks.</p> <p>6. Take action. Next, you'll need to create a plan for implementation. This involves identifying what resources are required and gaining support from employees and stakeholders. Getting others onboard with your decision is a key component of executing your plan effectively, so be prepared to address any questions or concerns that may arise.</p> <p>7. Review your decision. An often-overlooked but important step in the decision making process is evaluating your decision for effectiveness. Ask yourself what you did well and what can be improved next time.</p> <p>“Even the most experienced business owners can learn from their mistakes ... be ready to adapt your plan as necessary, or to switch to another potential solution,” <i>Chron Small Business</i> explains. If you find your decision didn't work out the way you planned, you may want to revisit some of the previous steps to identify a better choice.</p>			
6	<p>a) Discuss meaning and characteristics of organization.</p> <p>Robbins defines Organization as ' a consciously coordinated social unit, composed of two or more people that functions as a relatively continuous basis to achieve common goals of set of goals.</p> <p>Agrawal defines organization as ' a goal oriented open system composed of people, structure and technology.</p> <p>From the above definitions, an organization has the following characteristics-</p> <p>1. Organization is an open system: An open system means open to environment. Organization exists and functions in environment. Environment compels the organization to acquire right type of people, technology and structure so that the goals to serve the environment can be attained. The organization is thus greatly influence the environment.</p> <p>2. Organization is goal oriented: Without goal or set of goals, organization is useless. There is nothing for the organization to do. Therefore, the major characteristic of any organization is its goal. Type of people or technology is adopted so that the set goal can be achieved. The goal gives line of action; acquire required type of</p>	05 M	05 M	10 M

	<p>people and uses type of technology so that the goal is achieved in an anticipated time point. Without goal, organization cannot be formed.</p> <p>3. Organization is a collection of people : People are the main performers in any organization. In other world, all the elements of any organization are the same except the people. Even with the same age, qualification, experience and facilities, the output of the people may vary, simply because the needs and wants of all people are not the same. What makes them work by heart and head is the one that differentiate organizations from one to others.</p> <p>4. Organization consists of technology: Technology is the means of doing works. There are various kinds of doing works. As an organization consists of more people, its performance procedure should be of a fixed type so that each individual in the organization can exercise them well. This is how technology initiates. Technology eases the work and shortens the time. Technology originates a certain policy necessary to keep organizational beliefs in doings of the various people at different structural level. This saves the integrity of the people in achieving goals.</p> <p>5. Organization has continuity: As the organization involves people, and the people generate different needs, they can leave the organization or some may die too. This does not affect the organization to stop or decrease in size. Hence, it is said that every organization has its own continuity. A good manager can leave but other better man can take over the charge of the organization.</p>			
b)	<p>Identify the principles of organization.</p> <p>1. Principle of Objective: The enterprise should set up certain aims for the achievement of which various departments should work. A common goal so devised for the business as a whole and the organization is set up to achieve that goal. In the absence of a common aim, various departments will set up their own goals and there is a possibility of conflicting objectives for different departments. So there must be an objective for the organization.</p> <p>2. Principle of Specialization: The organization should be set up in such a way that every individual should be assigned a duty according to his skill and qualification. The person should continue the same work so that he specializes in his work. This helps in increasing production in the concern.</p> <p>3. Principles of Co-ordination: The co-ordination of different activities is an important principle of the organization. There should be some agency to co-ordinate the activities of various departments. In the absence of co-ordination there is a possibility of setting up different goals by different departments. The ultimate aim of the concern can be achieved only if proper co-ordination is done for different activities.</p> <p>4. Principle of Authority and Responsibility: The authority flows downward in the line. Every individual is given authority to get the work done. Though authority can be delegated but responsibility lies with the man who has been given the work. If a superior delegates his authority to his subordinate, the superior is not absolved of his responsibility, though the subordinate becomes liable to his superior. The responsibility cannot be delegated under any circumstances.</p> <p>5. Principle of Definition: The scope of authority and responsibility should be clearly defined. Every person should know his work with definiteness. If the duties are not clearly assigned, then it will not be possible to fix responsibility also. Everybody's responsibility will become nobody's responsibility. The relationship between different departments should also be clearly defined to make the work efficient and smooth.</p> <p>6. Span of Control: Span of control means how many subordinates can be supervised by</p>	05 M	05 M	

a supervisor. The number of subordinates should be such that the supervisor should be able to control their work effectively. Moreover, the work to be supervised should be of the same nature. If the span of control is disproportionate, it is bound to affect the efficiency of the workers because of slow communication with the supervisors.

7. Principle of Balance:

The principle means that assignment of work should be such that every person should be given only that much work which he can perform well. Some person is over worked and the other is under-worked, then the work will suffer in both the situations. The work should be divided in such a way that everybody should be able to give his maximum.

8. Principle of Continuity:

The organization should be amendable according to the changing situations. Everyday there are changes in methods of production and marketing systems. The organization should be dynamic and not static. There should always be a possibility of making necessary adjustments.

9. Principle of Uniformity:

The organization should provide for the distribution of work in such a manner that the uniformity is maintained. Each officer should be in-charge of his respective area so as to avoid dual subordination and conflicts.

10. Principle of Unity of Command:

There should be a unity of command in the organization. A person should be answerable to one boss only. If a person is under the control of more than one person then there is a like-hood of confusion and conflict. He gets contradictory orders from different superiors. This principle creates a sense of responsibility to one person. The command should be from top to bottom for making the organization sound and clear. It also leads to consistency in directing, coordinating and controlling.

11. Principle of Exception:

This principle states that top management should interfere only when something goes wrong. If the things are done as per plans then there is no need for the interference of top management. The management should leave routine things to be supervised by lower cadres. It is only the exceptional situations when attention of top management is drawn. This principle relieves top management of many botherations and routine things. Principle of exception allows top management to concentrate on planning and policy formulation. Important time of management is not wasted on avoidable supervision.

12. Principle of Simplicity:

The organizational structure should be simple so that it is easily understood by each and every person. The authority, responsibility and position of every person should be made clear so that there is no confusion about these things. A complex organizational structure will create doubts and conflicts among persons. There may also be over-lapping and duplication of efforts which may otherwise be avoided. It helps in smooth running of the organization.

13. Principle of Efficiency:

The organization should be able to achieve enterprise objectives at a minimum cost. The standards of costs and revenue are pre-determined and performance should be according to these goals. The organization should also enable the attainment of job satisfaction to various employees.

14. Scalar Principle:

This principle refers to the vertical placement of supervisors starting from top and going to the lower level. The scalar chain is a pre-requisite for effective and efficient organization.

7	a)	<p>Describe the process of organization.</p> <p>Considering of objectives</p> <p>Organizing, like planning, must be a carefully worked out and applied process. This process involves determining what work is needed to accomplish the goal, assigning those tasks to individuals, and arranging those individuals in a decision-making framework (organizational structure). The end result of the organizing process is an organization — a whole consisting of unified parts acting in harmony to execute tasks to achieve goals, both effectively and efficiently.</p> <p>1. Review plans and objectives.</p> <p>Objectives are the specific activities that must be completed to achieve goals. Plans shape the activities needed to reach those goals. Managers must examine plans initially and continue to do so as plans change and new goals are developed.</p> <p>2. Determine the work activities necessary to accomplish objectives.</p> <p>Although this task may seem overwhelming to some managers, it doesn't need to be. Managers simply list and analyze all the tasks that need to be accomplished in order to reach organizational goals.</p> <p>3. Classify and group the necessary work activities into manageable units.</p> <p>A manager can group activities based on four models of departmentalization: functional, geographical, product, and customer.</p> <p>4. Assign activities and delegate authority.</p> <p>Managers assign the defined work activities to specific individuals. Also, they give each individual the authority (right) to carry out the assigned tasks.</p> <p>5. Design a hierarchy of relationships.</p> <p>A manager should determine the vertical (decision-making) and horizontal (coordinating) relationships of the organization as a whole. Next, using the organizational chart, a manager should diagram the relationships.</p>	05 M	05 M	10 M
	b)	<p>Discuss meaning and 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 	05 M	05 M	
8		<p>Outline the process of selection and recruitment.</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> <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. 	10 M	10 M	10 M

		<ul style="list-style-type: none"> • 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 professional. • 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> <p>Recruitment Process and Steps:</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 			
--	--	---	--	--	--
