

**CMR INSTITUTE OF TECHNOLOGY**

USN



**Internal Assessment Test 1 – October 2019**

Sub:	<b>Management and Entrepreneurship</b>				Sub Code:	<b>17EE51</b>	Branch:	<b>EEE</b>	
Date:	<b>12-10-2019</b>	Duration:	90 min's	Max Marks:	50	Sem/Sec:	<b>V- A &amp; B</b>	<b>OBE</b>	
<u>Answer any FIVE FULL Questions</u>							MARKS	CO	RBT
1 (a)	Explain meaning and nature of directing.					[5]	CO2	L2	
(b)	Describe leadership styles.					[5]	CO4	L2	
2 (a)	Explain with a diagram Maslow's Theory of motivation.					[5]	CO2	L2	
(b)	List Hygiene and motivation factors as per Herzberg and Explain their implications.					[5]	CO2	L1	
3 (a)	Explain meaning and importance of communication.					[5]	CO2	L2	
(b)	Outline importance of coordination.					[5]	CO3	L4	
4 (a)	Describe steps in controlling.					[5]	CO2	L2	
(b)	Explain meaning and importance of controlling.					[5]	CO2	L2	
5 (a)	Describe social responsibility of business towards different groups.					[5]	CO4	L2	
(b)	Explain business ethics and corporate governance.					[5]	CO4	L2	

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<u>Answer any FIVE FULL Questions</u>							MARKS	CO	RBT
6 (a)	Discuss meaning and characteristics of successful entrepreneur.					[5]	CO5	L2	
(b)	Differentiate between Entrepreneur and Intrapreneur.					[5]	CO5	L2	
7 (a)	Describe stages in entrepreneurial process.					[5]	CO5	L2	
(b)	Discuss classification of entrepreneurs.					[5]	CO5	L2	
8 a)	Outline the myths of entrepreneurship.					[5]	CO5	L4	
b)	Explain role of entrepreneurs in economic development.					[5]	CO5	L2	

**Answer Key/Solutions**  
**INTERNAL ASSESSMENT TEST- 1**

Question #	Description	Distribution		Marks
1	<p>a) <b>Explain meaning and nature of directing.</b></p> <p><b>Meaning:</b> Directing is “a managerial function that involves the responsibility of managers for communicating to others what their roles are in achieving the company plan.” — <b>Pearce and Robinson</b></p> <p><b>Nature of Directing:</b></p> <p><b>1. Process of action:</b> Direction initiates action at top level of the organization and flows down the hierarchy. It follows that subordinates have to be directed by their superiors only.</p> <p><b>2. On-going process:</b> Directing is not an intermittent function of management. It is a process of continuously guiding the behavior of others.</p> <p><b>3. Not supported by rules:</b> Since the behavior of people cannot be predicted through mathematical or statistical tools, the function of directing is based on behavioral sciences. It is not supported by rules or regulations.</p> <p><b>4. Directing is situational:</b> Managers influence the behaviour of employees according to situation. The directions change from situation to situation. Factors like environment, nature of workers, group behaviour, attitude towards work etc. affect directing.</p> <p><b>5. Behavioral science:</b> Since directing deals with human behavior, managers study different aspects of human psychology to understand how to influence their behaviour.</p> <p><b>6. Understand group behaviour:</b> No person can work alone. While working in the organization, he becomes part of the informal groups (formed on the basis of common interests of individuals). The behaviour of a person is different as an individual and as member of the group. It is, therefore, essential that managers understand the nature of group behaviour in order to direct effectively.</p> <p><b>7. Participative:</b> Direction initiates action on the part of employees. To ensure greater participation of workers in carrying out the organizational activities, they should take part in the meetings to discuss various direction policies.</p> <p><b>8. Pervasive:</b> Managers at all levels in all functional areas direct their subordinates. Top managers guide middle and lower level managers who further direct supervisors and workers. It is performed at every level of management. Every person in the organizational hierarchy is superior to some and subordinate to others except those at the top and the bottom. Direction maintains and strengthens superior-subordinate relationships and inspires everyone in the organization to have a common vision, that is, contribution to organizational goals.</p>	5	5	10
	<p>b) <b>Describe leadership styles.</b></p> <p><b>Leadership Styles</b> are philosophies of leadership that guide the actions of the leader. There are different types of Leadership Styles based on culture, values, and the leader’s own personal character traits. Some elements of each type of Leadership styles are often combined in the same person as it is rare for a leader to neatly fit into only one category.</p> <p><b>Lewin's Leadership Styles</b> In 1930s a well-known psychologist Kurt Lewin developed his leadership styles framework. This framework provided the foundation of many of the approaches that are developed afterwards. Following are the three major Kurt Lewin leadership styles:</p> <p><b>Autocratic Leadership.</b> Autocratic leadership style is also known as authoritarian leadership. In this approach leaders make decisions without consulting with their team members. Such leaders do not take suggestions from team members even if their input would be useful. Simply Autocratic leaders make choices based on their own ideas, experience and judgments and rarely accept advice from team members. This approach is suitable for those situations when you need to make decisions quickly, when team agreement is not necessary for a successful outcome and when there is no</p>	5	5	

	<p>need for team input. However, this leadership style can be demoralizing for an organization as well as it can lead to high levels of staff turnover and absenteeism.</p> <p><b>Democratic Leadership.</b> Democratic leadership style is also known as participative leadership. In this style leaders make the final decisions, but they also include their business or project team members in the decision-making process. This style encourages creativity of team members, and they are often highly engaged in projects and decisions. Researchers have found that this leadership style is one of the most effective among leadership styles and this lead to higher productivity, better contributions and increased team morale. This also results in high job satisfaction and high productivity.</p> <p><b>Laissez-faire Leadership.</b> Laissez-faire leadership is also known as delegated leadership style. These are the leaders who give their team members a lot of freedom in how they do their work, how they set goals and objectives, and how they set their deadlines. Leaders in this style provide support, resources and advice to group member if needed, except this they don't get involved. This autonomy may lead to high job satisfaction, but it usually decrease the productivity damaging if team members do not manage their time well, or if they lack the skills,, knowledge, or self motivation to do their work effectively. This style may also automatically take place when managers don't have control over their work and their team.</p> <p>Lewin's leadership styles are popular and useful, because it encourages leaders/managers to be less autocratic than they might instinctively be.</p>			
2	<p>a) <b>Explain with a diagram Maslow's Theory of motivation.</b></p>  <p><b>Maslow's Hierarchy of Needs Theory</b></p> <p>One of the most popular needs theories is <b>Abraham Maslow's hierarchy of needs theory</b>. Maslow proposed that motivation is the result of a person's attempt at fulfilling five basic needs: physiological, safety, social, esteem and self-actualization. According to Maslow, these needs can create internal pressures that can influence a person's behavior.</p> <p><b>Physiological needs</b> are those needs required for human survival such as air, food, water, shelter, clothing and sleep. As a manager, you can account for physiological needs of your employees by providing comfortable working conditions, reasonable work hours and the necessary breaks to use the bathroom and eat and/or drink.</p> <p><b>Safety needs</b> include those needs that provide a person with a sense of security and well-being. Personal security, financial security, good health and protection from accidents, harm and their adverse affects are all included in safety needs. As a manager, you can account for the safety needs of your employees by providing <u>safe working conditions</u>, secure compensation (such as a salary) and job security, which is especially important in a bad economy.</p> <p><b>Social needs</b>, also called <b>love and belonging</b>, refer to the need to feel a sense of belonging and acceptance. Social needs are important to humans so that they do not feel alone, isolated and depressed. Friendships, family and intimacy all work to fulfill social needs. As a manager, you can account for the social needs of your employees by making sure each of your employees know one another, encouraging cooperative teamwork, being an accessible and kind supervisor and promoting a good work-life balance.</p> <p><b>Esteem needs</b> refer to the need for self-esteem and respect, with self-respect being slightly more important than gaining respect and admiration from others. As a manager, you can account for the esteem needs of your employees by offering praise and recognition when the employee does well, and offering promotions and additional responsibility to reflect your belief that they are a valued employee.</p> <p><b>Self-actualization needs</b> describe a person's need to reach his or her full potential. The need to</p>	05 M	05 M	10 M

	<p>become what one is capable of is something that is highly personal. While I might have the need to be a good parent, you might have the need to hold an executive-level position within your organization. Because this need is individualized, as a manager, you can account for this need by providing challenging work, inviting employees to participate in decision-making and giving them flexibility and autonomy in their jobs.</p>			
<p><b>b)</b></p>	<p><b>List Hygiene and motivation factors as per Herzberg and Explain their implications.</b></p> <p>In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”.</p> <p>Herzberg classified these job factors into two categories-</p> <p>a. <b>Hygiene factors-</b> Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as <b>dissatisfiers or maintenance factors</b> as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:</p> <ul style="list-style-type: none"> <li>• Pay - The pay or salary structure should be appropriate and reasonable. It must be competitive to those in the same industry in the same domain.</li> <li>• Company Policies and administrative policies - The company policies should be fair and clear. It should include flexible working hours, dress code, vacation, etc.</li> <li>• Fringe benefits - The employees should be offered health care plans (mediclaim), insurance for the family members, employee help programmes, etc.</li> <li>• Physical Working conditions - The working conditions should be safe, clean and comfortable. Work equipments should be updated and well-maintained.</li> <li>• Status - The employees’ status within the organization should be familiar and respected.</li> <li>• Interpersonal relations - The relationship of the employees with his peers, superiors, and subordinates should be appropriate and acceptable. There should be no conflict element present.</li> <li>• Job Security - The organization must provide job security to the employees.</li> </ul> <p>b. <b>Motivational factors-</b> According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:</p> <ul style="list-style-type: none"> <li>• Recognition - The employees should be praised and recognized for their accomplishments by the managers.</li> <li>• Sense of achievement - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.</li> <li>• Growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.</li> <li>• Responsibility - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.</li> <li>• Meaningfulness of the work - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.</li> </ul> <p><b>Implications of Two-Factor Theory</b></p> <p>The Two-Factor theory implies that the managers must stress upon guaranteeing the adequacy</p>	<p>05 M</p>	<p>05 M</p>	

	<p>of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. This theory emphasize upon job-enrichment so as to motivate the employees. The job must utilize the employee's skills and competencies to the maximum. Focusing on the motivational factors can improve work-quality.</p>			
3	<p><b>a) Explain meaning and importance of communication.</b></p> <p>The word 'communication' comes from the Latin word 'communicare', which means 'to share'. So, communication is a sharing of information.</p> <p>This sharing aspect is very important: some people think that communication is just about speaking or conveying a message while the other person listens. However, good communication is more of a mutual exchange of information, with both sides speaking and listening in turn.</p> <p><b>The importance of communication in an organization can be summarized as follows:</b></p> <ol style="list-style-type: none"> <li>1. Communication <b>promotes motivation</b> by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark.</li> <li>2. Communication is a <b>source of information</b> to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.</li> <li>3. Communication also plays a crucial role in <b>altering individual's attitudes</b>, i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in moulding employee's attitudes.</li> <li>4. Communication also <b>helps in socializing</b>. In today's life the only presence of another individual fosters communication. It is also said that one cannot survive without communication.</li> <li>5. As discussed earlier, communication also assists in <b>controlling process</b>. It helps controlling organizational member's behaviour in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management.</li> </ol> <p>An effective and efficient communication system requires managerial proficiency in delivering and receiving messages. A manager must discover various barriers to communication, analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization.</p>	05 M	05 M	10M
	<p><b>b) Outline importance of coordination.</b></p> <p><b>Importance of Coordination in Management</b></p> <p><b>Unity in Diversity</b></p> <p>Every large organization has a large number of <u>employees</u>, each with different views or opinions, activities and background. Therefore, there are diverse activities in an organization. However, all these activities would not be highly effective in the absence of coordination. Hence, coordination is important for unity in <u>diversity</u>.</p> <p><b>Unity of Direction</b></p> <p>An organization needs to integrate the efforts and skills of different employees in order to achieve common objectives. <u>Coordination</u> also eliminates duplication of work leading to cost-efficient operations.</p> <p><b>Functional Differentiation</b></p> <p>An organization has many departments or sections performing different functions. All these functions are important for achieving the overall goals of the organization. If all departments work in isolation from the others, then they might not work in tandem. Therefore, coordination is essential for integrating the functions.</p> <p><b>Lesser disputes</b></p> <p>Many departments play an important role in helping the organization achieve its goals. They are also capable of assessing the nature and scope of <u>work</u> they perform. However, they are usually unaware of the importance of other department's roles leading to disputes. Coordination can help solve such disputes.</p> <p><b>Reconciliation of goals</b></p> <p>All individuals have their own goals which are more important to them than the organization's goals. Coordination helps to reconcile the employee's goals with the departmental</p>	05 M	05 M	

	<p>and organizational goals.</p> <p><b>Differentiation and Integration</b></p> <p>Usually, activities of an organization are divided into two types of units – specialized and homogeneous. Also, to achieve group efforts, authority is delegated to different levels in the organization. Coordination facilitates this process.</p> <p><b>Optimum Utilization of Resources</b></p> <p>Primarily, coordination ensures that employees do not engage in cross-purpose work since it brings together the human and material resources of the organization. Therefore, there is less wastage of resources which helps the organization utilize them optimally.</p> <p><b>Encouragement of team spirit</b></p> <p>In an organization, there exist many conflicts between employees, departments, etc. Coordination encourages people and departments to work as one big team and achieve the common objectives of the organization. Therefore, it encourages team spirit.</p>			
4	<p>a) <b>Describe steps in controlling.</b></p> <p>The control process is the system that allows setting, measure, and match and tweaks any business activities such as production, packaging, delivery and more.</p> <p>The control process is the functional process for organizational control that arises from the goals and strategic plans of the organization.</p> <p><b>4 Steps of Control Process are;</b></p> <ol style="list-style-type: none"> <li>1. Establishing standards and methods for measuring performance.</li> <li>2. Measuring the performance.</li> <li>3. Determining whether performance matches the standard.</li> <li>4. Taking corrective action.</li> </ol> <p><b>1. Establishing Standards and Methods for Measuring Performance</b></p> <p>Standards are, by definition, simply the criteria of performance. They are the selected points in an entire planning program at which performance is measured so that managers can receive signals about how things are going and thus do not have to watch every step in the execution of plans.</p> <p>Standard elements form precisely worded, measurable objectives and are especially important for control.</p> <p>In an industrial enterprise, standards could include sales and production targets, work attendance goals, safety records etc. In service industries, on the other hand, standards might include a number of time customers have to wait in the queue at a bank or the number of new clients attracted by a revamped advertising campaign.</p> <p><b>2. Measuring the Performance</b></p> <p>The measurement of performance against standards should be done on a forward-looking basis so that deviations may be detected in advance of their occurrence and avoided by appropriate actions. If standards are appropriately drawn and if means are available for determining exactly what subordinates are doing, appraisal of actual or expected performance is fairly easy.</p> <p>But there are many activities for which it is difficult to develop accurate standards, and there are many activities that are hard to measure. It may be quite simple, for example, to establish labor-hour standards for the production of a mass-produced item and it may be equally simple to measure performance against these standards, but in the less technical kinds of work.</p> <p>For example, controlling the work of the industrial relations manager is not easy because definite standards cannot be easily developed. The superior of this type of managers often rely on vague standards, such as the attitude of labor unions, the enthusiasm, and loyalty of subordinates, the index of labor turnover and/or industrial disputes etc. In such cases, the superior’s measurements are often equally vague.</p> <p><b>3. Determining whether Performance Matches the Standard</b></p> <p>It is an easy but important step in the control process. It involves comparing the measured results with the standards already set. If performance matches the standard, managers may assume that “everything is under control”. In such a case the managers do not have to intervene in the organization’s operations.</p> <p><b>4. Taking Corrective Action</b></p> <p>This step becomes essential if performance falls short of standards and the analysis indicates that corrective action is required. The corrective action could involve a change in one or more activities of the organization’s operations.</p> <p>For example, the branch manager of a bank might discover that more counter clerks are needed to meet the five-minute customer-waiting standard set earlier.</p>	05 M	05 M	10 M

	<p>Control can also reveal inappropriate standards and in that case, the corrective action could involve a change in the original standards rather than a change in performance. It needs to be mentioned that, unless managers see the control process through to its conclusion, they are merely monitoring performance rather than exercising control.</p> <p>The emphasis should always be on devising constructive ways to bring performance up to a standard rather than on merely identifying past failure.</p>			
	<p><b>b) Explain meaning and importance of controlling.</b></p> <p>Controlling as a managerial process is associated with ensuring that all the functioning of the business are as per the plans formulated and gives meaning and effect to all other processes of management. Controlling as a function is pervasive and is continuous.</p> <p>According to Brech, “Controlling is a systematic exercise which is called as a process of checking actual performance against the standards or plans with a view to ensure adequate progress and also recording such experience as is gained as a contribution to possible future needs.”</p> <p><b>Importance of Controlling</b>  <b>Strengthening the Goal Oriented Nature</b></p> <p>By virtue of planning a business becomes a goal oriented entity. This goal oriented attitude of the business is maintained and strengthened by the process of controlling. As already elaborated controlling is an extension of the planning process that ensures conformity with the planned agenda. Doing so the process gives out a clear picture that the plans are superior to individual actions and must be followed. This allows the employees to clearly understand what is given more priority and keeps them goal oriented.</p> <p><b>Achieving Goals</b></p> <p>Being goal oriented provides an entity let it be a business or not, the advantage of making it easier to achieve goals. When the employees understand the goals and are kept goal oriented their efforts will be directed towards achieving it. If the effort is in a different direction altogether, the process of controlling weeds it out. Thus the process ensures channelizing effort into achieving predetermined goals.</p> <p><b>Optimum use of Resources</b></p> <p>The process of controlling as is evident from the observations above is a strict scrutinizing process that looks into what was done and compares it to how it was done. During such a process the amount or the nature of use of various resources also comes under strict scrutiny. Was that person meant to do that or was that machine supposed to be used instead of this one is probable questions that this process answers. The benefit of answering such questions is that the people using such resources will be more careful in its usage and this leads to a optimum use of resources.</p> <p><b>Facilitates a system of Motivation</b></p> <p>A control system is all about scrutinizing what was done with what should have been done. This plays a key role in being a good motivator. By virtue of this process, the employees clearly understand what will be appreciated or even rewarded and what will be discouraged and sometimes punished. Thus the employees are motivated to get rewards and avoid a punishment which helps the business fare better and get better results.</p> <p><b>Maintaining Discipline</b></p> <p>Similar to being a system of motivation, a good control mechanism also allows for the maintenance of discipline within an business. When there is a clear understanding of what is shunned and what is appreciated the employees will be disciplined in doing what is to be done and will not do those that are shunned, creating a stable and disciplined workforce.</p> <p>Controlling is thus a very important and integral part of everyday management. It is process that helps in ensuring business success and stability and cannot be separated from the other functions. This is because the effectiveness of planning and all other functions are gauged and understood through the process of controlling.</p>	<b>05 M</b>	<b>05 M</b>	
<b>5</b>	<p><b>a) Describe social responsibility of business towards different groups.</b>  <b>Corporate social Responsibility towards different interest groups</b></p> <p>The business organizations generally interact with various interest groups such as the owners, investors, employees, suppliers, competitors, customers, government, and society. In each and every business activity these interest groups are affected directly or indirectly and they are also called as stakeholders. Sometimes the responsibility towards the stakeholders is also called as Stakeholder’s Corporate Social Responsibility.</p> <p><b>Corporate social Responsibility towards Owners</b></p> <p>Owners are the persons who own the business and they are responsible for the profit or losses and they contribute the capital and bear the risks. The primary responsibility of the business towards its owners is to,</p>	<b>05 M</b>	<b>05 M</b>	<b>10 M</b>

- Should run the business efficiently
- Proper utilization of capital and resources
- Timely repayment of on capital invested

**Corporate social responsibility towards Investors**

Investors provide the capital by way of investment, it is in the form of debentures, deposits and bonds etc. without investors companies may not be run successfully. The investors included in this category are banks, public and financial institutions. The responsibilities of the business towards its investors are,

- Providing assurance to their investment
- Paying interests timely to the investors
- Giving important updates to the investors
- Repayment of principle amount timely

**Corporate social responsibility towards Employees**

Business needs workers or employees to work for the organization they put their efforts for the growth of the firm. It is the basic responsibility of the organization to take care of the interest of the employees and to fulfill their needs. Employee satisfaction leads to the achievement of the organizational goals. The responsibilities of the organization towards its employees or workers include, wages and salaries should be paid timely and regularly

- Providing proper welfare amenities and working conditions
- Providing better opportunities for the career prospects
- Providing Job security and social security
- Providing facilities like pension, provident fund, retirement benefits, and group insurance, etc
- Providing housing, canteen, transport, and crèches etc
- Identifying and fulfilling training and developmental needs

**Corporate social responsibility towards Suppliers**

Suppliers are the persons who supply semi finished goods, finished goods, raw materials and other items required by the firms. Market demand conditions can only be fulfilled on the basis of the supply of the raw materials. So the suppliers are the part of the success of the business. Managers should always notice the importance of the suppliers. Certain suppliers are called as distributors because they supply finished products to the consumers. The responsibilities of business towards these suppliers are,

- Giving regular orders to purchase goods
- Dealing with fair terms and conditions
- Maintaining reasonable credit period
- Dues should be paid timely

**Corporate social responsibilities towards Customers**

Business can only be survived with the support of customers. The success of the business completely depends on the customer satisfaction and customer loyalty. Brand image comes from these two factors, so being responsible towards the customers not only benefits the customers but it maximizes the revenues and makes possible to get the market empire. The responsibility of business towards customers is,

- Products and services must fulfill the needs of the customers
- Qualitative Products and services must be delivered
- Regularity in supply of goods and services must be maintained
- Prices of the goods and services should be fixed reasonable and affordable
- Procedure, advantages and disadvantages of the product and the use of the products must be informed to the customers
- Organizations must provide after sales service
- Grievances of the customers must be settled quickly
- Fewer quality services, under weighing the product and adulteration must be avoided

**Corporate social responsibility towards Competitors**

Competitors always help the business in becoming more innovative and dynamic. But it is not that much easy to face a severe competition. Firms always try to overcome the competition by giving discounts, by using various advertisement strategies, and so on. To become better than their competitor's firms sometimes may follow unfair practices like giving sales commissions to the agents, heavy discounts to the customers, false advertisements, bribing the competitor's employees to know the business secrets etc. The responsibilities of business towards its competitors are,



	<ul style="list-style-type: none"> <li>• Not to offer high sales commission to distributors and agents</li> <li>• Not to offer heavy discounts to the customers</li> <li>• False advertisements should not be given to defame the competitors</li> <li>• Should not bribe the competitor’s employees to copy their products and services</li> </ul> <p><b>Corporate social responsibility towards Government</b></p> <p>Firms should follow the rules framed by the government. These guidelines are for the safety measures and for the benefit of the society. Responsibilities of the firms towards government are,</p> <ul style="list-style-type: none"> <li>• Following the guidelines are given by the government</li> <li>• Fees, duties and taxes should be paid regularly and honestly</li> <li>• Should not follow the restrictive trade practices</li> <li>• Firms should follow the pollution control norms</li> <li>• Should not follow the corruption and other unlawful activities</li> </ul> <p><b>Corporate social responsibility towards Society</b></p> <p>In almost all activities individuals, groups, organizations and families, etc interact with each other and dependent on each other. A relationship exists between them which may be direct or indirect. The increase in per capital income increases the value of the money and national income. With the increase in national income revenues of the business also increases. Thus it has certain responsibilities towards the society which may be as follows,</p> <ul style="list-style-type: none"> <li>• Firms should help the weaker sections of the society</li> <li>• Organizations should protect the social and cultural values</li> <li>• Firms should generate the employment by extending their business</li> <li>• Should protect the environment by taking proper measures</li> <li>• Natural resources and wildlife should not be harmed</li> <li>• Should provide assistance in the areas of research, education, medical sciences, and technology, etc.</li> </ul>			
b)	<p><b>Explain business ethics and corporate governance.</b></p> <p><b>Business Ethics</b></p> <p>Ethics is a subject of social science that is related with moral principles and social values. 'Business Ethics' can be termed as a study of proper business policies and practices regarding potentially controversial issues, such as corporate governance, insider trading, bribery, discrimination, corporate social responsibility, and fiduciary responsibilities.</p> <p>Businesses must abide by some basic principles. It should provide quality goods and services at reasonable prices to their consumers. It must also avoid adulteration, misleading advertisements, and other unfair malpractices.</p> <p><b>Business Ethics – Definition</b></p> <p>There are many definitions of business ethics, but the ones given by <b>Andrew Crane</b> and <b>Raymond C. Baumhart</b> are considered the most appropriate ones.</p> <p>According to Crane, "Business ethics is the study of business situations, activities, and decisions where issues of right and wrong are addressed."</p> <p>Baumhart defines, "The ethics of business is the ethics of responsibility. The business man must promise that he will not harm knowingly."</p> <p><b>Features of Business Ethics</b></p> <p>There are eight major features of business ethics –</p> <ul style="list-style-type: none"> <li>• <b>Code of Conduct</b> – Business ethics is actually a form of codes of conduct. It lets us know what to do and what not to do. Businesses must follow this code of conduct.</li> <li>• <b>Based on Moral and Social Values</b> – Business ethics is a subject that is based on moral and social values. It offers some moral and social principles (rules) for conducting a business.</li> <li>• <b>Protection to Social Groups</b> – Business ethics protect various social groups including consumers, employees, small businesspersons, government, shareholders, creditors, etc.</li> <li>• <b>Offers a Basic Framework</b> – Business ethics is the basic framework for doing business properly. It constructs the social, cultural, legal, economic, and other limits in which a business must operate.</li> <li>• <b>Voluntary</b> – Business ethics is meant to be voluntary. It should be self-practiced and must not be enforced by law.</li> <li>• <b>Requires Education &amp; Guidance</b> – Businessmen should get proper education and guidance about business ethics. Trade Associations and Chambers of Commerce should be active enough in this matter.</li> <li>• <b>Relative Term</b> – Business ethics is a relative term. It changes from one business to</li> </ul>	05 M	05 M	

	<p>another and from one country to another.</p> <ul style="list-style-type: none"> <li>• <b>New Concept</b> – Business ethics is a relatively newer concept. Developed countries have more exposure to business ethics, while poor and developing countries are relatively backward in applying the principles of business ethics.</li> </ul> <p><b>Corporate Governance</b></p> <p>Corporate Governance refers to the way a corporation is governed. It is the technique by which companies are directed and managed. It means carrying the business as per the stakeholders’ desires. It is actually conducted by the board of Directors and the concerned committees for the company’s stakeholder’s benefit. It is all about balancing individual and societal goals, as well as, economic and social goals.</p> <p>Corporate Governance has a broad scope. It includes both social and institutional aspects. Corporate Governance encourages a trustworthy, moral, as well as ethical environment.</p> <p><b>Benefits of Corporate Governance</b></p> <ol style="list-style-type: none"> <li>1. Good corporate governance ensures corporate success and economic growth.</li> <li>2. Strong corporate governance maintains investors’ confidence, as a result of which, company can raise capital efficiently and effectively.</li> <li>3. It lowers the capital cost.</li> <li>4. There is a positive impact on the share price.</li> <li>5. It provides proper inducement to the owners as well as managers to achieve objectives that are in interests of the shareholders and the organization.</li> <li>6. Good corporate governance also minimizes wastages, corruption, risks and mismanagement.</li> <li>7. It helps in brand formation and development.</li> <li>8. It ensures organization in managed in a manner that fits the best interests of all.</li> </ol>			
6	<p>a) <b>Discuss meaning and characteristics of successful entrepreneur.</b></p> <p>An entrepreneur is the founder of the enterprise who identifies opportunities, assembles skilled manpower and necessary resources for the operation of the enterprise, attracts persons and financial Institutions and takes psychological responsibility for managing the enterprise successfully.</p> <p>The word ‘Entrepreneur’ is derived from the French word “Entreprendre” means, “to undertake.”</p> <p>Entrepreneurs are action-oriented highly motivated individuals who take risks to achieve goals.</p> <p><b>Characteristics of an Entrepreneur</b></p> <p>An entrepreneur is a person who is action-oriented and highly motivated to take a risk and to achieve such a goal dot brings about a change in the process of generating goods or services or re-initiates progress in the advent of creating new organizations.</p> <p>Therefore, experts have nine characteristics for the entrepreneur from different conceptual viewpoints.</p> <p>The characteristics that encompass the concept of the entrepreneur are discussed below:</p> <p><b>1. Entrepreneur is an agent</b></p> <p>An entrepreneur is perceived as an economic agent who assembles materials for producing goods at a cost that ensures profits and re-accumulation of capital. He is also understood as a change agent who brings about changes in the structure and formation of the organization, market and the arena of goods and services.</p> <p><b>2. Entrepreneur is a risk taker</b></p> <p>Many experts – old and new, have emphasized this characteristic. Back 1955, Redlich pointed out that an entrepreneur is a person who identifies the nature of risk and takes a decision. Later on, Burch, Meredith and other experts have agreed that entrepreneur is a risk taker while undertaking a venture.</p> <p><b>3. Entrepreneur is a profit maker</b></p> <p>An entrepreneur is an individual who establishes and manages the business for the principal purpose of profit and growth.</p> <p><b>4. Entrepreneur is an achievement motivator</b></p> <p>David C. McClelland has initiated this concept of the entrepreneur by calling him “as per sun with a strong desire for achievement.”</p> <p>Later on, Meredith and others have expressed the same concept while they termed “entrepreneurs are action-oriented, highly’ motivated individuals.”</p> <p>Therefore, entrepreneurs have to have a deep-rooted need for achieving their goals.</p> <p><b>5. Entrepreneur is a capital provider</b></p> <p>Entrepreneur a person who operates a business by investing his or her capital. Abbett first pointed out this characteristic in 1967.</p> <p>It a supported by Nadkami (197S) and Sharma (1981). They perceived entrepreneur as the founder of an enterprise who assembles necessary resources for the operation of the</p>	05 M	05 M	10 M

	<p>enterprise.</p> <p><b>6. Entrepreneur is the determinant of the nature of the business</b>  This characteristic /concept of the entrepreneur was promoted by Evans in 1957 It says that entrepreneur is the person or group of persons who perform the task of determining the kind of business to be operated.  Therefore, entrepreneurs promote diversified and distinct types of business in society.</p> <p><b>7. Entrepreneur is an innovator</b>  Joseph A. Schumpeter (1934) characterized entrepreneur as an innovator of new combination in the field of production Later on Robinson (1962) and Hagen (1962) have described entrepreneur as a person who takes a small venture to the edge of success by his efforts, innovation and motivation.  Innovation is perceived by the Schumpeter as an action that introduces a product, a new quality, a new method of production, new market and new organization.  Therefore, entrepreneur innovates something that brings about disequilibria in the industry.</p> <p><b>8. Entrepreneur is a reward receiver</b>  An entrepreneur is a person who creates something new of value by devoting time and efforts and in turn receives monetary and personal rewards. Max Weber, Hartman, Schrich and Peters have recognized this distinct phenomenon of entrepreneurs.</p> <p><b>9. Entrepreneur is a challenge taker</b>  It perceives entrepreneur as a person who accepts challenges for developing and exercising vigilance about success and failure to take a risk and to generate products.  The above-mentioned characteristics of an entrepreneur show that an entrepreneur is a dynamic person who promotes society and civilization by taking ventures that give an enormous variety of goods and organizations to bring about changes in the arena of industrial activity.</p>																					
7	<p><b>b) Differentiate between Entrepreneur and Intrapreneur.</b></p> <table border="1" data-bbox="233 931 1273 1451"> <thead> <tr> <th>Criteria</th> <th>Entrepreneur</th> <th>Intrapreneur</th> </tr> </thead> <tbody> <tr> <td>Dependency</td> <td>Independent in his operations</td> <td>Dependent on the entrepreneur/owner</td> </tr> <tr> <td>Fund raising</td> <td>Raise funds required for the enterprise</td> <td>Funds are not raised</td> </tr> <tr> <td>Risk taking</td> <td>Fully bears the risk involved in the business</td> <td>Does not fully bear the risk involved in the business</td> </tr> <tr> <td>Operation</td> <td>Operates from outside</td> <td>Operates within the organization</td> </tr> <tr> <td>Primary motive</td> <td>Goal oriented, self-reliant and self-motivated</td> <td>Access to corporate resources and also responds to corporate rewards and recognition</td> </tr> </tbody> </table>	Criteria	Entrepreneur	Intrapreneur	Dependency	Independent in his operations	Dependent on the entrepreneur/owner	Fund raising	Raise funds required for the enterprise	Funds are not raised	Risk taking	Fully bears the risk involved in the business	Does not fully bear the risk involved in the business	Operation	Operates from outside	Operates within the organization	Primary motive	Goal oriented, self-reliant and self-motivated	Access to corporate resources and also responds to corporate rewards and recognition	05 M	05 M	
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	<p><b>a) Describe stages in entrepreneurial process.</b>  <b>The steps involved in the entrepreneurial process are explained as follows:</b>  <b>Step 1. Deciding to Become an Entrepreneur:</b>  It refers to the first step of the entrepreneurial process in which an individual decides to start his/her own enterprise.  <b>The desire to become an entrepreneur may be triggered by any on the following factors:</b>  i. Arising of an innovative idea backed up the ability to start a business  ii. Inheriting wealth and skills to establish an enterprise  iii. Prevailing problems in current jobs  iv. Willing to become own boss  v. Pursuing own ideas  <b>Step 2. Identifying and Evaluating the Opportunity:</b>  It refers to the second stage of the entrepreneurial process. In this process, the entrepreneur recognizes potential opportunities. Sometimes, the set mechanisms, such as entrepreneurship development training programs and government policies to promote entrepreneurs, help potential entrepreneurs in identifying the opportunities.  The entrepreneurs keep on scanning the environment to gather useful information for identifying opportunity in the form of a potential product or service. Further, they evaluate and screen the identified opportunity. The evaluation of the identified opportunity helps entrepreneurs in assessing whether the opportunity is realistic and the returns of the opportunity are as per the resources required.</p>	05 M	05 M	10 M																		

	<p><b>Step 3. Developing a Business Plan:</b> This step involves developing a successful business plan to exploit the identified opportunity. Developing a business plan involves setting goals, standards, methods, and techniques of achieving those set goals. A well drafted business plan serves as a road map to the entrepreneur to guide and monitor his/her activities towards the set goals.</p> <p><b>Step 4. Determining the Required Resources:</b> It involves determining the resources required to meet the identified opportunity. In this step, the entrepreneur assesses the available resources and the resources that are essential to convert the identified opportunity into a reality. The entrepreneur needs to be careful while determining the amount and quality of resources required as insufficient or inappropriate resources can hamper the success of the opportunity. Next, he/she needs to acquire the resources required in a timely manner, while focusing on right quality and quantity.</p> <p><b>Step 5. Converting the Idea to an Enterprise:</b> It refers to the most important step of the entrepreneurial process in which the entrepreneur develops his/her own enterprise to execute the identified opportunity. In this step, the entrepreneur brings the set business plan into practice. He/she arranges the resources that are identified in the previous step. Moreover, he/she takes into consideration all internal and external environmental forces, while developing the enterprise.</p> <p><b>Step 6. Managing and Growing the Enterprise:</b> It refers to the final stage of the entrepreneurial process. Once the resources are acquired, the entrepreneur uses them efficiently to carry out the business plan successfully. He/she also strives to identify and examine operational problems, and solve them.</p>			
b)	<p><b>Discuss classification of entrepreneurs.</b></p> <p><b>Four Important Classification of Entrepreneurs</b> <b>CLASSIFICATION OF ENTREPRENEURS ACCORDING TO THE TYPE OF BUSINESS</b></p> <p>According to the type of business, entrepreneurs shall be classified as Business Entrepreneurs, Trading Entrepreneurs, Industrial Entrepreneurs, Corporate Entrepreneurs, Agricultural Entrepreneurs, Retail Entrepreneurs, Service Entrepreneurs and Social Entrepreneurs.</p> <p><b>1. Business Entrepreneurs</b> Business entrepreneurs are those who conceive an idea to for a new product or service and then create a business to convert their ideas into reality. These entrepreneurs may be found in small business units or big enterprises. They concentrate both on production and marketing activities. Example: A Printing Press, bakery or a textile unit.</p> <p><b>2. Trading Entrepreneurs</b> Trading Entrepreneurs are those who undertake trading activities. These entrepreneurs do not concentrate on manufacturing activities. They give more emphasis on distribution and marketing of goods. They identify potential markets, create <u>demand for the product</u> and influence people to buy the product. Example: Agents and Wholesalers.</p> <p><b>3. Industrial Entrepreneurs</b> Industrial Entrepreneurs are those who concentrate in industrial and production activities. They identify the needs of the customers and manufacture a product according to their needs. They are generally a product-Oriented entrepreneur. Example: A manufacturer of Automobile spare parts, computer accessories.</p> <p><b>4. Corporate Entrepreneur</b> Corporate entrepreneurs are those who exhibit innovative skills in organizing and managing corporate undertaking. Example: A Trust registered under the Trust Act.</p> <p><b>5. Agricultural Entrepreneur</b> An agricultural entrepreneur is one who concentrates on agricultural activities. These entrepreneurs concentrate on activities like raising agricultural production, marketing of fertilizers etc.</p> <p><b>6. Retail Entrepreneurs</b> Retail entrepreneurs are those who undertake trading activities. They have direct contact with customers and hence they are customer oriented. Example: An entrepreneur running a departmental store</p> <p><b>7. Service Entrepreneur</b> A service entrepreneur is one who provides services to customers. They make profit by rendering services. Example: An entrepreneur running a hotel or dry cleaning unit.</p> <p><b>8. Social Entrepreneur</b> A social entrepreneur is one who provides importance to the society by serving them. He concentrates on social issues and does not aim to make profit. Example: A person running an orphanage.</p>	05 M	05 M	

## **CLASSIFICATION OF ENTREPRENEUR ACCORDING TO THE STAGES OF DEVELOPMENT**

According to the Stages of development, entrepreneurs shall be classified as First Generation Entrepreneurs, Modern or Innovative Entrepreneurs, Classical Entrepreneurs and Inherited Entrepreneurs

### **1. First Generation Entrepreneur**

A first generation entrepreneur is one who sets up an enterprise by his innovative skill. He combines various factors of production and provides marketable product or services by adopting innovative ideas. He is the first person to start an enterprise on his own. Though such a person may have the family background of some business, such entrepreneurs may also establish a certain business which may be unrelated to their family business.

### **2. Modern Entrepreneurs Or Innovative Entrepreneurs**

A modern entrepreneur is a dynamic entrepreneur. He always looks for changes and responds to the changing demand of the market. His business ventures suits the current marketing needs.

### **3. Classical Entrepreneur**

Classical entrepreneur is a stereo type entrepreneur. He aims at maximizing profits at a consistent level. There may or may not be an element of growth. Survival of the firm is given more importance by these entrepreneurs.

### **4. Inherited Entrepreneurs**

These entrepreneurs have inherited family business or possess experience from their family business. These entrepreneurs may like to diversify a little from their family business.

## **CLASSIFICATION OF ENTREPRENEURS ACCORDING TO MOTIVATIONAL ASPECTS**

According to motivational aspects, entrepreneurs shall be classified as Pure Entrepreneurs, Induced Entrepreneurs, Motivated Entrepreneurs and Spontaneous Entrepreneurs.

### **1. Pure Entrepreneur**

A pure entrepreneur is a person who is motivated by psychological and economic factors. Entrepreneurial task is undertaken by them due to certain reasons. Ability to handle risk, desire to enjoy better status, desire to get recognition in the society, thirst for making money motivates a person to take up entrepreneurial activities.

### **2. Induced Entrepreneur**

Induced entrepreneur are those who takes up entrepreneurial task due to the incentives and subsidies granted by the government. Financial and technical assistance provided by the government motivates a person to start new ventures.

### **3. Motivated Entrepreneur**

They are motivated by the desire far their self-fulfillment. They emerge because of the possibility of producing and, selling new products. They are also motivated by economic factors.

### **4. Spontaneous Entrepreneur**

A person, turns out to be an entrepreneur, because of the natural talent vested in him. These entrepreneurs have self confidence and emerge as challengers. They take up entrepreneurial activity in order to tap their talents. They have great self confidence in their talent and are highly resourceful.

## **CLASSIFICATION OF ENTREPRENEURS ACCORDING TO TECHNOLOGICAL ASPECTS**

According to Technical Aspects, Entrepreneurs shall be classified as Technical Entrepreneurs, Non-Technical Entrepreneurs and Professional Entrepreneurs.

### **1. Technical Entrepreneur**

A technical entrepreneur is one who concentrates more on production activities. He has got sound technical knowledge. He utilizes his technical knowledge and demonstrates his innovative capabilities. He is also known as technocrat.

### **2. Non-Technical Entrepreneur**

A non-technical entrepreneur concentrates more on marketing activities. He tries to find out new strategies for marketing goods. He also promotes his business by employing various marketing methods.

### **3. Professional Entrepreneur**

Professional entrepreneur is a person who applies innovative ideas in setting up of a business. He is interested in establishing the enterprises rather than managing it. Once the business is established, the entrepreneur will sell the business to some one else.

## **CLASSIFICATION OF ENTREPRENEURS ACCORDING TO CLARENCE DANHOF**

Clarence Danhof had classified entrepreneurs based on his study on American agriculture. He classified entrepreneurs into four categories.

### **1. Innovative Entrepreneur**

An innovative entrepreneur is one who introduces new product, new service or new

	<p>market. An innovative entrepreneur is also known as modern entrepreneur. An innovative entrepreneur can work only when a certain level of development is reached. These entrepreneurs introduce new changes and develop the business after a certain level of development is reached. They invent new products. Such kind of entrepreneurs can be seen in developed countries, as large sum of money can be diverted towards research and development purposes.</p> <p><b>2. Adaptive Entrepreneur</b> Adaptive entrepreneur is one who adopts the successful innovations of innovative entrepreneur. These entrepreneurs imitate the techniques and technologies innovated by others. These entrepreneurs can be seen both in underdeveloped and developing countries. They also make small changes in relevance to their market environment.</p> <p><b>3. Fabian Entrepreneur</b> A fabian entrepreneur is one who responds to changes only when he is very clear that failure to respond to changes would result in losses. Such entrepreneurs do not introduce new changes. They also do not desire to adopt new methods. They are very shy and stick to old customs. They are very cautious.</p> <p><b>4. Drone Entrepreneurs</b> These entrepreneurs do not make any changes. They refuse to utilize the opportunities and may also suffer losses. They are very conventional. They refuse to introduce changes. They even make losses but avoid changes. Sometimes they may be pushed out of the market.</p>			
a)	<p><b>Outline the myths of entrepreneurship.</b></p> <p>Myth #1: When you start your own business, you have more freedom in your schedule  Myth #2: You need a brand-new product or service idea to succeed  Myth #3: As a business owner, it's cost-effective to do everything yourself  Myth #4: You can outsource virtually every aspect of your business  Myth #5: These days, you can start a business with no money  Myth #6: You need venture capital to start your business  Myth #7: Your family and friends can help you launch your business  Myth #7: Your family and friends can help you launch your business  Myth #8: Successful business owners go it alone  Myth #9: Entrepreneurship is only for certain types of people  Myth #10: Your older kids can help your business succeed  Myth #11: You'll get to spend all your time doing what you love most  Myth #12: With persistence, you can achieve anything  Myth #13: You should always go with your gut  Myth #14: When you run your own business, you're the star of the show</p>	<b>05 M</b>	<b>05 M</b>	
8	<p><b>b) Explain role of entrepreneurs in economic development.</b></p> <p>Entrepreneurship plays an influential role in the economic growth and standard of living of the country. As a startup founder or small business owner, you may think that you are simply working hard to build your own business and provide for yourself and your family. But you are actually doing a whole lot more for your local community, state, region, and the country as a whole. Here are the top 7 important roles an entrepreneur plays in the economic development of a country.</p> <p><b>1. Wealth Creation and Sharing:</b> By establishing the business entity, entrepreneurs invest their own resources and attract capital (in the form of debt, equity, etc.) from investors, lenders and the public. This mobilizes public wealth and allows people to benefit from the success of entrepreneurs and growing businesses. This kind of pooled capital that results in wealth creation and distribution is one of the basic imperatives and goals of economic development.</p> <p><b>2. Create Jobs:</b> Entrepreneurs are by nature and definition job creators, as opposed to job seekers. The simple translation is that when you become an entrepreneur, there is one less job seeker in the economy, and then you provide employment for multiple other job seekers. This kind of job creation by new and existing businesses is again is one of the basic goals of economic development. This is why the Govt. of India has launched initiatives such as <i>Startup India</i> to promote and support new startups, and also others like the <i>Make in India</i> initiative to attract foreign companies and their FDI into the Indian economy. All this in turn creates a lot of job opportunities, and is helping in augmenting our standards to a global level.</p> <p><b>3. Balanced Regional Development:</b> Entrepreneurs setting up new businesses and industrial units help with regional development by locating in less developed and backward areas. The growth of industries and business in these areas leads to infrastructure improvements like better roads and rail links, airports, stable electricity and water supply, schools, hospitals, shopping malls and other public and private services that would not otherwise be available. Every new business that locates in a less developed area will create both direct and indirect jobs, helping lift regional economies in many different ways. The combined spending by all the new employees of the new businesses and the supporting jobs in other businesses adds to the local and regional economic output. Both central and state governments promote this kind of regional</p>	<b>05 M</b>	<b>05 M</b>	<b>10 M</b>

	<p>development by providing registered MSME businesses various benefits and concessions.</p> <p><b>4. GDP and Per Capita Income:</b> India's MSME sector, comprised of 36 million units that provide employment for more than 80 million people, now accounts for over 37% of the country's GDP. Each new addition to these 36 million units makes use of even more resources like land, labor and capital to develop products and services that add to the national income, national product and per capita income of the country. This growth in GDP and per capita income is again one of the essential goals of economic development.</p> <p><b>5. Standard of Living:</b> Increase in the standard of living of people in a community is yet another key goal of economic development. Entrepreneurs again play a key role in increasing the standard of living in a community. They do this not just by creating jobs, but also by developing and adopting innovations that lead to improvements in the quality of life of their employees, customers, and other stakeholders in the community. For example, automation that reduces production costs and enables faster production will make a business unit more productive, while also providing its customers with the same goods at lower prices.</p> <p><b>6. Exports:</b> Any growing business will eventually want to get started with exports to expand their business to foreign markets. This is an important ingredient of economic development since it provides access to bigger markets, and leads to currency inflows and access to the latest cutting-edge technologies and processes being used in more developed foreign markets. Another key benefit is that this expansion that leads to more stable business revenue during economic downturns in the local economy.</p> <p><b>7. Community Development:</b> Economic development doesn't always translate into community development. Community development requires infrastructure for education and training, healthcare, and other public services. For example, you need highly educated and skilled workers in a community to attract new businesses. If there are educational institutions, technical training schools and internship opportunities, that will help build the pool of educated and skilled workers.</p> <p>A good example of how this kind of community development can be promoted is Azim Hashim Premji, Chairman of Wipro Limited, who donated Rs. 27,514 crores for promoting education through the Azim Premji Foundation. This foundation works with more than 350,000 schools in eight states across India.</p> <p>So, there is a very important role for entrepreneurs to spark economic development by <u>starting new businesses</u>, creating jobs, and contributing to improvement in various key goals such as GDP, exports, standard of living, skills development and community development.</p>			
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