

SCHEME

Course Name: Management and Entrepreneurship for IT Industry **Course Code:** 18CS51

Q.No	Solution Scheme	Marks
1.a	What are the goals of management?	10
Ans	<p>Roles of a manager:</p> <p>I) Interpersonal roles:</p> <p>(i) Figure head: performs duties of ceremonial nature such as greeting the touring dignitaries, attending the wedding of an employee etc.</p> <p>(ii) Leader: every manager must motivate and encourage their employees, try to reconcile their individual needs with the goals of the organization.</p> <p>(iii) Liaison: in this role, every manager must develop contacts outside the vertical chain of command to collect information useful for the organization.</p> <p>(II) Informational roles:</p> <p>Monitor: must perpetually scan his environment for information to interrogate his liaison and subordinates to get any solicited information useful for the organization.</p> <p>Disseminator: manager passes the privileged information directly to the subordinates who otherwise would not have access to it.</p> <p>Spokesman: may require spending a part of the time in representing the organization before various outside groups having some stake in the organization such as government officials, labour unions, and financial institutions.</p> <p>(III) Decisional roles:</p> <p>(i) Entrepreneur: in this role the manager proactively looks out for innovation to improve the organization by means of means creating new ideas, development of new products or services or finding new uses for the old ones.</p> <p>(ii) Disturbance handler: must act like a firefighter to seek solutions to various unanticipated problems</p> <p>(iii) Resource allocator: must divide work and delegate authority among his subordinates.</p> <p>(iv) Negotiator: must spend considerable time in negotiations.</p> <p>Example: the foreman negotiating with the workers for the grievance problems</p> <ol style="list-style-type: none">1. Ensure that management's work serves a higher purpose. Management, both in theory and practice, must orient itself to the achievement of noble, socially significant goals.2. Fully embed the ideas of community and citizenship in management systems. There's a need for processes and practices that reflect the interdependence of all stakeholder groups.3. Reconstruct management's philosophical foundations. To build organizations that are more than merely efficient, we will need to draw lessons	

	<p>from such fields as biology and theology, and from such concepts as democracies and markets.</p> <p>4. Eliminate the pathologies of formal hierarchy. There are advantages to natural hierarchies, where power flows up from the bottom and leaders emerge instead of being appointed.</p> <p>5. Reduce fear and increase trust. Mistrust and fear are toxic to innovation and</p> <p>6. Reinvent the means of control. To transcend the discipline-versus-freedom trade-off, control systems will have to encourage control from within rather than constraints from without.</p> <p>7. Redefine the work of leadership. The notion of the leader as a heroic decision maker is untenable. Leaders must be recast as social-systems architects who enable innovation and collaboration.</p> <p>8. Expand and exploit diversity. We must create a management system that values diversity, disagreement, and divergence as much as conformance, consensus, and cohesion.</p> <p>9. Reinvent strategy-making as an emergent process. In a turbulent world, strategy making must reflect the biological principles of variety, selection, and retention.</p> <p>10. De-structure and disaggregate the organization. To become more adaptable and innovative, large entities must be disaggregated into smaller, more malleable units.</p> <p>11. Dramatically reduce the pull of the past. Existing management systems often</p>	
1 b	Explain the nature and importance of staffing.	10
Ans	<p>Definition of Staffing: The process of recruiting, retaining, developing and nurturing the workforce is called staffing</p> <p>1) It helps in discovering talented and competent workers and developing them to move up the corporate ladder.</p> <p>2) Ensures greater production by putting the right man in the right job.</p> <p>3) It helps to avoid a sudden disruption of an enterprises production run by indicating shortages of personal if any in advance.</p> <p>4) Helps to prevent underutilization of personnel through over manning and the resultant high labor cost and low profit margins.</p> <p>5) Provides information to management for the internal succession of managerial personnel in the event of unanticipated turnover.</p>	
2	Define Management and Explain the nature and characteristics of Management.	10
Ans	<p>Definition of management:</p> <p>Simplest definition is that it is defined as the art of getting things done through people.</p> <p>Management can also be defined as the process consisting of planning, organizing, actuating, and controlling performed to determine and accomplish the use of people and resources.</p> <p>It is systematic way of doing things.</p>	

	<p>Nature of management:</p> <ol style="list-style-type: none"> 1. All the managers carry out the managerial functions of planning, organizing, staffing leading and controlling 2. management applies to any kind of organization 3. applies to managers at all organizational levels 4. the aim of the managers is same create the surplus 5. managing is concerned with productivity, which implies effectiveness and efficiency <p>Characteristics of management:</p> <p>Management is</p> <ol style="list-style-type: none"> 1. Intangible (not measurable and cannot be seen) but its presence can be felt by efforts in the production sales and revenues. 2. universal and it is applicable to all sizes and forms of organizations 3. a group activity and it involves getting things done with and through others 4. Is goal oriented and all actions of management are directed at achieving specific goals. 5. is science as well art and emerging now as a profession 6. is multidisciplinary and it has contributions from psychology, sociology, anthropology 	
3	Explain the different functional areas of management.	10
Ans	<p>Management process involves several functions. A distinction should be maintained between management functions (planning, organizing, staffing, directing and controlling) and the organizational functions (productions, finance etc.) Organizational functions differ from organization to organization depending upon their nature while management functions are common to all. A manager may be put either in production or finance or marketing, he performs all the managerial functions. These organization functions are called functional areas of management. There are four functional areas of management namely production, finance, marketing and finance and personnel. Each functional area may have a number of sub-activities.</p> <p>Production: This is generally put under production manager and he is responsible for all production related activities. This area has a number of activities, few of them are given below: (1) Purchasing: Which is related with the purchase of various materials required by the organization. Purchasing involves procuring right quantity of materials</p>	

	<p>at the right quality, at the right time and at the right price from the right supplier.</p> <p>(2) Materials management: This involves storing of materials, issue of materials to various departments.</p> <p>(3) Research and Development: It deals with improving the existing products and process and developing new products and process.</p> <p>Management // 9</p> <p>Marketing: This area involves the distribution of organizations' products to the buyers. The sub-activities are:</p> <p>(1) Advertising: Involves giving information about products to buyers.</p> <p>(2) Marketing research: It is related with the systematic collection, analysis of data relating to the marketing of goods and services.</p> <p>(3) Sales management: It involves management efforts directed towards movement of products and services from producers to consumers.</p> <p>Finance and accounting: It deals with intelligent investment of financial resources and record-keeping of various transactions. The various sub-functions are</p> <p>(1) Financial Accounting: Deals with record keeping of various transactions.</p> <p>(2) Management Accounting: Deals with analysis and interpretation of financial records so that management can take certain decision.</p> <p>(3) Costing: It deals with recording of costs, their classification and analysis for cost control.</p> <p>(4) Investment Management: Takes care of how financial resources can be invested in various alternatives to maximize returns.</p> <p>(5) Taxation: Deals with various direct and indirect taxes to be paid by the organization.</p> <p>Personnel: It deals with the management of human resources with the following sub-activities:</p> <p>(1) Recruitment and Selection: It deals with recruitment and selection of employees.</p> <p>(2) Training and Development: It deals with training of employees and making them more efficient.</p> <p>(3) Wage and Salary Administration: Deals with fixing of salaries, job evaluation, promotion, incentives etc.</p> <p>(4) Industrial Relations: Deals with maintenance of good employee relations.</p>	
4	Explain the various steps involved in planning process.	
Ans	<p>The various steps involved in planning are as follows:</p> <p>1) Establishing verifiable goals or set of goals to be achieved:</p> <p>The first step in planning is to determine the enterprise objectives which are often set up by the upper level or top managers, usually after number of</p>	

	<p>possible objectives have been carefully considered. There are many types of objectives managers may select: desired sales volume or growth rate, the development of a new product or service or even a more abstract goal such as becoming more active in the community. The type of goal selected will depend on a number of factors: the basic mission of the organization, the value its managers hold and the actual and the potential abilities of the organization.</p> <p>2) Establishing planning pre mises: It is the second step in planning to establish planning premises which is vital to the success of planning as they supply pertinent facts and information relating to the future such as population trends, general economic conditions, production costs and prices, probable competitive behavior, capital and material availability and government control and so on.</p> <ul style="list-style-type: none"> a. internal and external premises b. tangible and intangible premises c. controllable and non controllable premises <p><i>Planning can be variously classified as under</i></p> <p>(a)Internal and external premises Premises may exist within and outside company. Internal premises include sales forecasts, policies and programmes of the organization, capital investment in plant and equipment, competence of management, skill of labor, etc. External pre mises can be classified into three different groups Business environment, factors which influence the demand for the product, and the factors which affect the resources available to the enterprise.</p> <p>(b) Tangible and non-tangible premises: Tangible premises: those which can be quantitatively measured while Intangible premises are those which being qualitative in character and cannot be measured. Tangible examples: population growth, industry demand, capital and resources invested in the organization are all tangible. Intangible: political stability, sociological factors, business and economic environment are all tangible.</p> <p>(c) Controllable and non controllable pre mises: Some of the planning premises are controllable and some are non-controllable and because of the non-controllable factors there is need for the organization to revise the plans periodically in accordance with the current development. Examples of uncontrollable factors: strikes, wars, natural calamities, emergency, legislation etc. Examples of controllable factors: company’s advertising agency, competence of management member’s skill of the labour force, availability of resources in terms of capital and labour, attitude and behavior of the owner’s of the organization.</p> <p>3) Deciding the planning period: It is the next task once the upper level managers have selected the basic long term goals and the planning premises. Business plans are made in some instances once for a year and plans are made for decades based on some logic and future thinking. The factors which affect the choice of period are:</p> <ul style="list-style-type: none"> (a) Lead time in development and commercialization of new product. 	
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	<p>(b) The time required to recover capital investments or the pay-back period and</p> <p>(c) Length of the commitments which are already made.</p> <p>4) Finding alternate courses of action: The fourth step of planning is to find the alternate courses of action. Example: securing the technical knowhow by engaging a foreign technician or by training staff abroad.</p> <p>5) Evaluating and selecting the alternate courses of action: After selecting the alternate courses selection the best course or course of action with the help of quantitative techniques and operations research.</p> <p>6) Developing the derivative plans: Once plan formulated, its broad goals must be translated on day to day operations of organization Middle level managers must draw up the appropriate plans, programmes and budgets for their sub-units which are described as derivative plans.</p> <p>7) Measuring and controlling the process: Plan cannot be run without monitoring its progress. The managers must check the progress of their plans.</p>	
5	Explain the Principals of administrative management.	10
Ans	<p>Fayol's 14 principles of management :</p> <p>1) Division of work: In the management process produces more and better work with the same effort as the various functions of management like planning, organizing, directing and controlling cannot be performed efficiently by a single proprietor or by a group of directors which must be entrusted to specialists in related fields.</p> <p>2) Authority and responsibility: Implies that the manager should have the right to give orders and power to exact obedience and the manager also may exercise formal authority and also personal power. Formal authority is derived from the official position and personal power is the result of Intelligence, experience, moral worth, ability to lead, past service etc. Responsibility is closely related to authority and an individual who is willing to exercise authority must also be prepared to bear responsibility to perforators etc. the work in the manner desired.</p> <p>3) Discipline: Absolutely essential for smooth running of the business and discipline means the obedience of authority, observance of rules of rules of service and norms of performance, respect for agreements, sincere efforts of completing the given job, respect for superiors. a) good supervisors at levels</p> <p>b) Clear and fair agreements between the employees and the Employer.</p> <p>Best means of maintaining discipline are</p> <p>4) Unity of command: This principle requires that each employee should receive instructions about a particular work from one superior only if reported</p>	

	<p>to more than one superior would result in confusion and conflict of instructions.</p> <p>5) Unity of direction: Means that there should be complete identity between individual and organizational goals on the one hand and between the departmental goals on the other hand and both should not pull in different directions.</p> <p>6) Subordination of individual interest to general interest: In a business concern, an individual is always interested in maximizing his own satisfaction through more money, recognition, status etc. which is against the general interest which lies in maximizing production and hence there is a need to subordinate the individual interest to the general interest.</p> <p>7) Remuneration: Remuneration paid to the personnel of the firm should be fair and should be based on general business conditions such as cost of living, productivity of the concerned employees and the capacity of the firm to pay and the fair remuneration increases workers efficiency and morale and fosters good relations between them and management.</p> <p>8) Centralization: The degree of centralization or decentralization of authority must be decided on the basis of nature of the circumstances, size of the undertaking, the type of activities and the nature of organizational structure.</p> <p>9) Scalar chain: Scalar chain means the hierarchy of authority from the highest executive to the lower stones for the purpose of communication and states superior-subordinate relationship and</p>	
6	Explain line and staff organization with a neat diagram and list out their advantages and disadvantages.	10
Solu	<p>Line and Staff Organization</p> <p>In order to reap the advantages of both line organization and functional organization, a new type of organization is developed i.e., line and staff organization. In line and staff organization, the line authority remains the same as it does in the line organization.</p> <p>Authority flows from top to bottom. In addition, the specialists are attached to line managers to advice them on important matters. These specialists stand ready with their speciality to serve line men as and when their services are called for to collect information and to give help which will enable the line officials to carryout their activity better. The staff officials do not have any power of command in the organization as they are employed to provide expert advice to the line manager. In most of the organization, staff investigates and supplies information and recommendations to managers who takes decision. Specialized staff positions are created to give counsel and assistance in each specialized field of effort as show in figure</p>	

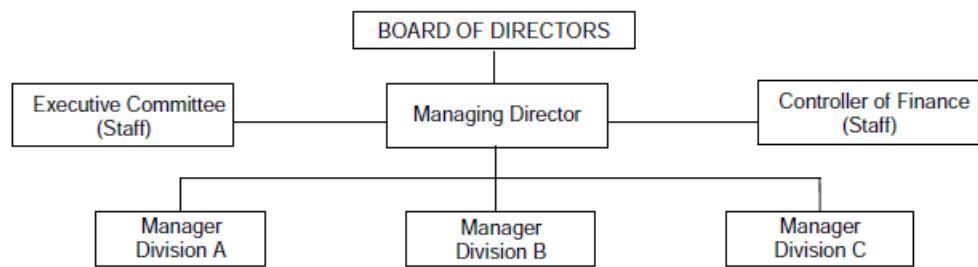


Fig. 3.6: Line and staff organization

Advantages

- (1) Specialized knowledge
- (2) Reduction of burden on line managers.
- (3) Better decisions, as staff specialists help the line managers
- (4) Unity of command
- (5) Flexible when compared to functional organization.

Disadvantages

- (1) Allocation of duties between line and staff is not clear.
- (2) There is generally conflict between line and staff executives.
- (3) Since staff is not accountable, they may not be performing well.
- (4) Difference between orientations of line and staff. Line executive's deals with in problem in a more practical manner while staff, tend to be more theoretical.

USN

Internal Assessment Test 1 – November 2021

Sub:	Management and Entrepreneurship for IT Industry				Sub Code:	18CS51	Branch:	ISE		
Date:	11/11/2021	Duration:	90 min's	Max Marks:	50	Sem/Sec:	V A, B & C			OBE
Answer any FIVE FULL Questions							MARKS	CO	RBT	
1a)	What are the goals of management?					5	CO1	L1		
1b)	Explain the nature and importance of staffing.					5	CO1	L2		
2	Define Management and Explain the nature and characteristics of Management.					10	CO1	L2		
3	Explain the different functional areas of management.					10	CO1	L3		
4	Explain the various steps involved in planning process.					10	CO1	L2		
5	Explain the Principals of administrative management.					10	CO1	L2		
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Faculty Signature

CCI Signature

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