



CMR
INSTITUTE OF
TECHNOLOGY

US

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

N

Internal Assessment Test - II

Sub :	Management and Entrepreneurship						Code:	10AL61		
Date:	27 / 3 / 2017	Duration :	90 mins	Max Marks:	50	Sem:	V I	Branch:	CSE	
Answer Any Five Full Questions										

		OBE	
		C O	R B T
1	<p>(a) Define management. List and explain the functions of management</p> <p><u>ANSWER</u></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>Functions of Management</p> <p>1. <u>Planning:-</u> planning means the determination what is to be done, how and where is to be done, who is to do it and how the results are to be evaluated. Planning consists of :-</p> <ol style="list-style-type: none"> a. Establishing objectives b. Formulating rules and regulations c. Developing programs d. Scheduling e. Budgeting <p>2. <u>Organizing:-</u> it means identification and grouping the activities to be performed and dividing them among the individuals and creating authority and responsibility relationships among them for the accomplishment of organizational objectives. It consists of :-</p> <ol style="list-style-type: none"> a. Determination of objectives and identification of activities necessary to achieve the objectives b. Delegation of authority and relationship among individuals. c. Coordination of activities and assignment of duties. d. Division of activities into different units or departments <p>3. <u>Staffing:-</u> human resources management is a process consisting of the acquisition, development, motivation and maintenance of human resources. It consists of :-</p>	[06]	
		CO1	L1

- a. Manpower planning to determine the quality and quantity of employees required for the jobs to be done
- b. Recruitment for attracting qualified persons
- c. Selection of best candidate
- d. Placement of the right man for the right job
- e. Training and development to increase new skills, knowledge and competency to do job
- f. Motivation of employees
- g. Evaluation performance of employees
- h. Employees welfare
4. **Directing:-** direction embraces those activities which are related to guiding and supervising subordinates .it consists of :-
 - a. Supervising the subordinates
 - b. Communicating the information
 - c. Providing effective leadership
 - d. Motivating employees
5. **Controlling:-** controlling is the process of monitoring activities to ensure that they are being accomplished as planned and of correcting any significant deviations. It consists of :-
 - a. Determination of standard performance
 - b. Measurement of actual performance
 - c. Compares the actual performance with the standard
 - d. Analyzes deviations
 - e. Take corrective actions if necessary.

--	--

(b) List the types of planning

[04] CO2 L1

ANSWER

Planning means looking ahead and chalking out future courses of action to be followed. It is a preparatory step. It is a systematic activity which determines when, how and who is going to perform a specific job. Planning is a detailed programme regarding future courses of action.

Types of planning

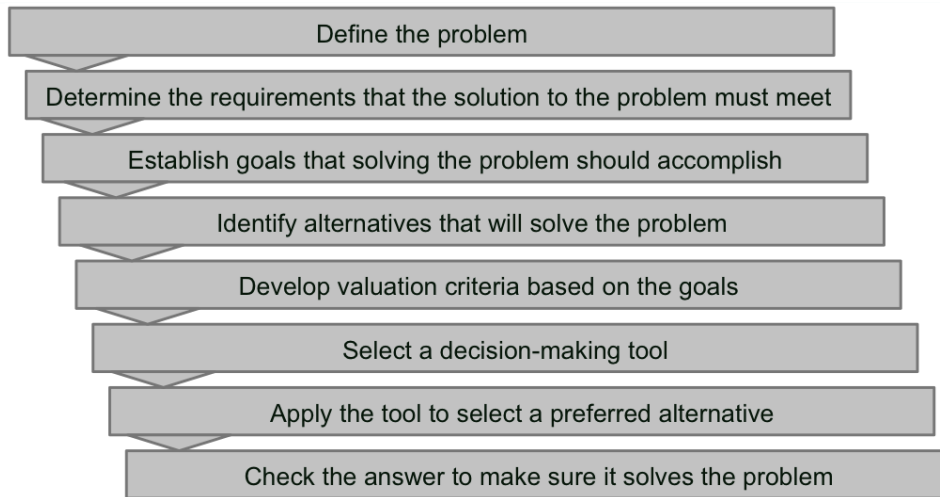
Corporate or strategic plan	Tactical or division plan	Operational or unit plan
This plan is prepared by the top level management by considering the long term objectives of the organization and strategies to achieve the defined objectives., the strategic plan may concern with product or service, market competition, social responsibility , introduction of technology, goodwill etc. it is based on analysis of future opportunities and threats.	Tactical plan is prepared by the middle level management by considering short term objectives of the organization. It is the sub division of corporate plan. It is prepared to allocate divisional activities like production, finance, marketing, personnel and others. These plays a mediator between corporate or operational rule	This plan is prepared by the lower level management by considering day to day function of the organization. It is consistent with tactical plan. It prepares schedule of each unit of work. It is concentrated in the best use of organizational resources consisting of manpower materials, money, methods and machine.

[06] CO2 L4

2

(a) Explain the steps in Decision making

ANSWER



(b) Discuss the purpose of organisation

[04] CO2 L2

ANSWER

Organisation- explanation/Introduction (1)
 Divides work in to specific jobs and departments.
 Assigns tasks and responsibilities associated with individual jobs.
 Coordinates diverse organisational tasks.
 Cluster jobs in to unit
 Establishes relationships among individual groups and units
 Establishes formal lines of authority
 Allocates and deploys organisational resources (3 marks with explanation on each point)

3 Discuss the different management approaches

[10] CO1 L2

ANSWER

Traditional Approach (5)

Psychological- scientific- administrative (14 principles) –Human resource movement approach

Modern Approach (5)

Behavioural – quantitative- systems- contingency approach

4 (a) Explain principles of organisation

[04] CO2 L4

ANSWER

Principle of Specialization (4)

Principle of Functional Definition

Principles of Span of Control/Supervision

Principle of Scalar Chain

Principle of Unity of Command

(With one line explanation)

(b) What are the various types of organisation

[06]

CO2

L1

ANSWER

Organisation (1)

Diagrammatical representation (1)

Types with explanation : (4)

Line

Staff

Line and Staff

Matrix

Committees

5

(a) Describe the following:

a. Span of control

b. MBO

c. MBE

[06]

CO1

L2

ANSWER

Span of control (2)

According to this principle, span of control is a span of supervision which depicts the number of employees that can be handled and controlled effectively by a single manager. According to this principle, a manager should be able to handle what number of employees under him should be decided. This decision can be taken by choosing either from a wide or narrow span. There are two types of span of control:-

Wide span of control- It is one in which a manager can supervise and control

effectively a large group of persons at one time. The features of this span are:-
Less overhead cost of supervision
Prompt response from the employees
Better communication
Better supervision
Better co-ordination
Suitable for repetitive jobs

According to this span, one manager can effectively and efficiently handle a large number of subordinates at one time.

Narrow span of control- According to this span, the work and authority is divided amongst many subordinates and a manager doesn't supervise and control a very big group of people under him. The manager according to a narrow span supervises a selected number of employees at one time. The features are:-

Work which requires tight control and supervision, for example, handicrafts, ivory work, etc. which requires craftsmanship, there narrow span is more helpful.

Co-ordination is difficult to be achieved.

Communication gaps can come.

Messages can be distorted.

Specialization work can be achieved.

MBO (2)

The process of setting objectives in the organization to give a sense of direction to the employees is called as Management by Objectives.

It refers to the process of setting goals for the employees so that they know what they are supposed to do at the workplace.

Management by Objectives defines roles and responsibilities for the employees and help them chalk out their future course of action in the organization.

Management by objectives guides the employees to deliver their level best and achieve the targets within the stipulated time frame.

MBE (2)

Practice whereby only the information that indicates a significant deviation of actual results from the budgeted or planned results is brought to the management's notice. Its objective is to facilitate management's focus on really important tactical and strategic tasks. In MBE, the decision that cannot be made at one level of management is passed on to the next higher level.

(b) Identify different sources of recruitment.

[04] CO3 L1

ANSWER

Internal Recruitment - is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization. Internal sources are primarily three - Transfers, promotions and Re-employment of ex-employees. (2 Marks)

Internal recruitment may lead to increase in employee's productivity as their motivation level increases. It also saves time, money and efforts. But a drawback of internal recruitment is that it refrains the organization from new blood. Also, not all the manpower requirements can be met through internal recruitment. Hiring from outside has to be done.

Internal sources are primarily 3

Transfers

Promotions (through Internal Job Postings) and

Re-employment of ex-employees - Re-employment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the concern. There are situations when ex-employees provide unsolicited applications also.

External Recruitment - External sources of recruitment have to be solicited from outside the organization. External sources are external to a concern. But it involves lot of time and money. The external sources of recruitment include - Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations etc. (2 marks)

6 (a) Examine management as science art and profession with examples.

[08] CO1 L1

ANSWER

Management as science, art and profession

Management as a science

Management as a science, it has systematized body of knowledge, concept and principles. Management deals different problems and issues by using quantitative models and decision making techniques and issues by using quantitative models and decision making techniques to arrive at right decisions. As a science management contains concepts, hypothesis, theories, experimentation all verified and tested accordingly to clarify about cause and effect relationship between many facts or events occurred.

→management is systematic body of knowledge with theories, concepts,

principles, experiments and functions which are systematically and logically analyzed

- the theories related to management are applicable and used in all types of organization irrespective of size, type, capital and so on. However, the usage and method may vary according to the situation of organization and time.
- all the managerial knowledge and practices are developed through various observations and experiments which are researched and experiment based
- tests of management theories are applied in situational and judgmental cases which help in prediction of future events.
- management is not a pure science but a social science
- management relates itself to cause and effect relationship. Results of modern management are acceptable to all employees. Good and efficient management system enhances the purity in organization.

Management as an art

Management includes the activities of planning, organizing, direction, decision making, regulating and integration of all resources which requires special skill and art. According to Mary Parker, "management is an art of getting things done through others. Management enables a manager to get things done through employees."

- management performs non programmed and non routine work using creativity and innovations
- management accomplishes any job within time and budget to achieve organizational goals with ease.
- managers apply their interest, ability and skills for solving contemporary issues through decisions which ignite their creativity. They can use their skills in field of job performance, solving exceptional issues, forming objectives etc.
- managers must possess practical knowledge not only theoretical acquired from experiences which helps in working according to situation
- managerial activities are practices by using knowledge, ability and skill to solve the problems.

Management as a profession

In general sense, profession means occupation. Occupation is rendering service. Similarly management is a distinct profession backed up by specialization. As a professional activity all management efficient people should have academic qualification and personal qualification from any body. Here profession is not only an occupation of specialized skill but these skills should be applicable in large scale and interest of society as a whole.

- management is a separate discipline which includes research, observations and practice
- management requires formal education and training with updates of professionalism.
- professional managers must be joined in an association that follow rules and regulation according to the objectives set.
- a professional association requires code of conduct to maintain self discipline ethical behavior. Violation of code must be punishable
- organizations should be responsible towards society. An organization gets its birth in a society, lives and grows in a society and finally liquidates or dissolves

in a society. Thus, an organization has responsibility towards members of society such as consumer, investors, employees and shareholders.

(b) List out the techniques of selection

[02]

CO3

L1

ANSWER

The Employee selection Process takes place in following order- (2 marks)

Preliminary Interviews- It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews.

Application blanks- The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.

Written Tests- Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.

Employment Interviews- It is a one to one interaction between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money both. Moreover the competencies of the candidate cannot be judged. Such interviews may be biased at times. Such interviews should be conducted properly. No distractions should be there in room. There should be an honest communication between candidate and interviewer.

Medical examination- Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.

Appointment Letter- A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

Course Outcomes		P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P O 11	P O 12
CO1 :	Explain the fundamentals of management and perform effectively as a leader.	0	0	0	0	0	1	0	1	1	1	1	0
CO2 :	Explain the functions and duties an individual should perform in an organization	0	0	0	0	0	0	0	1	2	1	0	0
CO3 :	Communicate effectively to all levels of society.	0	0	0	0	0	2	0	2	1	2	0	0
CO4 :	Explain basics of financial management	0	1	0	0	1	0	0	0	1	0	3	0
CO5 :	Explain the impact of engineering solutions in a global economic & societal context	0	0	1	0	1	1	0	1	1	1	1	1
CO6 :	Explain the different aspects of personnel management	0	0	0	0	0	1	0	2	1	1	1	1

Cognitive level	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.