

USN

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



Internal Assessment Test 3 – November 2019

Sub:	Management & Entrepreneurship for IT Industry					Sub Code:	17CS51	Branch:	ISE
Date:	16.11.2019	Duration:	90 min's	Max Marks:	50	Sem/Sec:	V/A & B		OBE
<u>Answer any FIVE FULL Questions</u>									
							MARKS	CO	RBT
1	What is SIDBI? Explain the services offered by it and various types of assistances it provides to Small enterprise.						[10]	CO3	L2
2	What are objectives and functions of KIADB?						[10]	CO3	L2
3	Mention the characteristics and advantages of micro and small enterprise						[10]	CO3	L2
4	What are objectives and problems of SFC?						[10]	CO3	L2
5	Write a note on NSIC and DIC single window agency.						[10]	CO3	L2

USN

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



Internal Assessment Test 3 – November 2019

Sub:	Management & Entrepreneurship for IT Industry					Sub Code:	17CS51	Branch:	ISE
Date:	16.11.2019	Duration:	90 min's	Max Marks:	50	Sem/Sec:	V/A & B		OBE
<u>Answer any FIVE FULL Questions</u>									
							MARKS	CO	RBT
1	What is SIDBI? Explain the services offered by it and various types of assistances it provides to Small enterprise.						[10]	CO3	L2
2	What are the objectives and functions of KIADB?						[10]	CO3	L2
3	Mention the characteristics and advantages of micro and small enterprise.						[10]	CO3	L2
4	What are objectives and problems of SFC?						[10]	CO3	L2
5	Write a note on NSIC and DIC single window agency.						[10]	CO3	L2

USN



Internal Assessment Test 3 – November 2019

Sub:	Management & Entrepreneurship for IT Industry				Sub Code:	17CS51	Branch:	ISE				
Date:	16.11.2019	Duration:	90 min's	Max Marks:	50	Sem/Sec:	V/A & B			OBE		
<u>Answer any FIVE FULL Questions</u>										MARKS	CO	RBT
6	What is ERP? Explain its importance.						[10]	CO3	L2			
7	Write a note on N.R Narayana Murthy.						[10]	CO3	L2			
8	What are the different types of patents? Briefly explain about trademarks in IPR.						[10]	CO3	L2			

USN



Internal Assessment Test 3 – November 2019

Sub:	Management & Entrepreneurship for IT Industry				Sub Code:	17CS51	Branch:	ISE				
Date:	16.11.2019	Duration:	90 min's	Max Marks:	50	Sem/Sec:	V/A & B			OBE		
<u>Answer any FIVE FULL Questions</u>										MARKS	CO	RBT
6	What is ERP? Explain its importance.						[10]	CO3	L2			
7	Write a note on N.R Narayana Murthy.						[10]	CO3	L2			
8	What are the different types of patents? Briefly explain about trademarks in IPR.						[10]	CO3	L2			

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


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

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

SCHEME & SOLUTION

Course Name: Management & Entrepreneurship for IT Industry

Course Code: 17CS51

Q.No.	Solution Scheme	Marks
1	What is SIDBI? Explain the services offered by it and various types of assistances it provides to Small enterprise.	10
Ans:	<p>SIDBI: Small Industrial Development Bank of India (SIDBI) is a development financial institution in India, headquartered at Lucknow and having its offices all over the country. Its purpose is to provide refinance facilities and short term lending to industries, and serves as the principal financial institution in the Micro, Small and Medium Enterprises (MSME) sector. SIDBI also coordinates the functions of institutions engaged in similar activities. It was established on April 2, 1990, through an Act of Parliament. It is headquartered in Lucknow. SIDBI operates under the Department of Financial Services, Government of India.</p> <p>SIDBI is one of the four All India Financial Institutions regulated and supervised by the Reserve Bank; other three are EXIM Bank, NABARD and NHB. But recently NHB is in government control by taking more than 51% stake. They play a salutary role in the financial markets through credit extension and refinancing operation activities and cater to the long-term financing needs of the industrial sector.</p> <p>SIDBI is active in the development of Micro Finance Institutions through SIDBI Foundation for Micro Credit, and assists in extending microfinance through the Micro Finance Institution (MFI) route.[3] Its promotion & development program focuses on rural enterprises promotion and entrepreneurship development.</p> <p>In order to increase and support money supply to the MSE sector, it operates a refinance program known as Institutional Finance program. Under this program, SIDBI extends Term Loan assistance to Banks, Small Finance Banks and Non-Banking Financial Companies. Besides the refinance operations, SIDBI also lends directly to MSMEs.</p> <p>State Bank of India is the largest individual shareholder of SIDBI with holding of 16.73% shares, followed by Government of India and Life Insurance Corporation of India.</p> <div style="text-align: center;"></div> <p>Services offered by SIDBI:</p> <p>Finance Facilities Offered by SIDBI</p>	03

Small Industries Development Bank of India, offers the following facilities to its customers:

05

1. Direct Finance

SIDBI offers Working Capital Assistance, Term Loan Assistance, Foreign Currency Loan, Support against Receivables, equity support, Energy Saving scheme for the MSME sector, etc.

2. Indirect Finance

SIDBI offers indirect assistance by providing Refinance to PLIs (Primary Lending Institutions), comprising of banks, State Level Financial Institutions, etc. with an extensive branch network across the country. The key objective of the refinancing scheme is to raise the resource position of Primary Lending Institutions that would ultimately enable the flow of credit to the MSME sector.

3. Micro Finance

Small Industries Development Bank of India offers microfinance to small businessmen and entrepreneurs for establishing their business.

Benefits of SIDBI

1. Custom-made

SIDBI policies loans as per the requirements of your businesses. If your requirement doesn't fall into the ordinary and usual category, Small Industries Development Bank of India would assist funding you in the right way.

2. Dedicated Size

Credit and loans are modified as per the size of the business. So, MSMEs could avail different types of loans custom-made for suiting their business requirement.

3. Attractive Interest Rates

It has a tie-up with several banks and financial institutions world over and could offer concessional interest rates. The SIDBI has tie-ups with World Bank and the Japan International Cooperation Agency.

4. Assistance

It not just give provides a loan, it also offers assistance and much-required advice. It's relationship managers assist entrepreneurs in making the right decisions and offering assistance till loan process ends.

5. Security Free

Businesspersons could get up to INR 100 lakhs without providing security.

6. Capital Growth

Without tempering the ownership of a company, the entrepreneurs could acquire adequate capital for meeting their growth requirements.

7. Equity and Venture Funding

It has a subsidiary known as SIDBI Venture Capital Limited which is wholly owned that offers growth capital as equity through the venture capital funds which focusses on MSMEs.

8. Subsidies

SIDBI offers various schemes which have concessional interest rates and comfortable terms. SIDBI has an in-depth knowledge and a wider understanding of schemes and loans available and could help enterprises in making the best decision for their businesses.

9. Transparency

Its processes and the rate structure are transparent. There aren't any hidden charges.

ASSISTANCE :

The range of assistance comprising financing, extension support and promotional, are made available through appropriate schemes of direct and indirect assistance for the following purposes:-

- Setting up of new projects
- Expansion, diversification, modernisation, technology upgradation, quality improvement, rehabilitation of existing units
- Strengthening of marketing capabilities of SSI units.
- Development of infrastructure for SSIs and
- Export promotion.

DIRECT ASSISTANCE SCHEMES

SIDBI directly assists SSIs under

1. Project Finance Scheme
2. Equipment Finance Scheme
3. Marketing Scheme
4. Vendor Development Scheme
5. Infrastructural Development Scheme
6. ISO-9000
7. Technology Development & Modernisation Fund
8. Venture Capital Scheme
9. Assistance for leasing to NBFCs, SFCs, SIDCs and
10. Resource support to institutions involved in the development and financing of

	<p>small scale sector.</p> <p>These Schemes are mainly targeted at addressing some of the major problems of SSIs in areas such as high tech project, marketing, infrastructural development, delayed realisation of bills, obsolescence of technology, quality improvement, export financing and venture capital assistance.</p> <p>NDIRECT ASSISTANCE SCHEMES</p> <p>Under its indirect schemes, SIDBI extends refinance of loans to small scale sector by Primary Lending Institutions (PLIs) viz. SFCs, SIDCs and Banks. At present, such refinance assistance is extended to 892 PLIs and these PLIs extend credit through a net work of more than 65,000 branches all over the country.</p> <p>All the Schemes of SIDBI both direct and indirect assistance are in operation in all the States of the country through 39 regional/branch offices of SIDBI.</p> <p>Note: Students can write Similar content</p>	
2	What are the objectives and functions of KIADB?	10
Ans:	<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>-Explain all</p> <p>Functions :</p> <ul style="list-style-type: none"> • Acquire land and form industrial areas in the state. • Provide basic infrastructure in the industrial areas. • Acquire land for Single Unit Complexes. • Acquire land for Government agencies for their schemes and infrastructure projects. 	<p>03</p> <p>04</p> <p>04</p>

	<p><i>-Explain all</i></p> <p>Services Offered by Karnataka Industrial Areas Development Board (KIADB)</p> <p>a. Land allotment letter, Confirmation letter, Possession certificate, Execution of Lease Deed and Plan approval</p>	
3	Mention the characteristics and advantages of micro and small enterprise.	10
Ans	<p>Characteristics and advantages: Explanation of following points(Can be written in different way)</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 	10

4	What are objectives and problems of SFC?	10
Ans:	<p>The State Finance Corporations (SFCs) are an integral part of institutional finance structure of a country. Where SEC promotes small and medium industries of the states. Besides, SFC help in ensuring balanced regional development, higher investment, more employment generation and broad ownership of various industries. At present in India, there are 18 state finance corporations (out of which 17 SFCs were established under the SFC Act 1951).</p> <p>Objectives and Functions:</p> <p>Objectives/Functions of State Finance Corporations</p> <p>The various important objectives/functions of State Finance Corporations are:</p> <p>(i) The SFCs provides loans mainly for the acquisition of fixed assets like land, building, plant, and machinery.</p> <p>(ii) The SFCs help financial assistance to industrial units whose paid-up capital and reserves do not exceed Rs. 3 crores (or such higher limit up to Rs. 30 crores as may be notified by the central government).</p> <p>(iii) The SFCs underwrite new stocks, shares, debentures etc., of industrial units.</p> <p>(iv) The SFCs grant guarantee loans raised in the capital market by scheduled banks, industrial concerns, and state co-operative banks to be repayable within 20 years.</p> <p>Problems of State Financial Corporations:</p> <p>No Independent Organization</p> <p>All SFCs are dependent upon the rules and regulations made by the state government.</p> <p>SFCs' problem is that all decision of these institutions is dependent on the political environment of the state.</p> <p>Due to this, the loan is not available at the right time for the right person.</p> <p>Corruption</p> <p>Like other government offices of our country, we can also see the evil of corruption in state financial corporation.</p> <p>Hoarding of wealth and money, SFCs' officer object has become to earn by a good or bad way.</p> <p>That is the problem that these institutions have no proper transparency like banks.</p> <p>Effect of the World Bank and WTO Policies</p> <p>Approx. all SFCs in India is tied up with World Bank and WTO agreement.</p> <p>Due to this, these institutions' decisions are influenced by the World Bank and WTO policies.</p> <p>World Bank can easily pressurize for accepting his policies. It may also influence the</p>	

	Indian small scale industry adversely.	
5	Write a note on NSIC and DIC single window agency.	
Ans:	<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 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> <p>MSME Global Mart B2B Web Portal for MSMEs</p> <p>With increase in competition and melting away of international boundaries, the demand for information is reaching new heights. NSIC, realizing the needs of MSMEs, is offering Infomediary Services which is a one-stop, one-window bouquet of aids that will provide information on business & technology and also exhibit the core competence of Indian MSMEs. B2B Webportal is offering following benefits to the members of</p>	05

Infomediary Services.

- Interactive database of MSMEs
- Self web development tool
- National Tenders on email
- Centralized mail system
- Popular Products Section
- Unlimited global Trade Leads
- Trust Seal of NSIC
- MSME Web Store
- Multiple Language Support
- Discussion Board
- Call Centre Support & Live Chat
- Other Value added Services
- Payment Gateway for membership subscription

Marketing Intelligence

Collect and disseminate both domestic as well as international marketing intelligence for the benefit of MSMEs. This cell, in addition to spreading awareness about various programmes / schemes for MSMEs, will specifically maintain database and disseminate information.

Exhibitions and Technology Fairs

To showcase the competencies of Indian SSIs and to capture market opportunities, NSIC participates in select International and National Exhibitions and Trade Fairs every year. NSIC facilitates the participation of the small enterprises by providing concessions in rental etc. Participation in these events exposes SSI units to international practices and enhances their business prowess.

Buyer-Seller meets

Bulk and departmental buyers such as the Railways, Defence, Communication departments and large companies are invited to participate in buyer-seller meets to enrich small enterprises knowledge regarding terms and conditions, quality standards, etc required by the buyer. These programmes are aimed at vendor development from MSMEs for the bulk manufacturers.

Credit Support

NSIC facilitates credit requirements of small enterprises in the following areas:

Financing for procurement of Raw Material (Short term)

NSIC's Raw Material Assistance Scheme aims at helping Small Enterprises by way of financing the purchase of Raw Material (both indigenous & imported). The salient features are:

1. Financial Assistance for procurement of Raw Materials upto 90 days.
2. Bulk purchase of basic raw materials at competitive rates.
3. NSIC facilitates import of scarce raw materials.
4. NSIC takes care of all the procedures, documentation & issue of letter of credit

in case of imports.

Finance through syndication with Banks

In order to ensure smooth credit flow to small enterprises, NSIC is entering into strategic alliances with commercial banks to facilitate long term / working capital financing of the small enterprises across the country. The arrangement envisages forwarding of loan applications of the interested small enterprises by NSIC to the banks and sharing the processing fee.

Technology Support

Technology is the key to enhancing a company's competitive advantage in today's dynamic information age. Small enterprises need to develop and implement a technology strategy in addition to financial, marketing and operational strategies and adopt the one that helps integrate their operations with their environment, customers and suppliers.

NSIC offers small enterprises the following support services through its Technical Services Centres and Extension Centres:

1. Advise on application of new techniques
2. Material testing facilities through accredited laboratories
3. Product design including CAD
4. Common facility support in machining, EDM, CNC, etc.
5. Energy and environment services at selected centres
6. Classroom and practical training for skill upgradation

Note: Students Should Write Short Notes Based On These Points

DIC(Department of Industries & Commerce) single window agency:

A Single Window Agency is a trade facilitator established in coordination with various relevant government departments, with an objective to increase the efficiency of the country's economy through time and cost saving. Through this single window approach, its users can submit all the necessary data and documents at one time, in a standardized format, thereby helping in simplifying and streamlining the various formalities necessary to establish and operate any business or trade. As the entire procedure in this Single Window Agency endeavors to be time- bound and transparent, it becomes imperative for all the associated departments to operate in tandem with each other to provide swift end results. This ensures in the creation of a working environment conducive for the wholesome growth and sustenance of a competitive and thriving business culture.

Some of the benefits of the Single Window Agency are:

1. Lower administrative costs by reducing delays
2. Faster clearance and release times
3. Consistent application and explanation of regulatory requirement
4. More effective and efficient deployment of resources
5. Increased transparency and predictability of government processes.

DIC Keypoints:

- District Industries Centre

	<ul style="list-style-type: none"> • Lunched in 1978 • 400 DIC's in India • Nature of Support Information & Consultancy Services, Industrial Inputs <p>Objectives:</p> <ul style="list-style-type: none"> • —To promote cottage & SSI in rural area/small towns. • —To help entrepreneur with all information under 1 roof. • —To serve as an integrated administrative framework at district level for industrial development. <p>- Students should write similar points</p>	
6	What is ERP? Explain its importance.	10
Ans:	<p>Enterprise Resource Planning (ERP) is business process management software that allows an organization to use a system of integrated applications to manage the business and automate many back office 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. • 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 style="text-align: center;"><i>Note: Students should explain these points</i></p>	<p>05</p> <p>05</p>

7	Write a note on N.R Narayana Murthy.	10
Ans:	<p>Introduction: The pressure for any company to become an international success takes more than just money. Again, human capital plays a large role in the success or failure of a company. Not only do companies need to compete on a global level, they must watch their local competition who is trying to steal businesses by various methods.</p> <p>Can a small company learn to compete in this ever-changing world? Can a small company use its best assets, human capital, and strategically compare and compete against larger well-known companies in their local area?</p> <p>What does Infosys upper level management need to execute to answer all of these questions? How will they sustain their assets in a global business world that is ever-changing? Can they keep up, if so, how?</p> <p>Infosys is a knowledge-based company in India that competes for clients in other countries and provides IT services around the world. The founder, Narayana Murthy, had a revelation during his travels after college. He and six colleagues have a shared vision that would require and maintain their whole company; one built on “creating wealth in a legal and ethical manner” (DeLong, 2006, p. 2). In a knowledge-based economy, there are four areas that a company must address. The human capital steward controls the creation of a culture that employees are proud of and wish to contribute their skills, ideas, and knowledge out of loyalty. The knowledge facilitator uses their skills in hiring a pool of talented employees that are different enough to give the company a competitive advantage. The relationship builder develops the structure of the company’s HR department that matches a good fit so that employees work together across all departments and all countries. The rapid developer is aware and acts on changes in the workforce and outside sources that involve rapid change (Mello, 2015).</p> <p>Infosys – Strategic Human Resource Management</p> <p>The purpose of this case study is to determine why the company has fallen off as Number 1 on the Best Employer list of 2001 and 2002 and determine how to get back on the list. With the information in hand, upper level human resource managers can use this information to develop protocols and policies for the employees, so the company will once again, be on the Best Employment list. Infosys had always place a high priority on success of all kinds, including how its employees are treated and how the employees rate their work experience.</p> <p>They maintain the highest protocols in meeting the demands of the employees and were shocked when they fell of the Best Employer list in 2003. Their goal for the strategic human resource managers was to figure out why this happened, report the problem back to the owners, and makes suggestions to upper management on how to get back the trust that they obviously had lost recently (DeLong, 2006).</p> <p>A Rocky Start</p> <ul style="list-style-type: none"> • Infosys had a rocky start in the beginning starting with the global issues and regulated government of the • 1980’s. It took over 12 months and 15 visits to Delhi to obtain permission from the government for a computer 	10

- and a phone. These items were essential to the company getting off the ground. The Reserve Bank of India
- made it almost impossible for Infosys to become a global company that wanted to be “professionally owned and
- professionally managed, with good corporate governance, good employee management, and good
- ethics...wanted a firm that promised a fair deal to all its stakeholders – shareholders, employees, and customers
- alike” (DeLong, 2006, p. 3). Things were made even worse when the United States put restrictions on the B1
- visas issued each year. One partner decided to leave the company and the rest of the partners were determined
- that Infosys was not going to survive. Murthy convinced other partners that Infosys was going to survive and to
- stay aboard for the time being.

The Beginning of Success

- In 1991, the company received a break. The Indian government, spurred by a floundering economic situation, started a program to encourage growth outside of the country and dissolved the economic hardship that hindered Infosys in the beginning. The company further addressed its problems with the United States visas by seeing it as an opportunity. Instead of being a company that provided service to companies in the United States, they became a company that produced software sent to United States companies. This major change in the company left some feeling uneasy, to which Infosys provided clear evidence of a company that provided a “more quality-and process-focused in its approach to software development. This ensure that the product quality was more stable and less risky to offshore clients” (DeLong, 2006, p. 4).
- Brand Identity During 2000 – 2004, Infosys excelled at moving up the chain of companies that provided IT management. In the beginning, they provided services and products that were already established, but over time
- they moved towards providing “higher-end value-added services including IT strategy and IT design” (DeLong,
- 2006, p. 5). This move meant that Infosys was no longer competing with other Indian companies but American
- companies as well. Infosys realized it must proclaim a brand identity that would attract American clients. One
- way they accomplished this was to be the first Indian company to be listed on the NASDAQ.

Employee Oriented

Infosys had always been a people-based company. Infosys recognized that competition for its most asset, human capital, was a clear, fact. Upper management handled this issue by ensuring employees were paid in the top 10% - 15% in comparison to its competitors. They also issued stock options which vested in five years and relocated their building to an 80-acre campus complete with “extensive

dining, residential, entertainment, and state-of-the-art technological facilities” (DeLong, 2006, p. 6). The business was ranked No.1 in the Business Today Best Employer Survey in 2001 and 2002.

Problems at Infosys

There are many problems that Infosys must address related to employee satisfaction and retention.

The first-generation employees at Infosys received stock options that were unable to be matched in other Indian

company’s and lead employees to wealth that they never have known nor would ever see, however, due to laws

enacted by SEBI (like the United States SEC) required that Infosys only offer stock options at an 85% of the fair share market. Employees felt that their creativity and technical ingenuity was being hindered. Employees also felt that due to the fast-paced growth of the company, that Infosys was becoming more impersonal and that

perks of the job were not being offered as in the past (DeLong, 2006). Other problems persisted with the entrance of young employees straight out of college. The “diversity and disparity of the employee hierarchy was becoming more apparent” (DeLong, 2006, p. 7). Older workers were not able to identify with the new young generation that was entering the workforce straight out of college. The Human Resource tried to fix this issue by offering a sense of fun and value to the employees’ benefits.

They focused on events with DJ’s, quizzes and intellectual debates while catering to the older crowd by establishing an “Employee Social Services” (DeLong, 2006, p. 7) which helped out the local community and offered the older employees a way to help out in the community by volunteering to local causes. As the company grew, the founders had strong values that were engrained in every aspect of the company. C-LIFE (Customer delight, Leadership by example, Integrity & Transparency, Fairness, and Pursuit of Excellence).

Infosys attempted to instill these values in each employee but was unable to execute this value system across the board for fear of constraining its lack of resources while attempting to grow (DeLong, 2006). Human resources were unable to quell these major “employee problems” and such, employee turnover was great just as the company was expanding its operations. Competition became another issue as employees were attracted to new global companies entering India’s market for their better compensation plan and their global brand. As Infosys grew its list of clients, they began to require a faster turnaround on products and services. This required that each employee be trained on all processes, technologies, quality issues, and customer service. The company also had made promises to college students to have the latest recruits fresh from college with the technological skills needed. However, due to economic issues across the globe, they retained these employees but had no work for them to do which led to employee frustration. Infosys also offered an on-site experience for employees abroad but due to restrictions by the United States government, it was more difficult to obtain visas for employees.

Infosys Solutions

In 1999, Infosys had doubled its size every 20 months and became a large “small” company. They realized the discord by many employees and Infosys decided to revamp their systems to improve “productivity, cost-competiveness, and efficiency” (DeLong, 2006, p. 8). They implemented changes that included building a portfolio of the

company's main competencies and services which required a change in how employees were "measured, compensated, promoted, and rewarded" (DeLong, 2006, p. 8). Infosys also provided a consulting practice that provided higher-end IT strategies for its foreign clients, including China. Unfortunately, the company did not consider the difference in culture and compensation therefore; managing employees for this project was difficult. They provided training for employees to move up the ladder to success, offered an excellent work environment as well as compensation and hefty benefits. The company also offered options such as an open-door policy, formal grievance resolution program, emergency support for employees, and a very crafty health

platform. This platform, known as HALE (Health Assessment and Lifestyle Enrichment) focused on regular checkups, stress reducing classes, counseling and other health established policies. Infosys also offered a work-life balance by offering weekly events that were tailored to employee's interest (DeLong, 2006).

Infosys also designed variable pay to its employees which was a system based on three areas – "company performance, unit performance, and individual performance" (DeLong, 2006, p. 9). This was supposed to help employees return to the higher performance work ethics they knew from the past. However, employees doubted this system and were insistent that it was a way to reduce employee's compensation. Next, the company tried to help employee disparity by introducing broad-banding. Broad-banding allowed for Infosys to provide a numerical value to each job and use a scientific approach to job evaluation. This was a breaking point for employees as dissatisfaction and discontent was at an all-time high. Infosys also changed its promotion policy from one based on performance to one based on the needs of the company.

Possible Solutions to Infosys Employee Dissatisfaction There are many issues at Infosys that need to be addressed. Possible solutions are many because their main problems involve human assets. It is hard to put a price on human assets however, when Infosys first started they had always placed employee's first. One solution was that Human Resources needed to incorporate changes within the company more slowly and include the employee's input. The company claimed to be all about their human assets but just kept the employee's in the dark. The company could have trained current employees with the updated information on the newest technologies used so that older staff did not feel threatened by the new 20-something's college graduates they began hiring. While Infosys realized that they needed to produce a brand for the company to compete with the competition, they could have included employee's input here as well.

The more information employees have and the more transparent that a company is, the less discord will be seen from the employee's. Infosys could compensate those employees that were promised to go abroad in some fashion since the visa issues were not something that anyone could have predicted. The employees would feel like the promises made were hollow since they were never compensated for those extra benefits. This went against Infosys whole structure of valuing their human capital. The broad branding was the employee's "last straw". This led to a lot of confusion and dissatisfaction within the company as middle and senior managers could not explain the situation to the employee's because they were not fully aware of what was happening themselves.

Ideal Solution for Infosys Problems

	<p>The founders of Infosys had a vision when starting the company; one that was “of the professional, by the professional, and for the professional” – staying away from the Mom and Pop businesses and the large corporations. Infosys has fallen so far from its original core structure, the company has taken on a new life, one that is not directed at recognizing employee’s as the “heart of its impressive success” (DeLong, 2006, p. 1) or its first description noted by Nandan Nilekani, the CEO as a company that “was professionally owned and professionally managed, with good corporate governance, good employee management and good ethics...that promised a fair deal to all its stakeholders – shareholders, employees, and customers alike” (DeLong, 2006, p. 3). Instead of following these original philosophies that made Infosys who they were, they got greedy and expanded its employee base from 250 in 1992 to over 15,000 in 2002. Not valuing employees and not staying the course on its purpose is the two biggest mistakes that the company made.</p> <p>Conclusion</p> <p>As noted there are many issues at Infosys that need to be discussed and worked through. They failed in all four areas of a knowledge-based economy that an employer must address. The fact that they finally have HR looking into the problems is good; however, they need to give HR a lot more time to implement all the changes needed to put them back on the Top Employer list again. By restricting HR to those deadlines, they made employees fearful of what other drastic changes were coming and they feared for their jobs during a time of confusion at the company as it stood. If HR had been given more time and the company’s upper management would involve themselves and the employees into a companywide change, there would have been less discord among employees. Including employee’s in the huge changes that were taking place could have possibly lead to an increase in employee’s morale because they would not have been left in the dark, so to speak.</p> <p><i>Note: Students can write the similar context in Short</i></p>	
8	What are the different types of patents? Briefly explain about trademarks in IPR.	10
Ans:	<p>Types of Patent:</p> <p>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:</p> <ul style="list-style-type: none"> • 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 	05

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.

05

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 indefinitely on payment of additional fees. Trademark rights are private rights and protection is enforced through court orders.

Kinds of trademark which can be registered

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.
