Sub :	Management & Entrepreneurship for IT Industry				Sub Code:	15CS51	Branch:	ISE		
Date:	07.09.2018	Duration:	90 min's	Max Marks:	50	Sem / Sec:		5th/A,B		OBE

Answer any FIVE FULL Questions	MARK	CO	RBT

1 (a) Define management and list its characteristics. [05] CO1 L1

Traditionally management is the art of getting things done through others and with formally organized group.

Management is an essential part of any goal oriented activity. Every organization requires planning of activities, organization of resources, establishment of communication system, leading and motivating of people and control of operations for the realization of its goal or objectives.

1. Management is goal oriented

2. Management is goal oriented

3. Management is coordinative force

4. Management is intangible force.

5. Management is a part of group effort

6. Management is dynamic discipline

(b) Discuss the three levels of Management. [05] CO1 L2

LEVELS OF MANAGEMENT

Top Level of Management

It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

Middle Level of Management
The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management.

Lower level is also known as supervisory / operative level of management. It consists of supervisors, foreman, section officers, superintendent etc. According to *R.C. Davis*, "Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of

2 (a) Explain the various functions of Management. [05] CO1 L3

Planning, Organizing, Staffing, Directing and Controlling.

Planning lays down the objectives

Organizing involve determining , grouping, assigning the grouped activities to an individual.

Staffing involves the determination of manpower required and providing it with adequate competent people.

Directing involves communicating, providing leadership to the subordinate and motivate them to contribute to the best of their ability for the achievement of organizational objectives.

Controlling is the process of checking actual performance against the agreed standards of plans with a view to ensuring adequate progress and satisfactory performance.

(b) Elaborate Organizing and Staffing functions. [05] CO1 L3

Staffing comprises of those activities which are essential to keep manned the positions created by the organization. It has the following functions:

Staffing involves the determination of manpower requirement of the enterprise and providing it with adequate competent people at all its levels. Thus, manpower planning, procurement, training and development, appraisal and remuneration of workers are included in staffing.

Organizing involve following process:

Determination of objectives

Identification and grouping of activities

Assignment of duties

Development of relationship

3 (a) Discuss the nature & importance of Planning. [05] CO1 L2

Planning is the process of deciding in advance what is to be done, how is it to be done and when it is to be done.

Planning is an intellectual activity

Planning involves Selection among the alternatives.

Planning is forward looking

Planning is related to objectives

Most basic function

Pervasive function

(b) Examine Management as Science and Arts. [05] CO1 L1

Management is **Science** because of several reasons like - it has universally accepted principles, it has cause and effect relationship etc, and at the same time it is **art** because it requires perfection through practice, practical knowledge, creativity, personal skills etc. **Management** is both an **art** and a **science**.

Management is both a science as well as an art. The science of management provides certain general principles which can guide the managers in their professional effort. The art of management consists in tackling every situation in an effective manner. As a matter of fact, neither science should be over-emphasized nor art should be discounted; the science and the art of management go together and are both mutually interdependent and complimentary.

Management is thus a science as well as an art. It can be said that-"the art of management is as old as human history, but the science of management is an event of the recent past."

4 (a) Define Leadership and briefly discuss different types of Leadership Styles. [05] CO4 L1,L2

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

Style of Leadership

1. Democratic Leadership

2. Autocratic Leadership

3. Laissez faire or free rain leadership.

(b) Differentiate Recruitment from Selection? [05] CO1 L2

Basis	Recruitment	Selection
Meaning	It is an activity of establishing contact between employers and applicants.	It is a process of picking up more competent and suitable employees.
Objective	It encourages large number of Candidates for a job.	It attempts at rejecting unsuitable candidates.
Process	It is a simple process.	It is a complicated process.
Hurdles	The candidates have not to cross over	Many hurdles have to be

5 (a) Define communication and list the barriers to successful communication [05] CO1 L1

.**Physical barriers are easy to spot** – doors that are closed, walls that are erected, and the distance between people all work against the goal of effective communication.

2. Perceptual barriers, in contrast, are internal. If you go into a situation thinking that the person you are talking to isn't going to understand or be interested in what you have to say, you may end up subconsciously sabotaging your effort to make your point.

3. Emotional barriers can be tough to overcome but are important to put aside to engage in conversations. We are often taught to fear the words coming out of our own mouths, as in the phrase "anything you say can and will be used against you." Overcoming this fear is difficult, but necessary.

4. Cultural barriers are a result of living in an ever-shrinking world. Different cultures, whether they be a societal culture of a race or simply the work culture of a company, can hinder developed communication if two different cultures clash.

5. Language barriers seem pretty self-inherent, but there are often hidden language barriers that we aren't always aware of. If you work in an industry that is heavy in jargon or technical language, care should be taken to avoid these words when speaking with someone from outside the industry.

6. Interpersonal barriers are what ultimately keep us from reaching out to each other and opening ourselves up, not just to be heard, but to hear others. Oddly enough, this can be the most difficult area to change.

(b) Discuss how defining authority and responsibility relationship is important in an organization? Elaborate.

[05] | CO1 | L2

A point to remember in connection with authority and responsibility is that while assigning certain responsibility to an employee, the required amount of authority should also be conferred on him so that he/she can be able to perform it.

Hence, the delegation of authority can only be effective when it matches with the assigned responsibility, i.e. if the authority assigned to a person is greater than the responsibility, it ultimately results in the misuse of authority. Likewise, if the responsibility assigned is greater than the authority, then also the tasks will not be carried out properly due to the lack of necessary authority, thus making it ineffective. So, a balance should be maintained between the authority and responsibility.

6(a) Differentiate between Leader & Manager [05] CO1 L2

BASIS FOR COMPARISON	LEADER	MANAGER
Meaning	A leader is a person who influences his subordinates to achieve a specified goal.	A manager is a person who manage organisation and is responsible for direction, coordination and control
Approach	Sets Direction	Plans details
Attribute	Foresightedness	Mind
Subordinate	Followers	Employees
Style	Transformational	Transactional
Decision	Facilitates decision	Makes decision
Aim	Growth and development.	Attainment of the required result.
Focus	People	Process and Procedure
Risk	Leader minimizes risks.	Manager takes risks.
Change	Leaders promotes change.	Mangers react to change.

		CO1	L2

(b) Discuss the various types of Organization. [O5]

(1) Line organization —In this, there is a chain of authority which flows from upward to down word.

Advantages. Main advantages of this form of organisation are: (i) Simple, (ii) Fixed responsibility, (iii) Flexibility, (iv) Prompt decision, (v) Unified control, (vi) Well-defined authority, (vii) Fixed channel of promotions

(2) Functional organisation—In this form of organization all activities in the organization are grouped according to the basic functions, i.e., production, finance, marketing, headed by a specialist.

Advantages- Main advantages of this form are: (i) Specialisation, (ii) Large-scale production, (iii) Improved efficiency, (iv) Flexibility, (v) Better industrial relations, (vi) Separation of mental and physical functions.

(3) Line and Staff Organisation—In this form of organisation the structure is basically that of line organisation but functional experts are appointed to advise the line authority in their respective field.

Advantages: (i) Advantages of the line and the functional organisations, (ii) Specialisation, (iii) Sound decisions.

COURSE OUTCOMES		MODULES COVERED	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO's	DESCRIPTION													
CO1	Define management, organization, entrepreneur, planning, staffing, ERP –outlines, importance in entrepreneurship	1,2									2b, 4a, 4b,	5a, 5b, 6a, 6b,		1a, 1b, 2a, 3a, 3b,

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.

L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

PO1 - *Engineering knowledge; PO2 - Problem analysis; PO3 - Design/development of solutions;*
PO4 - Conduct investigations of complex problems; PO5- Modern tool usage; PO6 - The Engineer and societyPO7-
Environment and sustainability PO8 – Ethics; PO9- Individual and Team work; PO10 – Communication PO11 – Project
Management and Finance PO12- Life – Long Learning

USN ☐☐☐☐☐☐☐☐☐☐

Internal Assessment Test 1 – September 2018

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Answer any FIVE FULL Questions	MARKS	CO	RBT
1 (a)	[05]	CO1	L2
(b)	[05]	CO1	L2
2 (a)	[05]	CO1	L2
(b)	[05]	CO1	L2
3 (a)	[06]	CO1	L2
(b)	[04]	CO1	L2
4 (a)	[06]	CO1	L2
(b)	[04]	CO1	L2
5 (a)	[3+3]	CO1	L2
(b)	[2+2]	CO1	L2