

USN



Internal Assessment Test 2 – Dec. 2022

Sub:	Technological Innovation Management And Entrepreneurship				Sub Code:	18ES51	Branch:	ECE	
Date:	01-12-2022	Duration:	90 Minutes	Max Marks:	50	Sem / Sec:	5/A,B,C,D	OBE	
<u>Answer any FIVE FULL Questions</u>							MARKS	CO	RBT
1	Discuss the Characteristics and Process of Organizing.					[10]	CO2	L1, L2	
2	Discuss any 5 Principles of Organizing. Write short notes on Span of Management					[10]	CO2	L1, L2	
3	Define Departmentalization. Discuss any 3 types of Departmentalization methods.					[10]	CO2	L1, L2	
4	Discuss the requirements of effective direction along with methods of “Giving Orders”.					[10]	CO2	L1	
5	List the characteristics of Behavioral Leadership. Elaborate different types of Co-ordination technique.					[10]	CO2	L1, L2	
6	Discuss and elaborate the Controlling.(meaning, needs,benefits,steps)					[10]	CO2	L1, L2	
7	Define social responsibility. Discuss social responsibility with consumers and state					[10]	CO1	L1, L2	

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Scheme and Solution								MARKS	CO	RBT
1	<p>The following are the typical characteristics of an Organisation;</p> <ul style="list-style-type: none"> • A purpose or goals that are indicated in the Planning task. • A clear concept of the major duties or activities required to achieve the purpose. • Classification of activities in to Jobs • Establishment of relationships between these jobs in order to ensure co-ordination. <p>Process of Organizing :</p> <p>1.Consideration of objectives: The first step in organizing is to know the objective of enterprise. Objectives determine the various activities which need to be performed and the type of organization which needs to be built for this purpose.</p> <p>2.Deciding organizational Boundaries: After consideration of objectives, next step is to decide what to do inside and outside boundaries of organization.</p> <p>3. Grouping of activities in to Departments: The next step is to group all closely related and similar activities in to departments and sections.</p> <p>4.Deciding which departments will be the key department: Key departments are those which are rendering key activities in essential for fulfilment of goals.</p> <p>5.Determining levels at which various types of decisions are to be made: After deciding the relative importance of various departments, the levels at which various major and minor decisions are to be made must be determined</p> <p>6.Determining the span of management: The next step to be taken in designing a structure is to determine the number of subordinates who should directly report to each executive.</p> <p>7.Setting up a coordination mechanism: A direct consequence of departmentalisation is the need to co-ordinate the independent activities of the members of the organization. Effective integration is as important as careful differentiation.</p>					04	CO2	L1,L2		
2	<p>1)Objectives: The objectives of the enterprise influence the organization structure and hence the objectives have to be clearly defined. Every part of the organization and organization as a whole should be geared to the basic objective determined by the enterprise.</p> <p>2)Specialization: Effective organization must promote specialization. The activities of the enterprise should be divided according to functions and assigned to persons according to their specialization.</p> <p>3)Span of control: A manager can directly supervise only a limited number of executives. Hence, it is necessary to have a proper number of subordinates answerable to a manager.</p> <p>4)Exception: This principle requires that organization structure should be so designed that managers are required to go through the exceptional matters only. All the routine decisions should be taken by subordinates, where as problems involving unusual matters and policy decision should be referred to higher levels.</p>					05	CO2	L1,L2		

	<p>functional departments with the result that performance cannot be accurately measured.</p> <p><u>Departmentalization based on Technology:</u> Departmentalization here is done on basis of several discrete stages in process or technologies involved in manufacture of products. Ex: cotton textile manufacturing involves ginning, spinning, weaving and dyeing. Advantages: <ul style="list-style-type: none"> • Efficient use of heavy and costly equipment • Follows principles of specialization Disadvantages: <ul style="list-style-type: none"> • Workers feel less responsible for products • Do not provide overall training of managers <u>Departmentalization by product:</u> The grouping of activity on the basis of product or product lines is followed in multi-lines large scale organizations. All activities related to a particular product line may be grouped together under the direction of a semiautonomous division manager. Advantages <ol style="list-style-type: none"> a.It focuses individual attention on each product line. b.It leads to specialization of physical facilities on the basis of product which results in economy. c.It is easier to evaluate and compare the performance of various product divisions. d.It keeps problems of production isolated from others. Disadvantages <ol style="list-style-type: none"> a.This results in duplication of staff and facilities. b.Separate work force is required in sales, marketing and finance resulting in extra expenditure. c.More managers are required. d.May result in underutilization of facilities and equipment. </p>			
4	<p><u>Requirements of Effective Direction:</u></p> <p>(1) Harmony of objectives: Individuals and organization have their own objectives. The management should coordinate the individual objectives with the organizational objectives. Directions can integrate their objectives with organizational objectives.</p> <p>(2) Unity of direction or command: An employee should receive orders and instructions only from one superior. If not so, there may be indiscipline and confusion among subordinates and disorder will ensue.</p> <p>(3) Direct supervision: Managers should have direct relationship with their subordinates. Face to face communication and personal touch with the subordinates will ensure successful direction.</p> <p>(4) Effective communication: The superior must ensure that plans, policies, responsibilities and orders are fully understood by the subordinates in the right direction.</p> <p>(5) Follow through: Direction is a continuous process. Mere issuing orders or instructions are not an end itself. Follow is necessary, so the management should watch whether subordinates follow the orders and whether they face difficulties in carrying out the orders or instructions.</p> <p><u>Giving Orders:</u> The order is a device employed by a manager in directing his immediate subordinates to start an activity, stop it or modify it. The following principles are to be followed in giving orders; <ul style="list-style-type: none"> • Attitude required in carrying out an order to be prepared in advance. </p>	05	CO2	L1

	<ul style="list-style-type: none"> • Face to face suggestions are preferable. • Order should be an integral part of a given situation and depersonalised. <p>The following are the conditions that make an order acceptable;</p> <ul style="list-style-type: none"> • Order should be clear and complete. • Order should be compatible with the purpose of the organisation. • Order should be compatible with employee’s personal interest. • Order should be operationally feasible. <p>A Manager may follow four types of methods to ensure compliance of orders;</p> <ol style="list-style-type: none"> 1. Force: “ Do what I say, or else.....”, sense of punishment if not followed, this may lead to frustration, restriction and sabotage. 2. Paternalism: “ Do what I say, because Iam good to you”, It creates sense of gratitude and indebtedness towards manager, it works a rewards first and compliance later. 3. Bargain: “ Do what I say, and I will do what you say”, leads to reduction in control of a manager. 4. Harmony of objectives: “ If we work together each will achieve their goals”, this has been regarded as best formula for compliance of orders. 	05		
5	<p><u>Characteristics of Behavioural Approach of Leadership:</u></p> <ul style="list-style-type: none"> • Leadership implies the existence of followers. • Leadership involves a community of interest between the leader and his followers. • Leadership involves an unequal distribution of authority among leaders and group members. • Leadership implies that leaders can influence their followers in addition to give directions. <p><u>Techniques of Coordination:</u></p> <p>I. Basic co-ordinating techniques:</p> <ul style="list-style-type: none"> • Rules, Procedures and Policies. • Planning • Hierarchy. <p>II. Increasing co-ordination potential:</p> <ul style="list-style-type: none"> • Direct Contact • Task force • Committees • Induction • Incentives • Workflow <p>III. Reducing need of co-ordination</p> <ul style="list-style-type: none"> • Autonomous work teams • Matrix organisation. 	04 06	CO2	L1,L2
6	<p>Meaning: Controlling is checking current performance against predetermined standards contained in the plans, with the view to ensuring adequate progress and satisfactory performance</p> <p><u>Need for Control System:</u></p> <p>A control system is needed for four purposes;</p> <ul style="list-style-type: none"> • To measure Progress, • To uncover deviations. (due to change, complexity, mistakes and delegation) • To indicate corrective action, • To transmit corrective action to the operation. <p><u>Benefits of Control system:</u></p> <p>A well developed control system will offer following benefits;</p>	10	CO2	L1, L2

- Increased productivity,
- Reduces defects and mistakes,
- Helps in meeting deadlines,
- Facilitates communication,
- Improves Safety,
- Lowers cost,
- Gives the workers a control over the environment.

Steps in Control Process:

There are three basic steps in a control process namely;

- establishment of standards,
- measurement and comparing the performance with the standards and taking corrective action.
- Essentials of Effective Control System,

1. Establishment of standards: The first step in control process is the setting up of standards of performance. A standard acts as a reference line or a basis of actual performance. Standards should be set precisely and in quantitative terms. Standards are used as the criteria or benchmarks by which performance is measured in the control process. Standards are to be flexible in order to adopt changing conditions.

2. Measuring and comparing actual performance with standards: The second step in the control process is measuring the actual performance of individuals, group or units and comparing it with the standards. The quantitative measurement should be done in cases where standards have been set in numerical terms. This will make evaluation easy and simple. In all other cases, the performance should be measured in terms of qualitative factors as in the case of performance of industrial relations manager. His performance should be measured in terms of attitude of workers, frequency of strikes and morale of workers.

3. Taking corrective action: The final step in the control process is taking corrective action so that deviations may not occur again and the objectives of the organization are achieved. This will involve taking certain decisions by the management like replanning or redrawing of goals or standards, reassignment or classification of duties. It may also necessitate reforming the process of selection and training of workers. This control function may require change in all other managerial functions. If the standards are found to be defective, they will be set up again in the light of observations.

7

Meaning of Social Responsibility: Social responsibility is defined as, social responsibility as the manager’s responsiveness to public consensus. This means that there cannot be the same set of social responsibilities applicable to all countries in all times. These would be determined in each case by the customs, religions, traditions, level of industrialization and a host of other norms and standards.

Social responsibility refers to two types of business obligations, viz.

a) **socio-economic obligation:** Socio-economic obligation of every business is to see that the economic consequences of its actions do not adversely affect public welfare. (to promote employment opportunities, to maintain competition, to curb inflation, etc.)

b) **socio-human obligation:** Socio-human obligation of every business is to nurture and development of human values. (such as morale, cooperation, motivation and self realization)

Social Responsibilities of Business towards Different Groups:

Towards consumer and the community:

1. Production of cheap and better quality goods and services by developing

02

CO1

L1L2

<p>new skills, innovations and techniques.</p> <ol style="list-style-type: none"> 2. Levelling out seasonal variations in employment and production through accurate forecasts, production scheduling and product diversification. 3. Deciding priorities of production in the country's interest and conserving natural resources. 4. Providing for social audit. 5. Honouring contracts and following honest trade practices. 6. Making real consumer needs as the criterion for selecting messages to be given by product advertisements. 7. Preventing the creation of monopolies. 8. Providing for after-sale servicing. 9. Ensuring hygienic disposal of smoke and waste and voluntarily assisting in making the environment aesthetically satisfying. 10. Achieving better public relations (creating a more favourable attitude towards the enterprise) by giving to the community, true, adequate and easily intelligible information about its working 	08		
<p><u>Towards State:</u></p> <ol style="list-style-type: none"> 1. Shunning active participation in and direct identification with any political party. 2. Observing all the laws of land which may have the following objectives <ol style="list-style-type: none"> a) To provide direction to economic and business life of the community. b) To bring about harmony between the limited enterprise interest and the wider social interest of the country. c) To provide safeguard against errant business practices. d) To compel business to play fair to all participants in the economy. e) To prevent oppression or exploitation of the weaker partners in business. f) To enforce maximum production according to the priority of sectors and production lines laid down by the government. g) To allocate limited resources according to social priorities and preferences h) To enforce distributive justice, especially to weaker sections of the community i) To implement rural up lift and secure balanced development of the country. 			