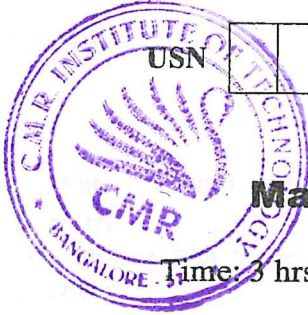


CBCS SCHEME



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18CS51

Fifth Semester B.E. Degree Examination, Jan./Feb. 2021 Management and Entrepreneurship for IT Industry

Time: 3 hrs.

Max. Marks: 100

Note: Answer any FIVE full questions, choosing ONE full question from each module.

Module-1

- 1 a. What is management? List the functional areas of management and explain any two in detail. (10 Marks)
- b. Explain the managerial skills and the skill-mix required at various levels of management. (06 Marks)
- c. Write a note on need and importance of staffing. (04 Marks)

OR

- 2 a. Discuss the importance of planning. Briefly explain the general steps involved in planning. (10 Marks)
- b. Briefly explain the different approaches of management. (06 Marks)
- c. Define recruitment. List sources of recruitment. (04 Marks)

Module-2

- 3 a. What is motivation? Explain Maslow's need hierarchy theory of motivation. (10 Marks)
- b. Explain major approaches of leadership. (06 Marks)
- c. Differentiate between co-ordination and co-operation. (04 Marks)

OR

- 4 a. Define control. Briefly explain the methods of establishing control. (08 Marks)
- b. Explain Herzberg's motivation - hygiene theory. (08 Marks)
- c. Write a note on importance of communication. (04 Marks)

Module-3

- 5 a. Define entrepreneur. Explain the functions of entrepreneur. (08 Marks)
- b. What are the barriers of an entrepreneur? (06 Marks)
- c. Write a note on market and financial feasibility study. (06 Marks)

OR

- 6 a. Explain different type of entrepreneur. (08 Marks)
- b. Discuss the growth of industrial entrepreneurship in India. (06 Marks)
- c. Write a note on technical and social feasibility study. (06 Marks)

Module-4

- 7 a. What is a project? Explain in detail the various ways of project identification. (08 Marks)
- b. Explain the significance of project report. List down the guidelines by planning commission. (06 Marks)
- c. Write a note on functional areas of management - finance and accounting and human resources. (06 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

OR

- 8 a. What is ERP? Explain the importance and need of a ERP for an organization. (08 Marks)
b. Explain the factors involved in selection of a project. (06 Marks)
c. Write a note on functional areas of management – marketing/sales and supply chain management. (06 Marks)

Module-5

- 9 a. Explain the steps involved in establishing micro and small enterprises. (10 Marks)
b. Discuss the case study of air Deccan (Captain G.R Gopinath). (06 Marks)
c. What is patent? List different types of patents. (04 Marks)

OR

- 10 a. Explain the following institutions :
i) KIADB
ii) KSSIDC
iii) NSIC
iv) KSFC
v) DIC.
b. Discuss the case study of Infosys (N.R. Narayana Murthy).
c. List the advantages of micro and small enterprises.



(10 Marks)
(06 Marks)
(04 Marks)

DEPARTMENT OF INFORMATION SCIENCE & ENGINEERING

Course Name: Management & Entrepreneurship for IT Industry

Course Code: 18CS51

Course Instructor: Prof. Bineet Kumar Jha/ Dr. M Shahina Praveen

Chief Course Instructor: Dr. Sreekanth M Prabhu

Q.No	Solution	Marks
1.a)	Define Management. Explain Functional area of Management.	10
Ans:	<p>Management is the science and art of getting people together to accomplish desired goals and objectives by coordinating and integrating all available resources efficiently and effectively.</p> <p>Management defined as all the activities and tasks undertaken for archiving goals by continuous activities like; planning, organizing, leading and controlling.</p> <p>Functional Areas of Management – Personnel Management, Financial Management, Marketing Management, Production Management and a Few Others</p> <p>Functional areas of management mean the sum total of all those activities which are performed in an organisation to achieve the objectives of the organisation. These functions can be of different types but personnel, finance, marketing and production activities have a special importance.</p> <p>Different management experts have created separate functional management areas.</p> <p>Some major functional areas are given below:</p> <ol style="list-style-type: none"> 1. Personnel Management 2. Financial Management 3. Marketing Management 4. Production Management 5. Purchase Management 6. Development Management 7. Maintenance Management 8. Office Management <p>1. Personnel Management:</p> <p>All means of production (men, materials, machines, money, etc.) may be divided into two parts – active and passive. Active means include men while machines, materials, money etc. belong to passive means of production. An enterprise may have large quantity of passive means of production, such as, machines, materials and money but the same are of no use if not properly utilized. These can be utilized properly only with the help of active means, that is, human beings.</p>	

2. Financial Management:

The major objective of any business concern is to make profit for its owners by selling goods or services. To reach this goal finance is required. In this context it can be said that finance is the soul of any business concern. Keeping this in view, the proper management of finance is absolutely necessary.

In every business, three main questions which arise regarding finance are – (i) How much finance will be required for different business activities? (ii) How much of it will be obtained from different sources? and (iii) How profit earned from different business activities will be distributed? Answer to all these questions is inherent in financial management.

(OPTIONAL only two can be Explained)

3. Marketing Management:

Marketing management refers to all managerial activities relating to marketing. Marketing includes all those activities ranging from knowing the needs of the consumers to their satisfaction. On the other hand, management includes planning, organising, staffing, directing and controlling. Performing of all managerial functions in the context of marketing is called Marketing Management.

The, main activities of marketing management are as under:

- (i) Planning of marketing activities.
- (ii) Organising of marketing activities.
- (iii) Staffing for accomplishing marketing activities.
- (iv) Directing of marketing activities.
- (v) Controlling of marketing activities.

4. Production Management:

The production management is needed by the manufacturing organisations. These organisations change the form of the raw material and make it more useful.

This functional area of management includes the following activities:

- (i) To anticipate the production activities,
- (ii) To determine the kind and quantity of the goods to be produced,
- (iii) To make provision for the raw material well in time,
- (iv) To plan and control production,
- (v) To determine the need of the employees of the production department and arrange for the recruitment and selection process,
- (vi) To conduct the time and motion study,
- (vii) To determine the method of production,
- (viii) To control the quality of the goods produced, etc.

5. Purchase Management:

Purchase management means planning and controlling purchase. It means to determine as to what goods are to be purchased, where to purchase from, when to purchase, etc.

The following are the main functions to be performed under the purchase management:

- (i) To obtain the requisition letter of purchase,
- (ii) To make enquiry before purchase,
- (iii) To place orders for purchase of goods,
- (iv) To receive the goods,

	<p>(v) To arrange for the storing of goods, (vi) To control the receipt of goods, its stock and issue.</p> <p>6. Development Management:</p> <p>Development management is related with the management of research activities. The following activities are performed under it:</p> <p>(i) To develop new production process, (ii) To carry on research in relation to the goods, machines and implements used in the process of production, (iii) To develop new products, (iv) To discover new substitutes for raw material, etc.</p> <p>7. Maintenance Management:</p> <p>It is the responsibility of this functional area of management to keep the organisation in working condition. If the building and the machines of the factory are not in proper condition, the efficiency of the employees will certainly be reduced. It will, therefore, not be satisfying both for the owner and the employees. Therefore, maintenance management is important for both the categories. The chief functions of the maintenance management are given below:</p> <p>(i) To keep the machines and implements in proper condition, (ii) To ensure the cleanliness of the building, (iii) To plan for ensuring maintenance, (iv) To control the maintenance activities, etc.</p> <p>8. Office Management:</p> <p>Office means a place for where the different activities of the organisation are planned and controlled. To run this place in a planned manner is called office management. It is the place from where the employees are given directions and guidance. The office management includes the following activities:</p> <p>(i) To prepare accounts and keep them safe, (ii) To provide for effective communication, (iii) To lay down plans, (iv) To establish coordination among different departments (v) To provide all the necessary equipments in the office, (vi) To correspond, and (vii) To ensure the best use of the services of employees, and of all other sources.</p>	
1.b)	<p>Explain the Managerial Skills and Skill-matrix required at various levels of management</p>	06
	<p>There is a wide range of skills that management should possess to run an organization effectively and efficiently. The following are six essential management skills that any manager ought to possess for them to perform their duties:</p> <p>1. Planning</p> <p>Planning is a vital aspect within an organization. It refers to one’s ability to organize activities in line with set guidelines while still remaining within the limits of the available resources such as time, money, and labor. It is also the process of formulating a set of actions or one or more strategies to pursue and achieve certain goals or objectives with the available resources.</p>	

The planning process includes identifying and setting achievable goals, developing necessary strategies, and outlining the tasks and schedules on how to achieve the set goals. Without a good plan, little can be achieved.

2. Communication

Possessing great communication skills is crucial for a manager. It can determine how well information is shared throughout a team, ensuring that the group acts as a unified workforce. How well a manager communicates with the rest of his/her team also determines how well outlined procedures can be followed, how well the tasks and activities can be completed, and thus, how successful an organization will be.

Communication involves the flow of information within the organization, whether formal or informal, verbal or written, vertical or horizontal, and it facilitates smooth functioning of the organization. Clearly established communication channels in an organization allow the manager to collaborate with the team, prevent conflicts, and resolve issues as they arise. A manager with good communication skills can relate well with the employees and thus, be able to achieve the company's set goals and objectives easily.

3. Decision-making

Another vital management skill is decision-making. Managers make numerous decisions, whether knowingly or not, and making decisions is a key component in a manager's success. Making proper and right decisions results in the success of the organization, while poor or bad decisions may lead to failure or poor performance.

For the organization to run effectively and smoothly, clear and right decisions should be made. A manager must be accountable for every decision that they make and also be willing to take responsibility for the results of their decisions. A good manager needs to possess great decision-making skills, as it often dictates his/her success in achieving organizational objectives.

4. Delegation

Delegation is another key management skill. Delegation is the act of passing on work-related tasks and/or authorities to other employees or subordinates. It involves the process of allowing your tasks or those of your employees to be reassigned or reallocated to other employees depending on current workloads. A manager with good delegation skills is able to effectively and efficiently reassign tasks and give authority to the right employees. When delegation is carried out effectively, it helps facilitate efficient task completion.

Delegation helps the manager to avoid wastage of time, optimizes productivity, and ensures responsibility and accountability on the part of employees. Every manager must have good delegation abilities to achieve optimal results and accomplish the required productivity results.

5. Problem-solving

Problem-solving is another essential skill. A good manager must have the ability to tackle and solve the frequent problems that can arise in a typical workday. Problem-

	<p>solving in management involves identifying a certain problem or situation and then finding the best way to handle the problem and get the best solution. It is the ability to sort things out even when the prevailing conditions are not right. When it is clear that a manager has great problem-solving skills, it differentiates him/her from the rest of the team and gives subordinates confidence in his/her managerial skills.</p> <p>6. Motivating</p> <p>The ability to motivate is another important skill in an organization. Motivation helps bring forth a desired behavior or response from the employees or certain stakeholders. There are numerous motivation tactics that managers can use, and choosing the right ones can depend on characteristics such as company and team culture, team personalities, and more. There are two primary types of motivation that a manager can use. These are intrinsic and extrinsic motivation.</p>	
1 c)	Write a note on need and importance of staffing`	04
	<p>Need or importance of staffing</p> <p>Staffing is the process in which people are put to work. All the jobs created during the ‘organizing’ function, will be filled during ‘staffing’ function. When proper planning is done about what is to be done, how is to be done and when it is to be done and creation of proper organizational structure, then it is time for the organization to know about the human resource requirement. It is an important question during staffing to know what kinds of personnel are required and how many personnel are required.</p>	

	<ol style="list-style-type: none"> 1 basis of any organization 2 Achievement of objectives 3 Discovering and obtaining competent personnel 4 Putting right people on the right job 5 Optimum utilisation of human resource 6 Improves job satisfaction 7 Finishing touches to organizing process 8 Key for directing and controlling 9 Healthy personnel relationships 10 Competitive advantage 	
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2 a)	Discuss the importance of planning. Briefly explain the general steps involved in planning.	10
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	<p>Important Steps in Planning Process</p> <p>Planning involves a number of steps ranging from determining the objectives to follow-up action as detailed below.</p> <p>The main steps that are taken in planning process are as follows:</p> <p>1. Establishing Objectives:</p> <p>Establishing the objectives is the first step in planning. Plans are prepared with a view to achieve certain goals. Hence, establishing the objectives is an important step in the process of planning. Plans should reflect the enterprise's objectives. Objectives should clearly define as to what is to be achieved by policies, procedures, rules, strategies, budgets and programmes. Plan must make sure that every activity undertaken contributes to the achievement of objectives.</p> <p>The objectives fixed must clearly indicate what is to be achieved, where action should take place, who is to perform it, how it is to be undertaken and when it is to be accomplished. That is, managers should be able to restate the objectives of the firm in definite and clear terms that will motivate examination and evaluation of performance against targeted performance in the plan. Objectives should be measurable.</p> <p>2. Determining Planning Premises</p> <p>This is the second step in planning. Premises include actual forecast data, policies and plans of the enterprise. Planning involves looking into the future which necessitates the</p>	
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	<p>enterprise to know, how future conditions will affect its activities. Thus, forecasting is an important step in planning. There are two types of forecasting namely,</p> <ul style="list-style-type: none"> ▪ Prediction of general economic conditions. ▪ Prediction of market conditions for a specific product or service dealt with by the enterprise. <p>Keeping the general economic conditions in mind, a study of the industry is made. Then the manager proceeds to make a study of his company's share of the market. Forecasting will reveal those areas where control is lacking. Planning will be reliable when the forecast methods are accurate. Hence, the success of the planning depends very much upon the forecasts.</p> <p>3. Determining Alternative Courses Determining alternative courses is the third step in the planning process. The planner should study all the alternatives, consider the strong and weak points of them and finally select the most promising ones.</p> <p>4. Evaluating Alternative Courses Alternative courses so selected should be evaluated in the light of premises and goals. Evaluation involves the study of performance of various actions. Various factors such as profitability, investment requirements, etc., of such alternatives should be weighed against each other. Each alternative should be closely studied to determine its suitability.</p> <p>Many other factors such as uncertain future trend, problems faced financially, future uncertainties renders the evaluation process, complex and difficult. Usually, alternative plans are evaluated against factors such as cost, risks, benefits, organizational facilities, etc. Computer based mathematical plans and techniques can also be utilized to identify best course of action.</p> <p>5. Selecting the Best Course After having evaluated the various alternatives, the most suitable alternative is selected. With this, the plan can be considered to have been adopted. It is exactly the point at which decisions are made. Sometimes, in the best interests of the enterprise, several alternative courses can be adopted.</p> <p>6. Formulating Derivative Plans Planning is not complete as soon as the best course is selected. The main plan should be supported by a number of derivative plans. Within the framework of a basic plan, derivative plans are formulated in each functional area. Segregation of master plan into departmental, sectional and individual plans, helps to understand the real nature of future uncertainties. To make the planning process more effective, it should also provide for a feedback mechanism. These plans are meant for the implementation of the main plan.</p> <p>7. Implementation of Plans Implementation of plans is the final step in the process of planning. This involves putting the plans into action so as to achieve the business objectives. Implementation of plans requires establishment of policies, procedures, standards, budgets, etc.</p>	
2 b)	Briefly explain the different approaches of management.	06

Some of the approaches to management are:-

1. Quantitative Approach 2. IT Approach to Management 3. Systems Approach 4. Contingency or Situational Approach 5. Scientific Management approach 6. Management Process or Administrative Management Approach 7. Human Relations Approach 8. Behavioural Science Approach.

Everything you need to know about the approaches to management. In recent years, as the interest, needs and importance of management have grown; different approaches and viewpoints to the study of management have come into being.

Management affecting people, technology, values and human wants has attracted the attention of psychologists, anthropologists, sociologists, mathematicians, economists, politicians, scientists, physicists, biologists, business administration scholars and even practising managers.

As a result, various schools of management thought, each employing certain beliefs, views and disciplines, have come into existence.

Approaches to Management: Classical, Modern, Scientific, System and Behavioural Science Approach

Approaches to Management – Developed to Explain the Nature and Technique of Managerial Practices

A number of approaches have been developed to explain the nature and technique of managerial practices.

They are briefly described below:

1. The Empirical or Case Approach Management by Custom School:

This is based on the belief that, experience is the best guide to knowledge. This approach analyses management by studying the case histories of successful managers. A study of the successes and failures of outstanding managers is made. Whenever a problem arises, the managers would seek guidance by referring to the experience of those managers who would have solved similar problems. Thus, no new strategy is evolved and little effort is made to blaze new trails. Further, it is forgotten that what fits one enterprise may not fit another.

2. The Interpersonal Behaviour Approach (Behaviour School):

Since management involves getting things done through people, this approach concentrates on the human aspects of management. This school believes that when people work together to accomplish objectives, people should understand one another. This seeks to solve problems by applying psychology to management. Thus, this approach lays emphasis on the importance of leadership, motivation of people at work and the influence of work environment.

3. The Group Behaviour Approach (Social School):

This approach is concerned primarily with the behaviour among individuals. Persons belonging to a particular social group have common feelings and attitudes and they form an informal organization. Problems created by them cannot be resolved by authorities in the formal organization. This school of thought, therefore, attaches importance to the need for cooperation and positive interaction among such groups of people so that work flow will be smooth.

4. The Operational Approach (Management Process School):

This approach views management as an activity based on certain unique management functions. Management is regarded as a process for getting things done through the functions of planning, organizing, staffing, leading and controlling. It involves coordination of human and material resources.

These functions of management are universal regardless of the type of enterprise. According to this school of thought, management no doubt makes use of other social and biological sciences; but they are made use of only to the extent they are relevant and that the fundamental functions of management as stated above constitute the core of management study.

5. The Decision Theory Approach:

This approach concentrates on the decision making function of management. According to this, the central focus of management is on decision making. The decision of what to achieve, and how to achieve it are the real challenges before a manager. It is concerned not only with making of decisions but also with everything that precedes a decision and everything that follows it.

6. The Communication Centre Approach:

This approach views management as a centre receiving information, processing it and disseminating it thus emphasizing the role of communication in management of business.

7. Systems Approach to Management (Systems Management School):

This approach regards an enterprise as a system. A system is composed of related and interdependent elements forming a unitary whole. Every system is made up of several subsystems. Similarly an organization is also viewed as a system made up of several parts in the form of departments while each department is independent and accomplishes specific predetermined goals; all are coordinated by the top management.

For example, to decide on expanding the productive capacity, data from other departments in charge of product planning, market research, finance etc., are collected because the action of one department influences the action of others. Thus, the main focus of systems approach is on the interdependence and interrelatedness of the various subsystems. Each aspect should not be studied in isolation but must be examined in relation to the entire system as a whole.

8. The Mathematical or 'Management Science' Approach:

This school believes that managing or planning or decision-making can be expressed in mathematical symbols and relationship. Modern managers face problems arising out of

increase in the size and complexity of organizational structures. In the United States of America and other industrially advanced countries, executives are turning increasingly to computer applications for finding solution to their problems. The scientific and technological advance has thus brought management and mathematics closer to each other.

The main features of this school of thought are:

- i. Since management is concerned with problem solving, it has to make use of mathematical tools and techniques.
- ii. The different problems are capable of being quantified and expressed in the form of models (equations).
- iii. Management problems can be described in mathematical symbols.

Operations Research, mathematical tools, simulation and model building are the basic methodologies developed by this school of thought. But with all these advantages, one must be conscious of the limitations of this school of thought. Mathematical models can never replace sound judgement. They can at best serve as tools helping the process of judgement. There are other complicated areas of management which involve people. They cannot be reduced to any mathematical formula. Human factor in management is no less important.

9. The Socio Technical Systems Approach (E.L. Trist):

This approach is based on the belief that personal attitudes and group behaviour are influenced by the technical system in which people work. This approach thus lays emphasis on production, office operations, etc. Change in the technical system is called for, if the social and technical systems do not go hand in hand.

10. Contingency Approach:

This approach is the very latest approach of existing approaches. According to this approach, there is no single way or best way to address a given problem situation. This approach is opposed to one size fits all formula approach. Managers should not labour under the notion that managerial principles and techniques have universal applicability. They have to deal with different situations differently. The approach one should adopt depends on characteristics or requirements of the situation in which a problem crops up. For example, when there is low productivity in a facility, classical theory prescribed higher wages for workers while neo-classical theory favours enhancing the morale, motivation and job satisfaction of workers.

But manager pursuing a contingency approach shall not apply either theory for the entire manpower. He would increase the wage for low skilled and unskilled workers while he would introduce alternative work options, participative management and employee empowerment for talented employees.

Similarly autocratic leadership is workable in the case of illiterate workers whereas, participative leadership may work wonders in the case of skilled and talented workers and lease faire leadership is suitable to employees in R&D wing. Likewise financial

incentive is more appropriate for employees at the lower level of organizational hierarchy while, non-financial incentives like ESOP, variable pay, career advancements and so on may prove to be highly effective for knowledge workers and employees at the higher echelons of management.

Thus, contingency approach with situational emphasis and integration of environment into management and practice seems more appropriate in the contemporary context. However, critics point out that there is no theoretical base for contingency approach. Further, it is stated that efficacy of contingency approach depends on capability of managers to understand a given situation and choose appropriate technique instead of situation itself.

Approaches to Management – Quantitative Approach, IT Approach, Systems Approach and Contingency or Situational Approach

There are several approaches to understand what management is. We can understand how managers take decisions through the decision-making approach. Empirical or case study approach helps us to know what management is through the experiences of various successful managers. Even the failure stories unfold certain mystery and this forms a part of management lessons.

Contingency or situational approach explains the managerial practices in the event of a contingency or situation. Socio-technical system approach explains that every organisation has a social and a technical dimension. It is important to design managerial roles considering the technical and social dimensions in the organisation.

Mere technology cannot make the organisations successful. This approach states that the aspirations of the individual employees and also of the society at large need to be considered. Systems approach considers that functions of management are sub-systems and the organisation is a system where all these functions are interrelated. This approach is explained further here.

Modern management theory can be traced from 1960s to today and it can be viewed more closely through three contemporary approaches to management, i.e., quantitative approach, simulation approach and contingency or situational approach.

1. Quantitative Approach:

Morale and productivity though are closely related, there are other factors as well that impact productivity. Quantitative approach explores the linkage between man and machine with a focus on fine-tuning the principles of management. The ownership and management is separated. The hired management professionals are given more control and this has resulted in the wider use of scientific methods of management.

Quantitative approach is also called mathematical approach or management science approach. This involves use of mathematical or quantitative approach for decision making more often called Operations Research.

This considers management as a system of mathematical models and processes and involves interdisciplinary approach. Here, managerial decisions are based more on the scientific techniques for providing quantitative base. Here management is viewed as a system of logical process.

Techniques such as – linear programming, simulation, queuing, project crashing, etc., extensively use mathematical symbols, relationships and models in analysing the management problems such as – cost minimisation, profit maximisation, resource optimization, etc.

This approach has one serious limitation. Not all management problems can be expressed in terms of mathematical models and these models cannot be considered to provide judicious decisions. As Harold Koontz observed, mathematics is just a tool and it cannot be viewed as school or a separate approach to management theory.

2. IT Approach to Management:

The current trend is that every manager embraces Information Technology (IT) solutions for delivering quality services with improved administration. IT empowers everyone to perform effectively and efficiently, for instance, retailers adopt new technologies, such as – the self-scanners; Indian Railways adopt surge pricing wherein the railway tickets cost more when there is heavy demand – if the demand is less, the tickets cost less.

Increasing volumes and value of e-transactions these days, is an indication of wide acceptance of IT in both government and non-government circles including social sector. Automation is the current buzzword everywhere whether the organisation is in the agriculture, manufacturing or service sector.

In other words, IT has become an integral part of our lives. Virtually there is no sector which is not revolutionized by IT. IT is extensively deployed to develop IT applications, business solutions and devices. The extent has been so widespread that one can switch on the air conditioner even while sitting at the office.

Every organisation, irrespective of its size, today earmarks certain budget to embrace the new IT technologies so that they can delight their customers with quality service. IT approach to management has directly triggered cost reduction and profit maximisation besides increasing service efficiency.

Social media, mobile technologies, analytics and cloud technologies (SMAC) are the leading technologies in IT space besides artificial intelligence, big data analytics, machine learning, robotics, etc.

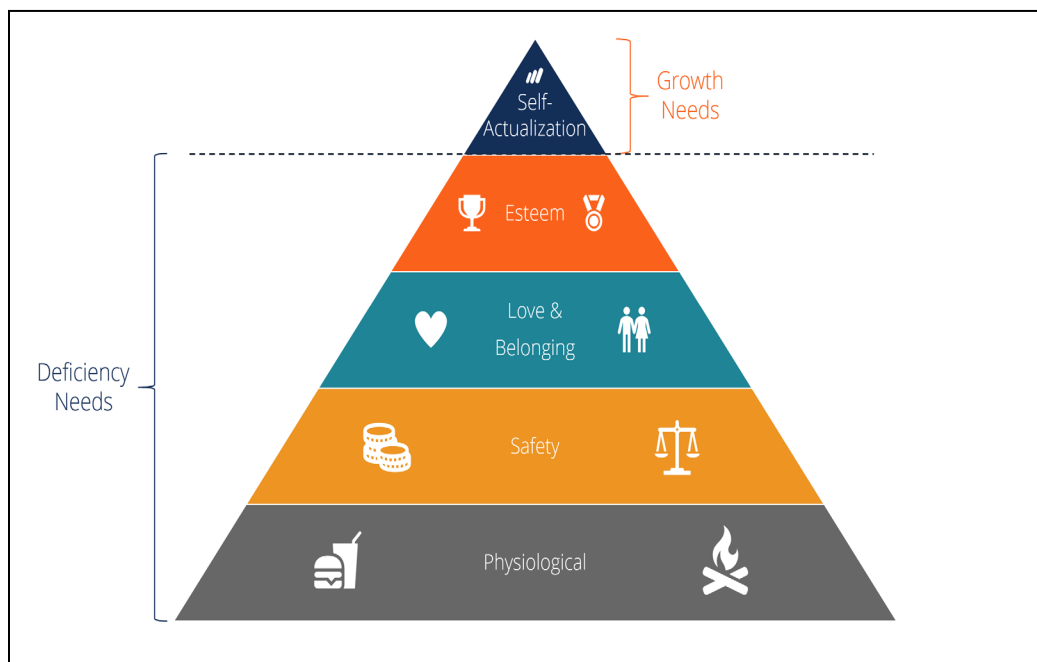
IT approach to management has contributed to improvement in quality of life, shortening of transaction time, large number of jobs in both software and hardware. IT approach is also known for loss of jobs, but, it is observed that new jobs and software are created. This means that everyone must keep learning about new IT technologies on a continuing basis.

	<p>Self-service kiosks in restaurants, airports, retail establishments, etc., facilitate the customer to complete the transactions faster. Companies like Uber and Ola revolutionised the erstwhile overcrowded transport market through integration of customers, channel partners (Auto/cab drivers are called channel partners) and other regulatory agencies through Global Positioning System (GPS), one of the super formats of IT approach to Management.</p> <p>The IT approach to management delivers a unique experience to every stakeholder including customer, employee, team leaders, management, owners, and general public and regulatory agencies.</p> <p>3. Systems Approach:</p> <p>One of the modern approaches to understand management is the systems approach. Here, the organisation is viewed as a system. Every department of the organisation is considered as a sub-system. It is also possible that every department can be viewed as a system and every section in the department can be viewed as a sub-system. Thus, systems approach helps to study the basic features and functions of the organization to its minutest detail.</p> <p>A system, by concept, is a collection of interrelated parts called sub-systems, which constitute one whole unit. Systems approach facilitates the study of each of these parts in detail to have a close understanding of the whole system. Human body is often cited as the best example for a system.</p>	
2 c)	Define recruitment. List sources of recruitment.	04
	<p>Recruitment refers to the overall process of identifying, attracting, screening, shortlisting, and interviewing suitable candidates for jobs (either permanent or Temporary) within an organization.</p> <div data-bbox="521 1335 1354 1808" data-label="Diagram"> <pre> graph TD A[Sources of Recruitment] --> B[Internal Sources] A --> C[External Sources] B --> B1[Previous Applicants] B --> B2[Present Employees] B --> B3[Employee Referrals] B --> B4[Former Employees] C --> C1[Advertisements] C --> C2[Campus Recruitment] C --> C3[E-Recruitment] C --> C4[Employment Exchange] C --> C5[Walk-ins and Write-ins] C --> C6[Contractors] C --> C7[Acquisition and Mergers] C --> C8[Professional Associations] C --> C9[Mergers and Acquisitions] </pre> </div>	
3 a)	What is Motivation? Explain Maslow’s need hierarchy theory of motivation	10

Motivation:

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 behaviour can be - desire for money. success.

Maslow's hierarchy of needs is a theory of psychology explaining human motivation based on the pursuit of different levels of needs. The theory states that humans are motivated to fulfill their needs in a hierarchical order. This order begins with the most basic needs before moving on to more advanced needs. The ultimate goal, according to this theory, is to reach the fifth level of the hierarchy: self-actualization.



#1: Physiological Needs

Physiological needs are the lowest level of Maslow's hierarchy of needs. They are the most essential things a person needs to survive. They include the need for shelter, water, food, warmth, rest, and health. A person's motivation at this level derives from their instinct to survive.

#2: Safety Needs

The second level of Maslow's hierarchy of needs consists of safety needs. Safety, or security needs, relate to a person's need to feel safe and secure in their life and surroundings. Motivation comes from the need for law, order, and protection from unpredictable and dangerous conditions.

There are many examples of safety needs in modern society. To find stability and security, a person must consider their physical safety. This means seeking protection from the elements, violent conditions, or health threats and sickness. Additionally, an individual needs economic safety to live and thrive in modern societies. This refers to the need for job security, stable income, and savings. One method of achieving economic safety is to learn proper investment strategies.

#3: Love and Belonging Needs

The third level of Maslow's hierarchy of needs is love and belonging needs. Humans are social creatures that crave interaction with others. This level of the hierarchy outlines the need for friendship, intimacy, family, and love. Humans have the need to give and receive love; to feel like they belong in a group. When deprived of these needs, individuals may experience loneliness or depression.

#4: Esteem Needs

The fourth level of Maslow's hierarchy of needs is esteem needs. Esteem needs are related to a person's need to gain recognition, status, and feel respected. Once someone has fulfilled their love and belonging needs, they seek to fulfill their esteem needs.

Maslow broke up esteem needs into two categories: the need for respect from others and the need for respect from oneself. Respect from others relates to achieving fame, prestige, and recognition. Respect from oneself relates to dignity, confidence, competence, independence, and freedom.

#5: Self-Actualization Needs

The fifth and final level of Maslow's hierarchy of needs is self-actualization needs. Self-actualization relates to the realization of an individual's full potential. At this level, people strive to become the best that they possibly can be.

The need for self-actualization can manifest in different ways, such as:

1. Obtaining skills (e.g., financial modeling skills)
2. Continued education (e.g., online training courses)
3. Utilizing skills, knowledge, and talents
4. Pursuing life dreams
5. Seeking happiness

One person may strive to become the best parent and everyone's best friend. Another person might aim to become a millionaire and philanthropist. Others may work toward becoming a famous athlete. In general, self-actualization is the pursuit of personal growth.

3 b)	Explain major approaches of leadership	06
	<p>1) Transformational Leadership</p> <p>These highly influential leaders serve as role models to inspire others. Defined by leadership studies scholars Bruce Avolio and Bernard Bass, this leadership style involves improving the morale and job performance of team members by connecting with their sense of identity and the collective identity of the organization. A transformative leader is a visionary who inspires others and encourages critical thinking and innovation. Examples of transformational leaders include politicians like Winston Churchill and business visionaries like Steve Jobs.</p> <p>2) Participatory Leadership</p> <p>Leaders who employ this hands-on style seek to bring a more democratic dimension to management instead of utilizing a traditional top-down approach. This leadership style recognizes that employees are stakeholders in the organization and are entitled to their own voice. Participatory leaders empower employees who will be most affected by certain decisions to have participation and/or decision-making capabilities in addressing those issues.</p> <p>Former Southwest Airlines CEO James F. Parker embodied this style of leadership when he put the needs of his employees first after the 9/11 attacks. Instead of cutting back staff like other airlines were doing at the time, he initiated a profit-sharing program.</p> <p>3) Value-based Leadership</p> <p>Value-based leaders guide their teams by encouraging others to act in accordance with the organization’s shared core values. Instead of focusing exclusively on metrics, values-based leadership drives positive change by emphasizing the organizational mission and purpose. This means having a leader who “walks the talk” and upholds the founding principles of the organization. This type of leader is driven by his or her core values which are modeled and aligned with company values.</p> <p>APJ Abdul Kalam, former president of India and one of the country’s best-known scientists, followed this leadership style. His personal and work ethics served as a model to inspire others in the development of the world-class Indian Space Research Organization.</p> <p>4) Situational Leadership</p> <p>This model was developed by business consultant and bestselling author Ken Blanchard and behavioral scientist Paul Hersey. It is a framework for leaders to match their</p>	

behaviors to the performance needs of those they are working to influence. The Center for Leadership Studies explains that situational leaders must have the ability to:

- Diagnose an individual’s performance readiness to complete a specific task
- Adapt leader behavior based on the diagnosis
- Communicate an influence approach in the manner that followers can both understand and accept
- Advance by making the move toward higher performance

A notable example of a leader who practiced situational leadership is former NBA Coach Phil Jackson, who managed his team based on their individual strengths, weaknesses, and motivations.

5) Servant Leadership

Servant leaders enrich the lives of others by focusing on building better organizations and ultimately creating a world that is more caring and equitable. First coined by Robert K. Greenleaf, the term servant leader refers to a person who makes a conscious decision to aspire to lead in a way that places other people’s needs as their highest priority. The servant leader dedicates himself or herself to the growth and wellbeing of people in the community. Instead of focusing on accumulating power, this leader shares power and helps others perform as highly as possible.

3 c) **Differentiate between co-ordination and co-operation** 04

Comparison Chart		
BASIS FOR COMPARISON	COORDINATION	COOPERATION
Meaning	Coordination is the systematic arrangement of various elements of management so as to ensure smooth functioning.	Cooperation is described as the act of working together or conforming to standards, for achieving a common goal.
What is it?	It is a part of management process.	It is a voluntary activity.
Process	Contrived	Natural
Communication	Open	Tacit

	on	
Time horizon	Long term	Short term
Relations	Formal	Informal
Activity	Performed at top level management	Performed at each level

4 a) **Define control. Briefly explain the methods of establishing control** 08

Control is a function of management which helps to check errors in order to take corrective actions. This is done to minimize deviation from standards and ensure that the stated goals of the organization are achieved in a desired manner.

Method # 1. Direct Supervision and Observation:
This is the age old technique of controlling whereby the supervisor himself observes the employees and work instead of relying the reports generated by the management information system. In this process he comes in direct contact with the workers and many a problems are solved during the time of supervision itself.
Moreover, getting firsthand experience of the state of affairs leads to better understanding of the situation in comparison to the impersonal reports depicting information in the form of data.
If the organizational set up is large and complex, it would not be feasible to directly supervise all the activities. However, this technique can still be used by occasionally supervising personally to have an idea of the accuracy of the information reports.

Method # 2. Budgets:

Budgets are probably the most widely used control methods. When budget is formulated, it's a planning tool because it gives direction. The operating budgets indicate the goods and services the organization expects to consume in the budget period; they usually list both physical quantities (such as barrels of oil) and cost figures. The financial budgets spell out in detail the money the organization intends to spend in the same period and where that money will come from.
This way budgets provide managers with quantitative standards against which to measure and compare the actual performance. By pointing out deviations between standard and actual performance, they become control tools. Managers may take corrective action by using these deviations.
For example- if you use a personal budget for controlling your monthly expenses, you might find one month that your miscellaneous expenses were higher than you'd budgeted

for. At that point, your options might include the following- cut back spending in another area, work extra hours to try to get more income, or call home for additional money.

Continuing with the budgetary control process, after preparation of the budget, the controller's department in large organizations keeps records on expenditures and periodically prepares reports showing the budgets, actual expenditures, and differences (or variances, as they are frequently called).

For smaller organizations, this function is often handled by the owner-manager, the office manager, or an independent service organization such as a bank or accounting firm. After the report is prepared, generally it is sent to the people responsible for the particular area or function covered by the budget. It is at this point that variances must be analyzed and corrective action taken, if necessary.

In effective budgeting control systems, each manager meets with his subordinates to review variances and determine corrective actions. This process is repeated from the bottom to the top of the organization. At higher levels of management, written reports are often required that outline the reasons for variances and the corrective actions that are being taken.

Of course, it is entirely possible that the budget, which is actually only a forecast of expected results and requirements, may need revising. Normally for larger organizations a budget review committee (generally composed of the top executives of the organization) meets regularly to review and revise the budget. In the final analysis, preparation, administration, and corrective action taken on budget variances are key elements in successful strategy implementation.

Method # 3. Financial Statements:

The most commonly used financial statements are balance sheet, profit and loss account, cash flow statement and statements of sources and uses of funds.

Balance sheet, in its simplest form, describes the organization in terms of its assets, liabilities, and net worth. The message of balance sheet is – this is the financial condition of the organization at a given point of time. The profit and loss statement (or income statement) prepared regularly each month or each quarter is one of the most vital indicators of the organization's worth and health.

This statement pinpoints each revenue and cost area. It is a good idea to have your profit and loss statement prepared so that it shows each item for the current period, for the same period last year, and for the current year-to-date. The comparative figures in P&L account serve very useful tool for control.

Cash flow and sources and uses of funds statements show where cash or funds came from during the year (from operations, reducing accounts receivable, and sale of investments,

for example) and where they were applied (purchase of equipment, payment of dividends, and reducing accounts payable, for example). They should not be confused with income statements; cash flow statements show how cash or funds were used rather than how much profit or loss was achieved.

Financial statements are used by managers, stakeholders, and others to evaluate the organization's performance. Within the company, managers will compare the current statements of their organization with earlier statements and with those of competitors.

People outside the company will use the statements to gauge the organization's strengths, weaknesses, and potential. However, several types of key information for the evaluation of a firm are not provided by financial statements, and thus the usefulness of statements is limited.

Method # 4. Ratio Analysis:

For organizations as well as for individuals, financial performance is relative. An organization's profits of Rupees 10,00,000 might be very high for a restaurant but very low for an oil company. For the "bottom line" on a financial statement to be meaningful, it must ultimately be compared with something else.

In ratio analysis, key summary figures from the firm's financial statements or records are reported as percentages or fractions of one another. Such ratios can provide quick assessments of financial performance or condition. Today, as opposed to the recent past, ratios are easily and inexpensively developed by computer from the firm's electronic records for timely use by managers.

The ratio analysis comparisons can be made in one of two ways- (1) comparison over a time period—the present ratio compared With the same organization's ratio in the past (or with a future projection); and (2) comparison with other, similar organizations or with the industry as a whole.

The first type of comparison will indicate how the organization's performance or condition has changed; the second type will suggest how well the organization is doing relative to its competitors. There are many kinds of ratio calories and many kinds of ratios. The ratios – most commonly used by organizations are profitability, liquidity, activity, and leverage.

One ratio, which is worth discussing separately, is Return on Investments Ratio. The rate of return on investment is an overall measure of the financial performance of an organization. It is calculated by dividing net income by total investment. ROI is an indicator of the overall performance of the organization.

Since a business organization is primarily set up to earn profits, ROI is a yardstick around which business decisions are taken. Suppose an organization's ROI is 10% in a particular

year, and it is considered as less than expected, it may try to locate the reasons for low ROI, or opt to change its business activities, or may take any other action as it deem fit.

Method # 5. Break-Even Analysis:

Break-Even point is the point of no profits no loss. That is, when we say that if an organization is able to sell 1,00,000 units of product X, it would be breaking even; it means that any sale below this point will cause losses and any sale above this point will bring profits.

Break-even analysis gives managers a rough profit and loss estimate for different sales volumes. As a control device, break-even analysis provides one more yardstick by which to evaluate company performance and provides a basis for collective action to improve performance in the future.

One of the virtues of break-even analysis as an operational tool is its simplicity. Unfortunately, the simple assumptions upon which break-even analysis is based may affect the accuracy of the results.

Method # 6. Audits:

Another frequently used method of control is an audit. Auditing has many important uses, from ensuring the fairness of financial statements to providing a critical basis for management decisions. We will discuss two types of auditing – external auditing and internal auditing.

i. External Auditing:

The traditional external audit is largely a verification process involving the independent appraisal of the organization’s financial accounts and statements. Assets and liabilities are verified, and financial reports are checked for completeness and accuracy. The external audit is a major systematic check against fraud within the organization.

For people outside the organization, such as bankers and potential investors, the external audit provides the major assurance that publicly available financial statements are accurate.

ii. Internal Auditing:

The objectives of internal audit are to provide reasonable assurance that the assets of the organization are being properly safeguarded and that financial records are being kept reliably and accurately enough for the preparation of financial statements.

Internal audits also assist managers in appraising the organization’s operational efficiency, and in evaluating how adequately the organization’s control system is working toward realizing organizational objectives. In modern times, the internal audit has taken various forms like management audit, systems audit, business process

reviewing, etc. All these aim at cost control, inefficiency control, minimization of wastages and efforts.

Method # 7. Management by Objectives:

Management by Objectives (MBO) is another method used in both strategic planning and control. Based on the approach to objective setting, MBO is a system under which objectives are established for the organization as a whole, for functional areas within the organization, for departments within functional areas, and finally for individuals within each department.

In its most basic form MBO must meet the following three minimum requirements:

1. Objectives for individuals within an organization are jointly set by the superior and the subordinate.

2. Individuals are periodically evaluated and receive feedback on their performance.

3. Individuals are evaluated and rewarded on the basis of objective attainment.

Step 1 is used for planning purposes. Step 2 involves the control process. Step 3 is designed to encourage employees to direct their efforts toward the accomplishment of organizational objectives.

Method # 8. CPM and PERT:

The common slogan in business world is – time is money. And truly so, because costs are associated with time. Longer the duration of a given project, higher the costs for so many reasons like involvement of work team for a longer period, inflation effect of money, etc.

Several useful graphical and analytical methods have been developed that can serve as tools in controlling the process time. The most popular methods are the critical path method (CPM) and Program Evaluation and Review Technique (PERT). These are network planning and diagramming techniques.

The network shows graphically all the tasks that must be performed to execute a given project. It consists of all activities and events comprising the project and shows their interrelationships. An activity is the specific task necessary to complete a particular event and normally consumes time.

An event denotes a point in time and signifies the completion of all activities leading into the event. The final event with which the project finishes is known as objective event.

The network shows the sequence governing the various activities. A new activity cannot start until the scheduled preceding event has taken place.

If independent of one another, two or more activities may take place simultaneously; if one activity depends upon another (or several others), it cannot start until the activities upon which it depends are all finished.

	<p>Because of the varying relationships, a network shows a number of more or less parallel paths, longest of which is critical path. It is critical because project cannot be completed in a lesser time than the time required by the longest path. If any activity on the critical path requires more time than was originally estimated, then the completion time for the entire project or task increases. But this critical path is unknown until each activity time is determined and entered into network diagram.</p> <p>Both CPM and PERT establish critical paths. The major differences between CPM and PERT is the activity time estimates. CPM is used for projects whose activity durations are accurately known and whose variance in completion time is negligible. PERT, on the other hand, is used when the activity durations are more uncertain and variable.</p> <p>During actual execution of the project, management can compare actual times taken, activity by activity, with forecasted times, thus making remedies in time consumption for the really critical and delayed activities.</p> <p>Method # 9. Management Information Systems:</p> <p>Managers need information to control the various organizational areas efficiently and effectively. For instance, in measuring actual performance, managers need information about what is, in fact, happening within their area of responsibility. Also, they need information about what the standards are, to be able to compare actual performance with the standard.</p> <p>In addition, managers need information to help them determine acceptable ranges of variation within these comparisons. Finally, they rely on information to help them develop appropriate courses of action if there are or are not significant deviations between actual and standard. As you can see, information plays a vital role in the controlling process. But how does a manager get the information he needs?</p> <p>Management Information System (MIS) is a system that provides management with needed information on a regular basis – Although there is no universally agreed-on definition of Management Information System (MIS), we will define it as a system used to provide management with needed information on a regular basis. In theory, this system can be manual or computer based, although all current discussions, including ours, focus on computer-supported applications.</p>	
4 b)	Explain Herzberg’s motivation- hygiene theory	08
	<p>Herzberg’s Motivation Theory model, or Two Factor Theory, argues that there are two factors that an organization can adjust to influence motivation in the workplace.</p> <p>These factors are:</p> <p>Motivators: Which can encourage employees to work harder.</p>	

Hygiene factors: These won't encourage employees to work harder but they will cause them to become unmotivated if they are not present.

Herzberg's Theory of Motivation tries to get to the root of motivation in the workplace. You can leverage this theory to help you get the best performance from your team.

The two factors identified by Herzberg are motivators and hygiene factors.

Motivating factors include:

Achievement: A job must give an employee a sense of achievement. This will provide a proud feeling of having done something difficult but worthwhile.

Recognition: A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superiors and their peers.

The work itself: The job itself must be interesting, varied, and provide enough of a challenge to keep employees motivated.

Responsibility: Employees should "own" their work. They should hold themselves responsible for this completion and not feel as though they are being micromanaged.

Advancement: Promotion opportunities should exist for the employee.

Growth: The job should give employees the opportunity to learn new skills. This can happen either on the job or through more formal training.

Hygiene factors include:

Company policies: These should be fair and clear to every employee. They must also be equivalent to those of competitors.

Supervision: Supervision must be fair and appropriate. The employee should be given as much autonomy as is reasonable.

Relationships: There should be no tolerance for bullying or cliques. A healthy, amiable, and appropriate relationship should exist between peers, superiors, and subordinates.

Work conditions: Equipment and the working environment should be safe, fit for purpose, and hygienic.

Salary: The pay structure should be fair and reasonable. It should also be competitive with other organizations in the same industry.

Status: The organization should maintain the status of all employees within the organization. Performing meaningful work can provide a sense of status.

Security: It is important that employees feel that their job is secure and they are not under the constant threat of being laid-off.

Herzberg's Two Factor Theory



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Two Factor Theory of Motivation



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	<p>Market: A set up where two or more parties engage in exchange of goods, services and information is called a market. Ideally a market is a place where two or more parties are involved in buying and selling. The two parties involved in a transaction are called seller and buyer.\</p> <p>feasibility study is essentially written prior to a project’s undertaking for a simple reason: Directors of companies and their investors want to ensure that any given project they plan on developing is actually “feasible”, and preparing a study showing this feasibility is the main point of writing such a report (which of course will help save needed capital and time in the long run). A feasibility study includes such vital information and data as the funding needs to complete the project, the market opportunity, government regulations, risk factors, strength and weaknesses, the management team and the financials of the company. While a feasibility study somewhat sounds like a business plan, such reports tend to be many times longer with more details on the market and financials.</p>	
5 a)	Define Entrepreneur. Explain the function of entrepreneur.	08
	<p>An entrepreneur is an individual who creates a new business, bearing most of the risks and enjoying most of the rewards. The process of setting up a business is known as entrepreneurship. The entrepreneur is commonly seen as an innovator, a source of new ideas, goods, services, and business/or procedures.</p> <p>Function # 1. Risk Measurement and Risk-Taking: Palmer (1971) suggested that the entrepreneurial function primarily involves risk measurement and risk-taking. The risks are not only in relation to the uncertainty to the success of the new business venture, but also on the personal and professional front like career opportunities foregone for the sake of starting the new venture, family relations, and psychic well-being. Risk-taking is not a desire to try one’s gambling skills in Las Vegas. Instead, entrepreneurs prefer to take moderate risks in situations where they have some degree of control or skill in realizing a profit. They do not prefer situations which involve either extremes of risk or certainty.</p> <p>Function # 2. Innovate/Create/Discover: Innovation, creativity, and discovery are at the heart of the functions of an entrepreneur. According to Schumpeter (1934), the key ingredient of entrepreneurship is innovativeness of the individual and may not involve ownership at all (i.e. the entrepreneur might not have invested his own money in the venture). If the principal function of the entrepreneur is to carry out new combinations of means of production, then these “combiners” need not necessarily be owners.</p> <p>Function # 3. Analyse the Opportunities: An entrepreneur has to have the opportunity-seeking style of management that sparks innovation. The environment may throw up various types of opportunities for an entrepreneur to take advantage of in creating a new venture. Thus, the entrepreneur needs to analyse such opportunities from time to time and choose the most appealing one at the right time.</p>	

	<p>Function # 4. Strategize for the Venture: An entrepreneur needs to strategize, i.e. perform long-term planning for the venture to be started. (S)he has to analyse the markets to penetrate, challenge tough competition and devise ways to reach out to the potential customers etc. Thus, the entrepreneur should have the capability and skills to formulate strategies for the new business venture.</p> <p>Function # 5. Develop a Business Plan: A business plan is a written document containing the details about every aspect of the proposed business venture. It serves two purposes: to provide a road map for the people internal to the organization, i.e. the employees, stakeholders, etc.; and to convince the potential investors and financial institutions about the viability of the venture so that they may agree to invest in it. Thus, the entrepreneur has to be adept in performing this critical function of drafting a convincing and viable business plan.</p> <p>Function # 6. Acquire the Resources: The entrepreneur has to acquire various types of resources like capital, manpower, machinery/equipment, land, buildings, etc. to start a venture. Many of these resources may not be easily available for the proposed new venture. Thus, the entrepreneur needs to have suitable skills to line-up the resources as and when required.</p> <p>Function # 7. Organize and Start the Venture: An entrepreneur should be a good organizer, i.e. he should deploy suitable resources in the right activities at the right time in order to avoid wastages and to optimally utilize the resources in starting-up the new venture.</p> <p>Function # 8. Develop and Grow the Venture: Just starting the venture does not complete the role of the entrepreneur, as it is necessary to provide it with able support to develop and grow it in the times to come. Many of the start-up ventures are not able to survive for long. Therefore, active involvement of the entrepreneur during the development and growth stage is important.</p> <p>Function # 9. Delegate, Direct and Lead the Firm: During the growth stage of a new start-up firm, it starts growing in size and thus, requires that the entrepreneur delegates the routine matters to other colleagues in the organization, while providing strategic direction to the firm as a leader. This function demands leadership skills on part of the entrepreneur.</p> <p>Function # 10. Supervise and Control: Delegation of authority and responsibility of routine matters to the subordinates does not mean that the entrepreneur should not exercise any control. In fact, it becomes imperative to have suitable control mechanisms in place so that the entrepreneur may track the overall health of the enterprise. Occasional personal supervision is also required to be done by the entrepreneur to ensure that all is well with the firm and the standard procedures created are being followed religiously by one and all.</p>	
5 b)	What are the barriers of an entrepreneur	06

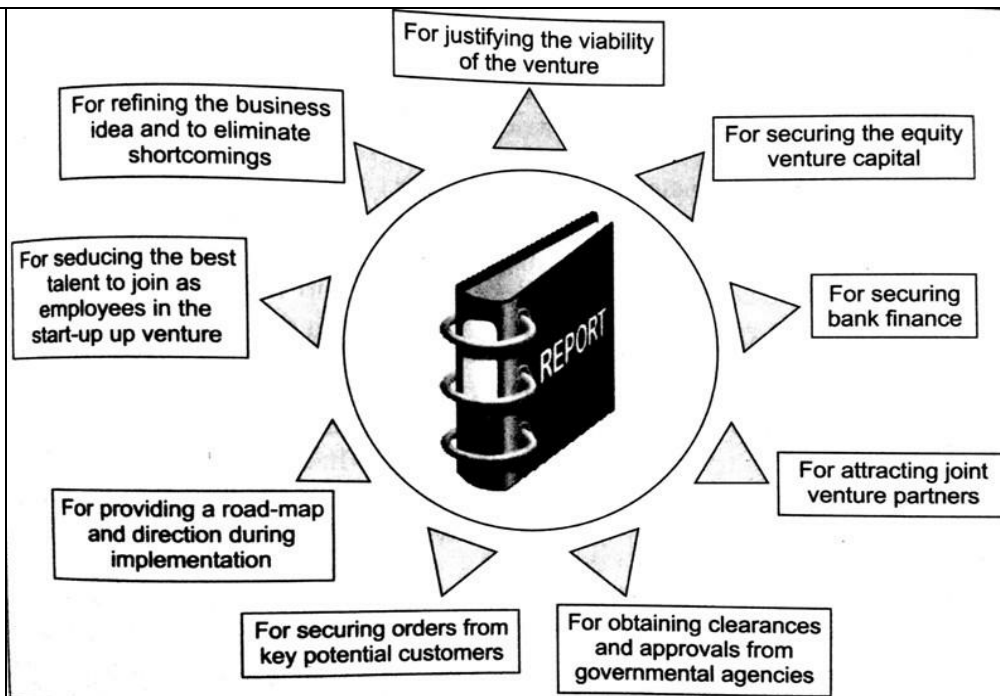
	<p>1. Environmental barriers:</p> <p>Raw material: Non-availability of raw materials required for production during the peak season. This leads to an increase in the price of raw materials due to competition.</p> <p>Labor:</p> <ol style="list-style-type: none"> 1. Shortage of skilled labor 2. Lack of committed and loyal employees. 3. Quality and quantity of labor. <p>Machinery: Machines are necessary but they are also expensive and due to top change in technology they become obsolete and require replacement which requires cash in hand. It becomes very difficult for the small business organization to keep its production process updated.</p> <p>Land and buildings: The acquisition of land and construction of a building at a prominent place requires huge expenditure. If the land is rented, it becomes a fixed cost and a constant concern for the entrepreneur.</p> <p>Infrastructure support: Adequacy of electricity, proper road, water and drainage facilities, etc. Development authorities have little support due to red-tapism and corruption.</p> <p>2. Financial constraints:</p> <p>The availability of funds is a major concern. Delay in starting or running business results in a delay in the source of finance.</p> <p>3. Personal barrier:</p> <p>These are due to the emotional block of a person. They cause a mental blockage. They are: –</p> <p>Lack of confidence: They feel that they will never get a successful business idea and will be unable to attract the necessary resources. Therefore, they reject the idea of being self-employed.</p> <p>Lack of dependence on others: The entrepreneur’s aim is to gain their additional expertise through trial and error and experience rather than seeking further development or personal help from others.</p> <p>Motivation: Loss interest and lack of motivation when thoughts do not work.</p> <p>Lack of patience: When entrepreneurs faced with business challenges/problems in the first attempt, the desire to achieve success or to become rich immediately, in which they lose interest. They give up during the initial loss</p> <p>Inability to dream: Sometimes entrepreneurs are short of vision or satisfied with what they have achieved till now and lose interest in further expansion of their business enterprise.</p> <p>4. Society barrier:</p> <ol style="list-style-type: none"> 1. Socio-cultural norms and values. 2. The degree of approval or disapproval of entrepreneurial behavior. 3. Financial stability and family background 4. Caste and religious affiliation <p>5. Political barrier:</p> <ol style="list-style-type: none"> 1. Government incentives and concessions. 2. Facilitating socio-economic settings 3. Interest in the economic development of society. 	
5 c)	Write a note on technical and Social feasibility study.	06

	<p>Technical Feasibility Study</p> <p>The engineering feasibility of the project is viewed in the technical feasibility. Certain important engineering aspects are covered which are necessary for the designing of the project like civil, structural and other relevant aspects. The technical capability of the projected technologies and the capabilities of the personnel to be employed in the project are considered.</p> <p>In certain examples especially when projects are in third world countries, technology transfer between cultures and geographical areas should be analyzed. By doing so productivity gain (or loss) and other implications are understood due to the differences in fuel availability, geography, topography, infrastructure support and other problems.</p> <p>Social Feasibility Study</p> <p>The effect that a proposed project may have on the social system in the project environment is addressed in the social feasibility. It may happen that a particular category of employees may be short or not available as a result of ambient social structure.</p> <p>The influence on the social status of the participants by the project should be evaluated in order to guarantee compatibility. It must be identified that employees in particular industries may have specific status symbols within the society.</p>	
6 a)	Explain Different types of entrepreneurs.	(8M)
	<p>Entrepreneurs are classified into different types based on different classifications as mentioned below:</p> <p>Based on the Type of Business:</p> <p>1. Trading Entrepreneur: As the name itself suggests, the trading entrepreneur undertake the trading activities. They procure the finished products from the manufacturers and sell these to the customers directly or through a retailer. These serve as the middlemen as wholesalers, dealers, and retailers between the manufacturers and customers.</p> <p>2. Manufacturing Entrepreneur: The manufacturing entrepreneurs manufacture products. They identify the needs of the customers and, then, explore the resources and technology to be used to manufacture the products to satisfy the customers' needs. In other words, the manufacturing entrepreneurs convert raw materials into finished products.</p> <p>3. Agricultural Entrepreneur: The entrepreneurs who undertake agricultural pursuits are called agricultural entrepreneurs. They cover a wide spectrum of agricultural activities like cultivation, marketing of agricultural produce, irrigation, mechanization, and technology.</p> <p>Based on the Use of Technology:</p> <p>1. Technical Entrepreneur: The entrepreneurs who establish and run science and technology-based industries are called 'technical entrepreneurs.' Speaking alternatively, these are the entrepreneurs who make use of science and technology in their enterprises. Expectedly, they use new and</p>	

	<p>innovative methods of production in their enterprises.</p> <p>2. Non-Technical Entrepreneur: Based on the use of technology, the entrepreneurs who are not technical entrepreneurs are non-technical entrepreneurs. The forte of their enterprises is not science and technology. They are concerned with the use of alternative and imitative methods of marketing and distribution strategies to make their business survive and thrive in the competitive market.</p> <p>Based on Ownership:</p> <p>1. Private Entrepreneur: A private entrepreneur is one who as an individual sets up a business enterprise. He / she it's the sole owner of the enterprise and bears the entire risk involved in it.</p> <p>2. State Entrepreneur: When the trading or industrial venture is undertaken by the State or the Government, it is called 'state entrepreneur.'</p> <p>3. Joint Entrepreneurs: When a private entrepreneur and the Government jointly run a business enterprise, it is called 'joint entrepreneurs.'</p> <p>Based on Gender:</p> <p>1. Men Entrepreneurs: When business enterprises are owned, managed, and controlled by men, these are called 'men entrepreneurs.'</p> <p>2. Women Entrepreneurs: Women entrepreneurs are defined as the enterprises owned and controlled by a woman or women having a minimum financial interest of 51 per cent of the capital and giving at least 51 per cent of employment generated in the enterprises to women.</p> <p>Based on the Size of Enterprise:</p> <p>1. Small-Scale Entrepreneur: An entrepreneur who has made investment in plant and machinery up to Rs 1.00 crore is called 'small-scale entrepreneur.'</p> <p>2. Medium-Scale Entrepreneur: The entrepreneur who has made investment in plant and machinery above Rs 1.00 crore but below Rs 5.00 crore is called 'medium-scale entrepreneur.'</p> <p>3. Large-Scale entrepreneur: The entrepreneur who has made investment in plant and machinery more than Rs 5.00 crore is called 'large-scale entrepreneur.'</p>	
6 b)	Discuss the growth of industrial entrepreneurship in India.	6M
	<p>Entrepreneurship is regarded as closely associated with the Economic History of India. This is traced way back to even as early as Rig Veda, when Metal Handicrafts manufacturing cottage & small enterprises existed in the Country.</p> <p>It has passed thro several Ups & Downs. The important ones include the Decline of</p>	

	<p>Indian Handicrafts Industry towards the end of the 18th Century, entry of the East India Company of the British's in India's Business Activities. The Swadeshi Campaign for Indian Manufactured Goods, the First World War, Emergence of the Indian Managing Agency Systems by promoting Joint Stock Companies, the Second World War, Partition of Undivided India & undertaking planned development of Entrepreneurship in the Country by Govt of India after Independence in 1947.</p> <p>For the purpose of encouraging Entrepreneurship, the Govt of India brought out the First Industrial Policy Resolutions in 1948 which was subsequently revised from Time to Time.</p> <ol style="list-style-type: none"> i. To maintain a proper distribution of economic power between Private & Public Sector. ii. To encourage Rapid Industrialization by moving the concept of Entrepreneurship from existing centers to other cities, towns & rural areas iii. To disseminate the Entrepreneurship acumen concentrated in a few dominant communities to a large number of Industrially Potential People of varied Social Background. <p>Employment Intensive Segment. At the beginning of the 10th Plan, (2002 – 2003), the Segment provided gainful employment to 24.9 Million People in the Rural & Urban Areas of the Country thro 10.5 Million Units, engaged in Manufacturing & providing a Wide Range of Goods & Services. If the Units in Khadi Village Industries are also taken into account, the Employment would rise to 332 Million.</p> <p>} Thus this is rightly called as the segment which provides employment next only to Agriculture. The Contribution of Small Enterprises Segment to the Economic Development of the Country is very significant. Nearly 39% of the Gross Manufacturing Output & 34% of the Exports of India arise from these Enterprises.</p>	
6 C)	Write a technical note on Technical and Social feasibility study	6M
7a)	<p>TECHNICAL FEASIBILITY STUDY In technical feasibility study, the following points are studied. Location of the project: The data regarding the location of project is very important. It may be located in rural, urban or semi- urban areas. Construction of factory, building and its size: The construction details, the nature/type of building and its size for the project are to be analyzed. Availability of raw materials: The study of availability of raw materials, sources of supply, alternate sources, its quality and specifications cost etc., are to be studied. Selection of machinery: The selection of machinery required to produced the intended product is to be carried out. The specifications are capacity, cost sources of supply, technology evaluation of various makes of the machine. Their good and bad etc., are studied. Utilities: The details about availability of utilities like water, gas electricity, petrol, diesel etc. are to be studied. Production capacity: Establishment off production capacity and utilization of production capacity are analysed. Staff requirement: Study and analysis of requirement of workers, technical staff and officers etc. is to be made.</p> <p>SOCIAL FEASIBILITY STUDY Social feasibility study is important in the social environment. • Location: The location is in such a place that it should not have objection from the neighbors. • Social problem: The enterprise should not create any nuisance to the public. • Pollution: There should not have any sort of noise or other pollution objectionable society. Suitable measures are to be taken for controlling pollution. • Other problem: Any other problems related to the society and people are to be studied.</p>	8M
7a)	What is a Project? Explain in detail the various ways of project Identification	8M

	<ul style="list-style-type: none"> • Any undertaking with a definite starting point and defined objectives by which completion is defined . • A project is a whole complex of activities involved in using resources to gain benefits. • The World Bank has defined Project as an approval for a capital investment to develop facilities to provide Goods & Services. • A Project is an appraisal for Investment with the definite aim of producing a flow of Output over a specified period of time. <p>Project Identification.</p> <ul style="list-style-type: none"> <input type="checkbox"/> It is concerned with collection, compilation & analysis of economical data for purpose of locating possible opportunities for investment <input type="checkbox"/> Opportunities may be additive, complementary, breakthrough <p>As an Entrepreneur, when you are searching for an idea suitable for your commitment, background & experience, do not pursue one idea at a time.</p> <p><i>Project Ideas can be discovered from various internal & external sources. These may include :</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Knowledge of potential customer needs. <input type="checkbox"/> Personal observation of emerging trends in demand for certain products. <input type="checkbox"/> Scope for producing substitute product. <input type="checkbox"/> Trade and professional magazines which provide a very fertile source of project ideas. <input type="checkbox"/> Departmental publications of various departments of the government. <input type="checkbox"/> Success stories of known entrepreneurs or friends or relatives. <input type="checkbox"/> A new product introduced by the competitor. <input type="checkbox"/> Ideas given by knowledgeable persons. 	
7b)	Explain the significance of project report. List down the guidelines by planning commission.	6M



Significance / Importance of Project Report:

Project report is an important cornerstone for setting up an enterprise. It is a business plan to convert a business idea into a productive venture. It is like a blue print for any construction activity without which one would land in confusion or chaos at a later stage. The significance of a project report is as follows/Explain above points;

Serves as a Master Plan-

For successful management, effective planning is absolutely essential. A project report serves as a business plan indicating the objectives or goals of the enterprise & states in detail how these objectives are going to be achieved at various stages of the enterprise.

Describes Direction / Road Map-

A project report is like a road map. It describes the direction in which the enterprise should go & how to reach the goal. Without well defined goals & operational methods as stated in the report, most enterprises land in troubled waters & flounder on the rocks of hard times.

Shows Feasibility-

A project report also shows the feasibility of the proposed project & the probability of achieving profit. Whether a project is feasible from different angles-economic, financial, commercial, social etc. can be ascertained while preparing a project report.

Foresees requirements-

A project report enables an entrepreneur to realize what he needs for implementing the project well in advance. It also gives a general idea of his various

resource requirements like raw materials, manpower, finance, infrastructure facilities etc. and also the means of procuring them. Thus, it enables an entrepreneur to foresee his requirements in advance & helps him to take suitable decisions accordingly.

Indicates Profitability-

It gives an indication of likely & benefits which a prospective entrepreneur can get from his venture. This profitability indication will help an entrepreneur to take an important investment decision. Thus, the financial rewards can be visualized in advance.

Helps in Decision Making-

Crucial decisions have to be made at various stages of production. How much to produce to achieve Break-Even-Level? How to fix the repayment schedule? Such important decisions can be taken with the help of a project report prepared well in advance. It also anticipates problems in advance so that suitable decisions can be taken then & there to solve those problems. Thus, it helps to visualize action tasks also.

Paves way for Financial Assistance-

The preparation of a project report is absolutely essential for those enterprises which apply for financial assistance from different financial institutions & banks. It is on the basis of project report, that the financial institutions could be given or not. In most cases, the quality of the firms project report weighs heavily in taking lending decisions. Thus, it paves the way for financial assistance which is the life blood of an enterprise.

Ensures Survival-

The survival of any business depends upon the marketability of its products. The project report projects the demand & supply position, competitor's position in the market, expected price etc. and thus ensures the survival of the business unit.

To Plan Expected Performance-

A project report is prepared to plan in advance about the fulfillment of expected performance in various areas like technology, marketing, finance, personnel, production, customer satisfaction & social endowment.

Assess Profitability-

Project report assesses the demand potential of the proposed product, works out the cost of capital invested & operational costs & side by side expected profitability of the proposed project.

To know expected Inputs & Outputs-

A project report enables an entrepreneur to know how much money, manpower & material would be required to set up the project, type of machine & technology required & the economic gains from the project.

To Evaluate Organisational Goals-

A project report helps to evaluate the organization objectives, to what extent they are achievable. For this purpose, an entrepreneur is expected to consider the input data, analyse the data, predict outcome, choose best alternatives, take action, measure results with predictions.

7c)	Write a note on functional area of management -finance and accounting and Human resources.	6M
	<p>Accounting and Finance</p> <ul style="list-style-type: none"> • Functions within Accounting and Finance <p>– Recording raw data about transactions (including sales), raw material purchases, payroll, and receipt of cash from customers</p> <ul style="list-style-type: none"> • Raw data: Numbers collected from sales, manufacturing and other operations, without any manipulation, calculation, or arrangement for presentation • Data from Accounting and Finance used by Marketing and Sales and Supply Chain Management <ul style="list-style-type: none"> • Sales records are important component of sales forecast • Sales forecast is used in making staffing decisions and in production planning • Records from accounts receivable used to monitor the overall credit-granting policy of the coffee shop <p>Human Resources</p> <ul style="list-style-type: none"> • Functions of Human Resources <p>– Recruit, train, evaluate, and compensate employees</p> <ul style="list-style-type: none"> • HR uses sales forecasts developed by the individual departments to plan personnel needs • Systems integrated using ERP software provide the data sharing necessary between functional areas 	
8a)	What is ERP? Explain need and importance of ERP for an organization.	8M
	<p>Enterprise Resource Planning (ERP) is <u>business process management software</u> that allows an organization to use a system of <u>integrated</u> applications to manage the business and automate many <u>back office</u> functions related to technology, services and human resources.</p> <p>ERP software typically integrates all facets of an operation — including product planning, development, manufacturing, sales and marketing — in a single database, application and user interface.</p> <p style="text-align: center;"><i>Note: Students should explain with example</i></p> <p>Importance of ERP:</p> <ul style="list-style-type: none"> • Reduce paper documents • Improves timeliness of information. • Greater accuracy of information. • Faster response and follow-up on customers. • More efficient cash collection. • Better monitoring and quicker resolution of queries. • Helps to achieve competitive advantage by improving its business process. • Increased control of invoicing and payment processing. • Provides a unified customer database usable by all applications. 	

	<ul style="list-style-type: none"> • ERP performs core activities and increases customer service, thereby augmenting the corporate image. • ERP provides complete integration of systems not only across departments but also across companies under the same management. • ERP is the solution for better project management. • ERP allows automatic introduction of the latest technologies. • ERP eliminates most business problems. • ERP provides intelligent business tools. <p><i>Note: Students should explain these points</i></p>	
8b)	Explain the factors involved in selection of project.	6M
	<ul style="list-style-type: none"> • Project selection starts once the entrepreneur has generated few ideas of project. • After having some ideas, these project ideas are analyzed in the light of existing economic conditions, market conditions, and the government policy and so on. • For this purpose a tool is generated used what is called SWOT analysis. • The intending entrepreneur analyses his strengths and weaknesses as well as opportunities/competitive advantages and threats/challenges offered by each of the project ideas. In addition the entrepreneur needs to analyze other related aspects also like raw material, potential market, labour, capital, location and forms of ownerships etc. <p>Each of these aspects has to be evaluated independently and in relation to each of these aspects. On the basis of this analysis, the most suitable idea is finally selected to convert it into an enterprise.</p> <ul style="list-style-type: none"> • Investment Size: <ul style="list-style-type: none"> – assess the Economical Size of the Plant & the Total Investment required – Assess Financial Capability • Location: Location chosen should have <ul style="list-style-type: none"> – Good Infrastructural Facilities – Transportation Facilities – Communication Facilities <p>Availability of Power, Water & required Labour</p> <ul style="list-style-type: none"> • Technology: <ul style="list-style-type: none"> – Should not necessitating Foreign Technical Collaboration. – Product with a proven technology • Plant & Machineries: <ul style="list-style-type: none"> – assess the availability of High Quality Plant & Machineries – should not compromise on the Quality of the Equipment • Marketing: The Success of any Enterprise finally depends on Marketing Capability of ones Goods / Products / Services. 	
8c)	Write a note on functional area of management -Marketing/sales and Supply Chain Management.	6M
	<ul style="list-style-type: none"> • Functions of Marketing and Sales <ul style="list-style-type: none"> • Developing products • Determining pricing • Promoting products to customers • Taking customers' orders 	

Helping create a sales forecast

- Marketing and Sales tasks for the coffee shop
 - Formal recordkeeping not required
 - Need to keep track of customers
 - Product development can be done informally
 - Good repeat customers allowed to charge purchases—up to a point
 - Records must show how much each customer owes and his or her available credit

Supply Chain Management

- Supply chain management (SCM) is the active management of supply chain activities to maximize customer value and achieve a sustainable competitive advantage.
- It represents a conscious effort by the supply chain firms to develop and run supply chains in the most effective & efficient ways possible.
- Supply chain activities cover everything from product development, sourcing, production, and logistics, as well as the information systems needed to coordinate these activities.
- Needs information from various functional areas
- Production plans based on information about product sales (actual and projected) that comes from Marketing and Sales
- With accurate data about required production levels:
 - Raw material and packaging can be ordered as needed

Inventory levels can be kept low, saving money

- Functions within Supply Chain Management
 - Making the coffee (manufacturing/production)
 - Buying raw materials (purchasing)
- Production planning requires sales forecasts from M/S functional area
 - **Sales forecasts:** Analyses that attempt to predict the future sales of a product

9a)

Explain steps involved in established small and micro enterprises.

10M

FLOW CHART FOR SETTING UP A SMALL ENTERPRISE

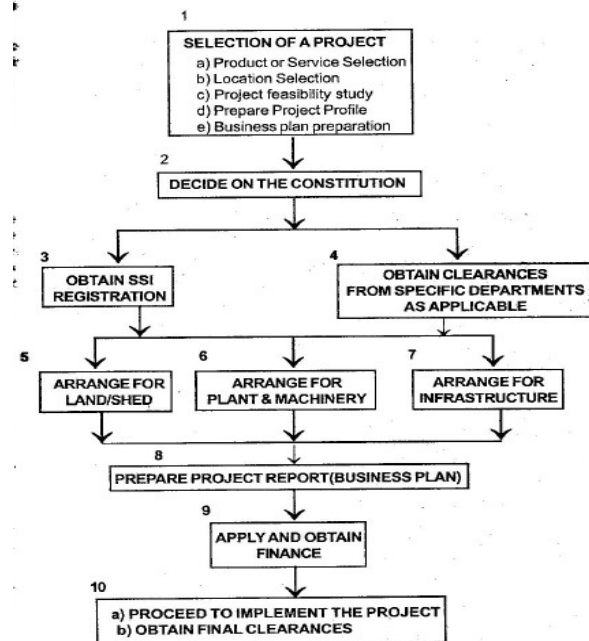


Fig 6.2 Flow Chart for setting up a small enterprises

9b)	Discuss the case study of air Deccan(Captain G R Gopinath)	6M
	<ol style="list-style-type: none"> 1. The self Made Titan of Indian Industry: Gorur Ramaswamy Iyengar Gopinath Pioneer of Indias low-cost airline Air Deccan. Ex-army officer turned farmer then entrepreneur, in 1997, along with another colleague from the army, founded Deccan Aviation - Indias largest Private Helicopter Charter Company. In 2003 he became the pioneer in launching Indias first low-cost carrier Air Deccan - the common mans airline. A former army officer and an award winning Sericulturist, Capt G.R Gopinath, made his foray in the aviation sector way back in 1995; at a time when domestic aviation was monopolized by a handful of Full Service Airlines (FSA) and strict government regulations were the norm. He identified the potential which the helicopter charter business had in India. Combining his entrepreneurial skills and vision with the technical skills of his ex-army friends, he launched 'Deccan Aviation' – a dedicated, customer focused heli-charter Company. Today, Deccan Aviation, headquartered in Bangalore has 11 helicopters and 2 small aircraft and operates out of nine major cities and locations, spanning the entire length and breadth of India. The company is India's largest and most reputed private air charter company including Sri Lanka. 2. <u>2.</u> Early life & Education Captain G. R. Gopinath, Founder and CEO at Deccan Aviation and Air Deccan is a graduate of the National Defense Academy and has served the Indian Army. He is considered the father of low cost air travel in India. He created a whole new market when he launched India's first low cost airline, Air Deccan. Capt G R Gopinath or Gorur Ramaswamy Iyengar Gopinath or 'Gopi' as he is affectionately called was born in a Hassan Iyengar family of the remote village of Gorur, Karnataka. Starting his studies in a village school, he completed his further schooling at Sainik (military) School, Bijapur. Thereafter he joined the distinguished National Defence Academy and later graduated from the Indian Military Academy as a commissioned officer in the Indian Army. He then went on to serve the Army for eight years. Sometime in 1995, the Govt. of India started the reforms process by encouraging entrepreneurship. This inspired the entrepreneur in him to identify the tremendous potential Helicopter Charter had in India. Along with an old Army friend he decided to start a private sector commercial helicopter service in 1996. Starting with just one helicopter, today Deccan Aviation boasts of 10 (Ten) Helicopters and two charter jets operating from eight major locations criss-crossing the entire length of the country. This company is India's most reputed private Air Charter Company with a presence now in Sri Lanka also. 3. <u>3.</u> Never Give Up! For six years Captain Gopinath slept under a thatched roof and tried to make living by growing bananas, cereals, coconuts, and vegetables in the government provided land when his ancestral land was eaten up by a dam. It was in 1985 that he switched to silkworm rearing. And he had to wait for four more years to see some success. Yes, that's ten long years of toil, and it didn't end with farming. When he launched Deccan Aviation, it took Captain Gopinath four years to get one helicopter on lease. At every step he faced new bundle of challenges whether they emanated from government controls, competition, or something else. 	
9c)	What is patent? List different types of Patent.	4M

Types of Patent:

Different **types of patent applications** exist so that inventors can protect different kinds of inventions. Savvy inventors can utilize the different kinds of patent applications to secure the rights they need to protect their inventions. There are four different **patent types**:

- A **utility patent** is what most people think of when they think about a patent. It is a long, technical document that teaches the public how to use a new machine, process, or system. The kinds of inventions protected by utility patents are defined by Congress. New technologies like genetic engineering and internet-delivered software are challenging the boundaries of what kinds of inventions can receive utility patent protection.
- A **provisional patent** goes hand in glove with a utility patent. United States law allows inventors to file a less formal document that proves the inventor was in possession of the **invention** and had adequately figured out how to make the invention work. Once that is on file, the invention is **patent pending**. If, however, the inventor fails to file a formal utility patent within a year from filing the provisional patent, he or she will lose this filing date. Any public disclosures made relying on that provisional patent application will now count as public disclosures to the United States Patent and Trademark Office (**USPTO**).
- A **design patent** protects an ornamental design on a useful item. The shape of a bottle or the design of a shoe, for example, can be protected by a design patent. The document itself is almost entirely made of pictures or drawings of the design on the useful item. Design patents are notoriously difficult to search simply because there are very few words used in a design patent. In recent years, software companies have used design patents to protect elements of user interfaces and even the shape of touchscreen devices.
- A **plant patent** is just that: a patent for a plant. Plant patents protect new kinds of plants produced by cuttings or other nonsexual means. Plant patents generally do not cover genetically modified organisms and focus more on conventional horticulture.

Trademark:

A trademark is a sign capable of distinguishing the goods or services of one enterprise from those of other enterprises. Trademarks are protected by intellectual property rights.

Trademark Protection

At the national/regional level, trademark protection can be obtained through registration, by filing an application for registration with the national/regional trademark office and paying the required fees. At the international level, you have two options: either you can file a trademark application with the trademark office of each country in which you are seeking protection, or you can use WIPO's Madrid System.


Rights which trademark registration provide

In principle, a trademark registration will confer an exclusive right to the use of the registered trademark. This implies that the trademark can be exclusively used by its owner, or licensed to another party for use in return for payment. Registration provides legal certainty and reinforces the position of the right holder, for example, in case of litigation.

Validity of trademark protection

The term of trademark registration can vary, but is usually ten years. It can be renewed

	<p>indefinitely on payment of additional fees. Trademark rights are private rights and protection is enforced through court orders.</p> <p>Kinds of trademark which can be registered</p> <p>A word or a combination of words, letters, and numerals can perfectly constitute a trademark. But trademarks may also consist of drawings, symbols, three-dimensional features such as the shape and packaging of goods, non-visible signs such as sounds or fragrances, or color shades used as distinguishing features – the possibilities are almost limitless.</p>	
10a)	<p>Explain the following institutions</p> <p>i) KIADB ii) KSSIDC iii) NSIC iv) KSFC v) DIC</p>	10M
	<p>Karnataka Industrial Areas Development Board (KIADB): Karnataka Industrial Areas Development Board (KIADB) is a wholly owned infrastructure agency of Government of Karnataka, set up under Karnataka Industrial Areas Development Act of 1966.</p> <p>This Board functions as per statutory provisions, rules and regulations enacted there under. The Board comprises of senior government officers in their ex-officio capacities. The Board of members meets regularly to take decisions and monitor the functions. KIADB holds pride in being the first government organization in Karnataka to obtain ISO 9001 certification in the year 1997.</p> <p>Now the KIADB is following ISO 9001:2000 module covering its functions of Land Acquisition, Development and Allotment functions in Bangalore Urban and Rural districts.</p> <p>Objectives :</p> <ul style="list-style-type: none"> • Promote rapid and orderly development of industries in the state. • Assist in implementation of policies of Government within the purview of KIAD Act. • Facilitate in establishing infrastructure projects. • Function on “No Profit – No Loss” basis. <p>National Small Industries Corporation (NSIC) is an ISO 9001-2015 certified Government of India Enterprise under Ministry of Micro, Small and Medium Enterprises (MSME). NSIC has been working to promote aid and foster the growth of micro, small and medium enterprises in the country. NSIC operates through countrywide network of offices and Technical Centres in the Country. In addition, NSIC has set up Training cum Incubation Centre managed by professional manpower.</p> <p>Mission: “To promote and support Micro, Small & Medium Enterprises (MSMEs) Sector” by providing integrated support services encompassing Marketing, Technology, Finance and other services.</p> <p>Vision: “To be a premier Organization fostering the growth of Micro, Small and Medium Enterprises (MSMEs) Sector”.</p> <p>Support and Services offered by NSIC:</p> <p>Schemes of NSIC</p> <p>NSIC facilitates Micro, Small and Medium Enterprises with a set of specially tailored scheme to enhance their competitiveness. NSIC provides integrated support services under Marketing, Technology, Finance and other Support service.</p> <p>Marketing Support</p>	

	<p>Marketing has been identified as one of the most important tool for business development. It is critical for the growth and survival of MSMEs in today's intensely competitive market. NSIC acts as a facilitator and has devised a number of schemes to support enterprises in their marketing efforts, both domestic and foreign markets. These schemes are briefly described as under :</p> <p>Consortia and Tender Marketing</p> <p>Small Enterprises in their individual capacity face problems to procure & execute large orders, which deny them a level playing field vis-a-vis large enterprises. NSIC forms consortia of Micro and Small units manufacturing the same product, thereby pooling in their capacity.</p> <p>NSIC applies the tenders on behalf of single MSE/Consortia of MSEs for securing orders for them. These orders are then distributed amongst MSEs in tune with their production capacity.</p>	
10b)	<p>Discuss the case study of Infosys(N.R. Narayana Murthy).</p>	6M
	<p>R Narayana Murthy & Infosys</p> <p>Narayana was born into a middle class family in Mysore. Since his father was a high-school teacher, the financial conditions of the family were not that good.</p> <p>Narayana attended a government school and pursued his B.E degree from the University of Mysore and masters from IIT, Kanpur. Narayana is married to Sudha Murthy, who too is an engineer, an Indian social worker and an accomplished author. Narayana's wife being a philanthropist, he too in philanthropy. Murthy comes across as a very and friendly man. He always raises his voice for social issues in the country such as elections, unemployment, poverty etc. He is a cooperative and natured person and manages his company quite well. The recent news of him quitting Infosys has been keeping him in the headlines.</p>  <p>Narayana Murthy's Career</p> <p>Narayana started his career as a chief system programmer at IIM Ahmedabad where he implemented the BASIC interpreter for ECIL (Electronics Corporation of India Limited).</p> <p>Later, he joined Patni Computer Systems, Pune. Prior to moving to Mumbai, he met his wife, Sudha, who too was an engineer.</p> <p>In 1981, Narayana founded Infosys with six people with an initial capital of US\$250, the maximum share of which was borrowed from his wife. Narayana served as the CEO of Infosys for 21 years, and later was succeeded by co-founder Nandan Nilekani in March 2002.</p> <p>Infosys became the first company to be listed in NASDAQ, in 1991.</p> <p>In 1996, it started its office in Europe, Milton Keynes, UK.</p> <p>In 2002, it was selected as the “The India's Most Respected Company” by the Business World Survey.</p> <p>The couples are parents to two children, Rohan and Akshata. His son, Rohan is engaged to Lakshmi Venu, daughter of Venu Srinivasan of TVS motors, and his daughter Akshata is married to Rishi Sunak.</p>	

	<p>Awards and Achievements won by Narayan Murthy Being the 33rd richest man in India, he has a net worth of US \$1.8 Billion. He has won a number of awards, following are some of them: The Asiaweek magazine counted him in the 50 top most powerful men in the year 2000. He was honored with the Padma shree award by the President of India. In 2001, he was awarded the Wharton school's Dean Medal, University of Pennsylvania. Narayana was also honored with the title 'Asia's Businessman of the year' by Fortune magazine in 2003. In 2008 he was honored with the Padma Vibhushan by the President of India. He is associated with important and prestigious organizations. He is the member of the Board of Directors of INSEAD, the Board of Oversees of the Wharton School Of the University of Pennsylvania, the Board of Members of School of Management at Asian Institute of Technology. He also serves as a Director of the Central Board of the Reserve Bank of India.</p> <p>Infosys Technologies Ltd- Company Profile</p> <p>Infosys Technologies Ltd. (NASDAQ: INFY) was started in 1981 by seven people with US\$ 250. Infosys defines, designs and delivers technology-enabled business solutions for Global 2000 companies. Infosys also provides a complete range of services by leveraging our domain and business expertise and strategic alliances with leading technology providers.</p> <p>Infosys has a global footprint with 64 offices and 63 development centers in US, India, China, Australia, Japan, Middle East, UK, Germany, France, Switzerland, Netherlands, Poland, Canada and many other countries. Infosys and its subsidiaries have 130,820 employees as on March 31, 2011.</p>	
10c)	List advantages of small and micro enterprises.	4M
	<p>Characteristics and advantages:</p> <ul style="list-style-type: none"> ▪ Entrepreneurship development programmers ▪ Motivational campaigns ▪ Production index ▪ Management development programmes ▪ Energy conservation ▪ Pollution control ▪ Quality control and upgradation ▪ Export promotion ▪ Ancillary development ▪ Common facility workshop/labs ▪ Preparation of directory of specific industry ▪ Intensive technical assistance ▪ Coordination with district industries centers ▪ Linkage with state government functionaries ▪ Market surveys ▪ Assistance/consultancy to prospective entrepreneurs ▪ Assistance/consultancy rendered to existing units ▪ Preparation of state industrial profiles ▪ Preparation/updation of district industrial potential surveys ▪ Project profiles 	