


CMR INSTITUTE OF TECHNOLOGY		USN <input type="text"/>									
Internal Assessment Test - I											
Sub:	Management & Entrepreneurship							Code:	18EE51		
Date:	04/11/2022	Duration:	90 mins	Max Marks:	50	Sem:	5th	Branch:	EEE		
Answer Any FIVE FULL Questions											
								Marks	OBE		
									CO	RBT	
1	<p>Define Management. Write briefly about the characteristics of the Management.</p> <p><b>Solution:</b>  Management is the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected aims. Management is the “art of getting done through others and with formally organized groups” by Harold Koontz.</p> <p>The most important characteristics may be listed as follows:  <b>Characteristic # 1.</b> Management is Intangible: As has been pointed out by Terry, management is intangible. It cannot be seen. It is an unseen force. However, its presence can be felt by the results of its efforts in the form of production, sales and profits.  <b>Characteristic # 2.</b> Managements Goal-Oriented: Management seeks to achieve goals. These goals may be economic or non-economic. In a business organization, the primary goal is to produce and distribute goods and services in order to earn profit. In a service organization, the goal might be customer service (hospitals, educational institutions, etc.).  <b>Characteristic # 3.</b> Management is Universal: Management is an all-pervasive activity. The basic principles of management are applicable in business as well as in other organizations. These principles, however, need careful application depending on situational demands.  <b>Characteristic # 4.</b> Management is a Social Process: According to Newman, management is a social process because it deals with people first. To make the best use of human efforts, managers have to create close cooperation among employees in an organization. They have to use resources for the benefit of society as a whole. They have to look after the interests of employees, shareholders, customers, investors, and community.  <b>Characteristic # 5.</b> Management is a Group Activity: Management is concerned with getting things done through people. People join groups in order to achieve results collectively Management helps people in realizing their individual as well as group goals in a coordinated manner.  <b>Characteristic # 6.</b> Management is a System of Authority: A manager is supposed to get things done, rather than doing things himself, by using authority. Authority is the right to give orders and the power to obtain obedience from subordinates.  <b>Characteristic # 7.</b> Management is an Activity: Management is a distinct activity (like playing, teaching, studying). It can be studied, knowledge about it obtained, and skill in its applications acquired.  <b>Characteristic # 8.</b> Management is Dynamic: Management is a dynamic and growth-oriented function. It tries to visualize problems before they turn into</p>							10	CO1	L1	

	emergencies and takes suitable steps. It tries to adapt itself to the environmental changes quickly It proposes to take actions to make the desired results to come to pass. According to Drucker,Managers do not wait for the future; they make the future“.			
2	<p>Explain in detail the different roles of Managers.</p> <p><b>Solution:</b></p> <p><b>Mintzberg's Management Roles</b></p> <p><b>The Roles</b></p> <p>Mintzberg published his Ten Management Roles in his book, "Mintzberg on Management: Inside our Strange World of Organizations," in 1990.</p> <p><b>Interpersonal Category</b></p> <p>The managerial roles in this category involve providing information and ideas.</p> <ol style="list-style-type: none"> <li>1. Figurehead – As a manager, you have social, ceremonial and legal responsibilities. You're expected to be a source of inspiration. People look up to you as a person with authority, and as a figurehead.</li> <li>2. Leader – This is where you provide leadership for your team, your department or perhaps your entire organization; and it's where you manage the performance and responsibilities of everyone in the group.</li> <li>3. Liaison – Managers must communicate with internal and external contacts. You need to be able to network effectively on behalf of your organization.</li> </ol> <p><b>Informational Category</b></p> <p>The managerial roles in this category involve processing information.</p> <ol style="list-style-type: none"> <li>4. Monitor – In this role, you regularly seek out information related to your organization and industry, looking for relevant changes in the environment. You also monitor your team, in terms of both their productivity, and their well-being.</li> <li>5. Disseminator – This is where you communicate potentially useful information to your colleagues and your team.</li> <li>6. Spokesperson – Managers represent and speak for their organization. In this role, you're responsible for transmitting information about your organization and its goals to the people outside it.</li> </ol> <p><b>Decisional Category</b></p> <p>The managerial roles in this category involve using information.</p> <ol style="list-style-type: none"> <li>7. Entrepreneur – As a manager, you create and control change within the organization. This means solving problems, generating new ideas, and implementing them.</li> <li>8. Disturbance Handler – When an organization or team hits an unexpected roadblock, it's the manager who must take charge. You also need to help mediate disputes within it.</li> <li>9. Resource Allocator – You'll also need to determine where organizational resources are best applied. This involves allocating funding, as well as assigning staff and other organizational resources.</li> </ol> <p><b>Negotiator</b> – You may be needed to take part in, and direct, important negotiations within your team, department, or organization.</p>	10	CO1	L2
3	<p>Distinguish between management and administration. Comment on the nature of management. Is it science or an act?</p> <p><b>Solution:</b></p> <p>The meaning of management has been different for different people. Some consider it as a SCIENCE because of its proven and experimented principles, for some it is an ART because of the practice it requires in accomplishing it while</p>	10	CO1	L3

others consider it to be just a PROFESSION and a source of income. Well, in reality, Management is a combination of this Trivia. Management is an ART, a Science and a PROFESSION, too.

**Management as an ART**

Ability to apply knowledge & skill in order to attain the desired results is defined as ART. It is a personalized application of basic theoretical principles for achieving best possible results. For example, an ability of a tailor to shape a piece of cloth into a well-stitched dress is an art. Similarly, a sculpturist with his/her art can transform a rock piece into a beautiful idol.

The essential features of art include:

1. Creativity
  2. Practical/Industry Knowledge
  3. Personal skills
  4. Ability to improve through constant practice
  5. Result oriented approach
- Since management is concerned with implementing the knowledge, skills, principles, and theories of management to attaining the desired goals and to solve certain management problem in an organization, management is considered as an art.

**Management as a SCIENCE**

“Science is a systematic body of knowledge pertaining to a specific field of study that contains general facts which explains a phenomenon.” It ascertains relationship between the cause and effect between two or more variables and emphasizes the principles which govern their relationship. Scientific methods of observation and verification through testing lead to the development of these principles.

The essential features of Science are:

1. Universally Acceptable Principles.
2. Observation and Experimentation.
3. Established Cause and Effect Relationship.
4. Verified and Predictable validity.

Management is a social and behavioral science because it deals with the behaviors of human beings that is ever changing and cannot be predicted precisely.

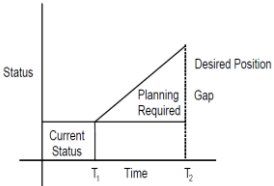
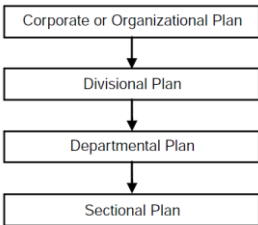
For example, while a tailor can shape a piece of cloth into a dress, he/she has to follow some predefined principles. Thinking of the design is the art of the tailor however, to use that art is science based on various principles. And these principles are accepted and applied universally. So, management is a Science. The ancient saying, “Manager are Born” has been discarded in favor of “Managers are Made”. It has been remarked aptly that management is the oldest of art and youngest of science, which is perfectly true.


**Management as a PROFESSION**

Profession is an occupation or a job done by any individual, who is well aware of delivering personal services to the people with expertise. To practice a profession, an individual must have acquired certain academic qualifications and training in the related field. In addition, a professional is required to follow the ethical code of conduct of an organization.

The essential features of profession are:

1. Ability to render personal service with expertise and specialization.
2. Formal education and training from a recognized institution.
3. Code of conduct

	<p>4. Representative Association. For instance, to become a financial manager, an individual should be a Graduate in financial management as his/her major field of study from a recognized university. Similarly, in order to become a HR manager, one must have a Diploma with Human Resource Management. So, Management is an Art, Science and Profession.</p>			
4	<p>Explain in detail the Nature of Planning. <b>Solution:</b> <b>Rational Approach</b> Appropriate means for achieving the stated objectives rational approach fills the gap between the current status and future status. The desired and the current results are usually expressed in terms of objectives, which can be achieved by an action or set of actions. The actions required resources and the rational approach emphasis an appropriate use of resources.</p>  <p><b>An Open System Approach</b> Accepts inputs from the environment and exports output to environment. Bridge the gap is influenced by a variety of environmental economic, legal, political, technological, socio-cultural and competitive factors. These factors are dynamic and change with time. Managers have to take into account the dynamic features of environment while using open system approach.</p> <p><b>Flexibility of Planning</b> By flexibility of a plan is meant its ability to change direction to adopt to changing situations without undue cost. The plans must be flexible to adapt to changes in technology, market, finance, personal and organizational factors. However flexibility is possible only within limits, because it involves extra cost. Some times the benefit of flexibility may not be worth the cost.</p> <p><b>Pervasiveness of Planning</b> Planning is pervasive and it extends throughout the organization. Every manager irrespective of level, has a planning function to perform within his particular area of activities.</p> 	10	CO1	L2

5	<p>Explain in detail the importance of Planning.</p> <p><b>Solution:</b></p> 	10	CO2	L2
6	<p>Elucidate on steps in Decision making with probable difficulties faced by the manager.</p> <p><b>Solution:</b></p> <p>According to the Oxford Advanced Learner’s Dictionary the term decision making means - the process of deciding about something important, especially in a group of people or in an organization.</p> <p>Trewatha &amp; Newport defines decision making process as follows:, “Decision-making involves the selection of a course of action from among two or more possible alternatives in order to arrive at a solution for a given problem”</p> <p><b>Types of Decision Making</b></p> <p>1. Tactical and Strategic Decisions</p> <p>Tactical decisions are those which a manager makes over and over again adhering to certain established rules, policies and procedures. They are of repetitive nature and related to general functioning. Authority for taking tactical decisions is usually delegated to lower levels in the organization.</p> <p>Strategic decisions on the other hand are relatively more difficult. They influence the future of the business and involve the entire organization. Decisions pertaining to objective of the business, capital expenditure, plant layout, production etc., are examples of strategic decisions.</p> <p>2. Programmed and Non-programmed Decisions</p> <p>Prof. Herbert Simon (June 15, 1916 - February 9, 2001), an American economist and psychologist, has used computer terminology in classifying business decisions. These decisions are of a routine and repetitive nature. The programmed decisions are basically of a routine type for which systematic procedures have been devised so that the problem may not be treated as a unique case each time it crops up.</p> <p>The non-programmed decisions are complex and deserve a specific treatment. In the above example, if all the professors in a department stop their teaching work the problem cannot be solved by set procedural rules. It becomes a problem which requires a thorough study of the causes of such a situation and after analysing all factors a solution can be found through problem solving process.</p> <p>3. Basic and Routine Decisions</p> <p>Prof. Katona has classified decisions as basic and routine. Basic decision are those which require a good deal of deliberation and are of crucial importance.</p>	10	CO2	L3

<p>These decisions require the formulation of new norms through deliberate thought provoking process. Examples of basic decisions are plant location, product diversification, selecting channels of distribution etc.</p> <p>Routine decisions are of repetitive nature and hence, require relatively little consideration. It may be seen that basic decisions generally relate to strategic aspects, while routine decisions are related to tactical aspects of a organization.</p> <p>4. Organizational and Personal Decisions</p> <p>Organizational decisions are those which an executive takes in his official capacity and which can be delegated to others. On the other hand, personal decisions are those which an executive takes in his individual capacity but not as a member of organization.</p> <p>5. Off-the-Cuff and Planned Decisions</p> <p>Off-the-cuff decisions involve "shooting from the hip". These decisions can be taken easily and may be directed towards the purposes of the enterprise. On the other hand, planned decisions are linked to the objectives of organization. They are based on facts and involve the scientific process in problem solving.</p> <p>6. Policy and Operating Decisions</p> <p>Policy decisions are those which are taken by top management and which are of a fundamental character affecting the entire business. Operating decisions are those which are taken by lower management for the purpose of executing policy decisions. Operating decisions relate mostly to the decision maker's own work and behavior while policy decisions influence work or behavior pattern of subordinates.</p> <p>7. Policy, Administrative and Executive Decisions</p> <p>Ernest Dale (born in Hamburg, Germany and died at the age of 79) has classified decisions in business organization as under.</p> <p>(a) Policy decisions,  (b) Administrative decisions and  (c) Executive decisions.</p> <p>Policy decisions are taken by top management or administration of an organization. They relate to major issues and policies such as the nature of the financial structure, marketing policies, outline of organization structure.</p> <p>Administrative decisions are made by middle management and are less important than policy decisions. According to Ernest Dale the size of the advertising budget is a policy decision but selection of media would be an example of administrative decision.</p> <p>Executive decisions are those which are made at the point where the work is carried out. Distinguishing between these three types of decisions Dale writes, "policy decisions set forth goals and general courses of action, administrative decisions determine the means to be used and executive decisions are those made on a day-to-day basis as particular cases come up".</p>			
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