

USN



Internal Assessment Test 2 – October 2018

Sub:	Management and Entrepreneurship Development	Sub Code:	15ES51	Branch:	ECE
Date:	15/10/2018	Duration:	90 min's	Max Marks:	50
		Sem / Sec:	5 th / A,B,C and D		OBE

Answer any FIVE FULL Questions

		MARKS	CO	RBT
1 (a)	Explain various sources of recruitment.	[05]	CO3	L4
(b)	Assess the steps in selection process.	[05]	CO3	L5
2 (a)	Define directing. Explain requirement of effective direction.	[05]	CO3	L4
(b)	Summarize the theories of motivation.	[05]	CO3	L2
3 (a)	Discuss the autocratic, democratic and free rein approaches to leadership.	[05]	CO3	L2
(b)	Explain the features of leadership. Also differentiate between a Leader and Manager.	[02 + 03]	CO3	L4
4 (a)	Explain in detail the steps in controlling process.	[05]	CO3	L2
(b)	Examine the essentials of effective control systems.	[05]	CO3	L3
5 (a)	Discuss social responsibilities of a business towards different groups.	[05]	CO1	L4
(b)	Describe the process of social audit.	[05]	CO1	L2
6 (a)	Define entrepreneurship. Also explain its importance.	[02 + 03]	CO1	L4
(b)	Demonstrate the characteristics of a successful entrepreneur.	[05]	CO1	L3

COURSE OUTCOMES		MODULES COVERED	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO's	DESCRIPTION													
CO1	Understand the fundamental concepts of Management and Entrepreneurship								5a, 5b		1a, 1b 6a, 6b			
CO3	Describe the functions of Managers, Entrepreneurs and their social responsibilities			4a, 4b								3a, 3b, 2a, 2b		

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	PO7	Environment and sustainability
PO2	Problem analysis	PO8	Ethics
PO3	Design/development of solutions	PO9	Individual and team work
PO4	Conduct investigations of complex problems	PO10	Communication
PO5	Modern tool usage	PO11	Project management and finance
PO6	The Engineer and society	PO12	Life-long learning

**Scheme Of Evaluation
Internal Assessment Test 2 – Oct 2018**

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Note: Answer any FIVE FULL Questions

Question #	Description	Marks Distribution		Max Marks
1	a) Explain various sources of recruitment.	5	5M	10 M
	b) Assess the steps in selection process.	5	5M	
2	(a) Define directing. Explain requirement of effective direction.	5	5M	10 M
	(b) Summarize the theories of motivation.	5	5M	
3	(a) Discuss the autocratic, democratic and free rein approaches to leadership.	5	5M	10M
	(b) Explain the features of leadership. Also differentiate between a Leader and Manager.	3M 2M	5M	
4	(a) Explain in detail the steps in controlling process.	5 M	5M	10M
	(b) Examine the essentials of effective control systems.	5M	5M	
5	(a) Discuss social responsibilities of a business towards different groups.	5 M	5 M	10 M
	(b) Describe the process of social audit.	5M	5M	
	(a) Define entrepreneurship. Also explain its importance.	5M	10M	10M
	(b) Demonstrate the characteristics of a successful entrepreneur.	5 M		

Answer Key
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Note: Answer any FIVE FULL Questions

Q. No.	Description	Marks Distribution	Max Marks
1	<p>a) Explain various sources of recruitment.</p> <div style="text-align: center;"> <p>Fig. 6.1: Recruitment Sources</p> </div>	5	5M
1	<p>b) Assess the steps in selection process.</p> <div style="text-align: center;"> </div>	5	5M
2	<p>(c) Define directing. Explain requirement of effective direction. Directing means giving instructions, guiding, counseling, motivating and leading the staff in an organization in doing work to achieve Organizational goals.</p> <p>Requirement of effective direction are: Harmony of objectives. Individuals join the organization to satisfy their physiological and psychological needs. They are expected to work for the achievement of organizational objectives. They will perform their tasks better if they feel that it will satisfy their personal goals. Therefore, man agreement should reconcile the personal goals</p>	5	5M
			10 M
			10 M

	<p>of employees with the organizational goals.</p> <p>2. Maximum individual contribution. Organizational objectives are achieved at the optimum level when every individual in the organization makes maximum contribution towards them. Managers should, therefore, try to elicit maximum possible contribution from each subordinate.</p> <p>3. Unity of command. A subordinate should get orders and instruction from one superior only. If he is made accountable to two bosses simultaneously, there will be confusion, conflict, disorder and indiscipline in the organization. Therefore, every subordinate should be asked to report to only one manager.</p> <p>4. Appropriate techniques. The manager should use correct direction techniques to ensure efficiency of direction. The technique used should be suitable to the superior, the subordinates and the situation.</p> <p>5. Direct supervision. Direction becomes more effective when there is a direct personal contact between the superior and his subordinates. Such contact improves the morale and commitment of the employees. Therefore, whenever possible direct supervision should be used.</p> <p>6. Managerial communication. A good system of communication between the superior and his subordinates helps to improve mutual understanding. Upwards communication helps a manager to understand the subordinates to express their feeling.</p>			
(d)	<p>Summarize the theories of motivation.</p> <p>Need Hierarchy Theory</p> <p>Abraham Maslow's hierarchy of human needs theory is the one of the most widely discussed theories of motivation.</p> <p>The theory can be summarized as follows:</p> <ul style="list-style-type: none"> • Human beings have wants and desires which influence their behaviour: Only unsatisfied needs influence behavior, satisfied needs do not. • Since needs are many, they are arranged in order of importance, from the basic to the complex. • The person advances to the next level of needs only after the lower level need is at least minimally satisfied. • The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show. 	5	5M	

	<p>The needs, listed from basic (lowest, earliest) to most complex (highest, latest) are as follows:</p> <ul style="list-style-type: none"> • Physiological • Safety • belongingness • Esteem • Self actualization <p>Herzberg's two-factor theory</p> <p>Fredrick Herzberg's two-factor theory, aka intrinsic/extrinsic motivation, concludes that certain factors in the workplace result in job satisfaction, but if absent, lead to dissatisfaction.</p> <p>He distinguished between:</p> <ul style="list-style-type: none"> • Motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and • Hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demotivation. <p>The name Hygiene factors is used because, like hygiene, the presence will not make you healthier, but absence can cause health deterioration.</p> <p>The theory is sometimes called the "Motivator-Hygiene Theory."</p>			
3	<p>(c) Discuss the autocratic, democratic and free rein approaches to leadership.</p> <p>1. Democratic Leadership</p> <p><i>Commonly Effective</i></p> <p>Democratic leadership is exactly what it sounds like -- the leader makes decisions based on the input of each team member. Although he or she makes the final call, each employee has an equal say on a project's direction.</p> <p>Democratic leadership is one of the most effective leadership styles because it allows lower-level employees to exercise authority they'll need to use wisely in future positions they might hold. It also resembles how decisions can be made in company board meetings.</p> <p>2. Autocratic Leadership</p> <p><i>Rarely Effective</i></p> <p>Autocratic leadership is the inverse of democratic leadership. In this leadership style, the leader makes decisions without taking input from anyone who reports to them. Employees are neither considered nor</p>	5	5M	10M

consulted prior to a direction, and are expected to adhere to the decision at a time and pace stipulated by the leader.

Frankly, this leadership style stinks. Most organizations today can't sustain such a hegemonic culture without losing employees. It's best to keep leadership more open to the intellect and perspective of the rest of the team.

- (d) Explain the features of leadership. Also differentiate between a Leader and Manager.
1. Leadership indicates the ability of an individual to influence others. Leadership tries to bring change in behaviour.
 2. Leadership shows interpersonal relationship between leader and followers.
 3. Leadership is to achieve common goal.
 4. Leadership is a continuous process.

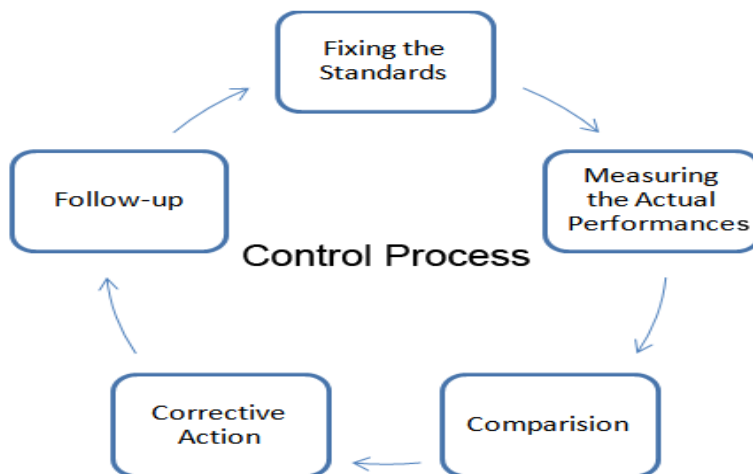
Table 12.1 Difference between managers and leaders

Managers	Leaders
1. A manager is more than a leader. Hence, management is wider term.	1. A leader need not be a manager. Leadership is a narrow term.
2. A manager fits well in an organized structure.	2. A leader may also be in an informal group.
3. A manager exercises different functions of management to achieve group goals. Therefore, a manager performs the functions of management in a more holistic manner.	3. A leader exerts influence on people to voluntarily achieve group goals. A leader performs only one aspect of the various management functions, that is, directing.
4. The authority of a manager stems from his/her positional role, that is, it is delegated from the top management.	4. A leader earns his/her authority by virtue of his/her skills, knowledge, and abilities.
5. To be successful as a manager, one has to be a good leader.	5. Leaders need not be managers.

3M
2M

5M

- (c) Explain in detail the steps in controlling process.



5 M

5M

10M

- (d) Examine the essentials of effective control systems.

1. **Suitable:** The control system should be appropriate to the nature and needs of the activity. A large firm calls for controls different


5M

5M

from those needed for a small firm.

In other words, control should be tailored to fit the needs of the organisation. The flow of information concerning current performance should correspond with the organizational structure employed. If a superior is to be able to control overall operations, he must find a pattern that will provide control for individual parts. Budgets, quotas and other techniques may be useful in controlling separate departments.

2. **Timely and Forward Looking:** The control system should be such as to enable the subordinates to inform their superiors expeditiously about the threatened deviations and failures. The feedback system should be as short and quick as possible. If the control reports are not directed at future, they are of no use as they will not be able to suggest the types of measures to be taken to rectify the past deviations. A proper system of control should enable the manager concerned to think of and plan for future also.
3. **Objective and Comprehensive:** The control system should be both, objective and understandable. Objective controls specify the expected results in clear and definite terms and leave little room for argument by the employees. This is necessary both for the smooth working and the effectiveness of the system.
4. **Flexible:** The control system should be flexible so that it can be adjusted to suit the needs of any change in the environment. A sound control system will remain workable even when the plans change or fail outright. It must be responsive to changing conditions. It should be adaptable to new developments including the failure of the control system itself. Plans may call for an automatic system to be backed up by a human system that would operate in an emergency.
5. **Economical:** Economy is another requirement of every control. The benefit derived from a control system should be more than the cost involved in implementing it. A small company cannot afford the elaborate control system used by a large company. A control system is justifiable if the savings anticipated from it exceed the expected costs in its working.
6. **Acceptable to Organisation Members:** The system should be acceptable to organisation members. When standards are set unilaterally by upper level managers, there is a danger that employees will regard those standards as unreasonable or unrealistic.
7. **Motivate People to High Performance:** A control system is most effective when it motivates people to high performance. Since most people respond to a challenge, successfully meeting a tough standard may well provide a greater sense of accomplishment than meeting an easy standard. However, if a target is so tough that it seems impossible to meet, it will be more likely to discourage than to motivate effort.
8. **Corrective Action:** Merely pointing of deviations is not sufficient in a good control system. It must lead to corrective action to be taken to check deviations from standard through appropriate planning, organizing and directing. In the words of Koontz and O'Donnell, "An adequate control system should disclose where

		<p>failure is occurring, who is responsible for them and what should be done about them." A control system will be of little use unless it can generate the solution to the problem responsible for deviation from standards.</p> <p>9. Reflection of Organisation Pattern: Organization is not merely a structure of duties and function, it is also an important vehicle of control. In enforcing control the efficiency and the effectiveness of the organisation must be clearly brought out.</p> <p>10. Human Factor: A good system of control should find the persons accountable for results, whenever large deviations take place. They must be guided and directed if necessary.</p> <p>11. Direct Control: Any control system should be designed to maintain direct contact between the controller and controlled. Even when there are a number of control systems provided by staff specialists, the foreman at the first level is still important because he has direct knowledge of performance.</p> <p>12. Focus on Strategic Points: A good system of control not only points out the deviations or exceptions but also pinpoints them where they are important or strategic to his operations.</p>			
	(c)	<p>Discuss social responsibilities of a business towards different groups.</p> <ol style="list-style-type: none"> 1. Nation 2. Society 3. Customer 4. Consumer 5. Share holder 6. Employees 7. Community 	5 M	5 M	
5	(d)	<p>Describe the process of social audit.</p> 	5M	5M	10 M
	(c)	<p>Define entrepreneurship. Also explain its importance.</p> <p>Entrepreneurship is the process of designing, launching and running a new business, which is often initially a small business. The people who create these businesses are called entrepreneurs.</p> <ol style="list-style-type: none"> 1. Entrepreneurs Create New Businesses 2. Entrepreneurs Add to National Income 3. Entrepreneurs Also Create Social Change 4. Community Development 	5M	10M	10M
	(d)	<p>Demonstrate the characteristics of a successful entrepreneur.</p> <ol style="list-style-type: none"> 1. Self-Motivation 2. Understand What You Offer 3. Take Risks 	5 M		

		<ol style="list-style-type: none">4. Know How to Network5. Basic Money Management Skills and Knowledge6. Flexibility7. Passion			
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