

Internal Assessment Test - I

Sub:	Management & Entrepreneurship for IT Industry						Code:	15CS51	
Date:	18 / 09 / 2017	Duration:	90 mins	Max Marks:	50	Sem:	5th	Branch:	CSE

Answer Any FIVE FULL Questions

	Marks	OBE	
		CO	RBT
1(a) Define management and list its features	[03]	CO1	L1
(b) Explain the various functions of management	[07]	CO1	L4
2(a) Classify the levels of management with example	[05]	CO2	L3
(b) Differentiate Administration from management	[05]	CO1	L4
3(a) Summarize the various steps in planning	[10]	CO1	L2
4(a) Associate the skills of a manager with different levels of management.	[08]	CO2	L2
(b) Distinguish manager and leader	[02]	CO2	L2
5(a) Summarise the various types of organisation	[05]	CO2	L2
(b) Define Coordination and list its importance	[05]	CO3	L1
6(a) Explain directing and lists its nature	[03]	CO1	L4
(b) Explain the various leadership styles	[07]	CO2	L4
7(a) List the importance of communication in an organisation	[03]	CO2	L1
(b) Explain the various process of staffing	[07]	CO2	L4
8(a) List down and explain any 10 principles of management given by Henry Fayol.	[10]	CO2	L1

Scheme Of Evaluation

Internal Assessment Test I – Sep. 2017

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Note: Answer Any Five full Questions.

1. A) **Define management and list its features:**

Harold Knoots says, “Management is the art of getting things done through and with people.” It indicates that management is the essential part of any group activity. It is important activity to control/manage men, machines, material and money in direction towards predetermined objectives. Management is concerned with planning, policy formulation and co-ordinating functions. It also includes quality control of product

Features:

- Management is universal
- Management is a social process-
- Getting things done through people/ group
- Management is an integrating / unifying force
- Management is objective/ target oriented-
- Management is dynamic, and not static
- Management is a system of authority

b) **Various functions of management:**

Functions of Management :

As per ‘Theo Haiman’, one of the definition is “Management as a process or group of organizational / Managerial functions”. The list of management functions varies from scholar to scholar with number of functions ranging from three to eight. Particularly ‘Luther Gullik states seven such functions; we can add one more function as +‘C’ to the catchword ‘POSDCORB’ +‘C’. which stands for planning, organizing, staffing, directing, co-ordinating / communicating, reporting, budgeting and +‘c’ indicates ‘controlling’.

The important functions of management as per the catchword ‘POSDCORB’ +‘C’ are briefly explained below:

1. Planning'- 'P'

Planning is the primary function of management. All other functions are based on it. Planning is the beginning of all managerial work. Planning determines the course of future action. It serves as a compass and shows the right direction that an organization should take action to attain its goal. It is a blue print of future actions.

Planning means deciding in advance what to do in future. In other words it is looking ahead. Planning is performed generally at all levels, but particularly at top level only. It is an intellectual task; which is to be carried-out scientifically. For this every organization is following 4-'W' formula. Following figure indicates this scientific process.

- 1 'what' to do?
- 2 'why' to do?
 1. what' to do?
 2. by 'whom' to do?

The maxim in management is 'First plan your work, and then work your plan. Before making a plan, if manager is following this 4-'w' formula and after getting proper/appropriate answers to these 4-'w's'; planning will be scientific. This process is very important because all other functions are following planning so, planning should be based on reliable/authentic information and scientific. Then only you will proceed towards success and can achieve it definitely.

2) Organising – 'O'

Planning done by manager will remain on paper only if further steps are not taken. Hence, the second function of management process 'organising' should be followed. Organising means collecting/assembling factors of production together. For this purpose organization creates order and system by bringing various elements such as capital, machinery, materials, executive personnel, workers etc. together and co-ordinating them.

3) Staffing – 'S'

Staffing involves finding the right person for the right place, allotting the right job and at right time. Staffing also includes training to personnel to increase their efficiency and avoid waste of material and machinery.

4) Directing – 'D'

The actual performance of a work starts with the function of Direction. Direction deals with making the workers learn techniques to perform the job assigned to them. Direction includes guidance, supervision and motivation of employees.

5) Co-ordinating and communicating - 'CO'

a) Co-ordinating : Co-ordinating is the process of harmonization of different activities within the enterprise with reference to time, progress of work, performance standards etc. It is the essence of management. All personnel and departmental activities are directed towards achieving common goals of the organization.

b) **Communicating** : Communication is a mutual transfer of information and understanding. Through proper communication by using simple, local and unambiguous language, a manager can create a feeling of belongingness on the part of the subordinates.

6) Reporting – 'R'

Informing about the work done, problem faced and results achieved to the boss/head of Dept./ to management is called reporting. Reporting in proper timing helps to solve problems; which makes easy process to achieve the target.

7) Budgeting – 'B'

Budgeting means preparing a receipt/resources and payment/applications statement in advance before starting any plan. It helps in numerical terms the requirements of various resources such as money, men, materials, machinery, methods and time with which the management deals.

8) Controlling - +'C'

Controlling is looking behind. Controlling function ensures that the achieved objectives conform to pre-determined objectives. Necessary corrective action may be taken if there is any deviation. The control is very easy when the organization has fixed standards. According to Henry Fayol, "Control consists in verifying whether everything occurs in conformity with the plan adopted, the instructions issued and principles established.

2a) Classify levels of management with example

Top level management

Middle level management

Low level management

b) Differentiate Administration and management

Distinction between 'Administration' and 'Management'

Administration	Management
Nature – Administration is a determinative or thinking function	Nature – Management is an executive or doing function
Scope – Administration is related with the deciding of major objectives and policies.	Scope – Management is related with the implementation of objectives and policies.
Level – Administration is mainly a top level function.	Level – Management is largely a middle and lower level function
Skills required – Conceptual and human skills.	Skills required – Technical and human skills
Main functions – Planning and control are the main functions involved in it.	Main functions – Directing and organizing are the main functions in it
Example – Minister, Commander, Commissioner, Registrar, ViceChancellor, Governor, Owner, Chairman, Board of Director etc.	Example – Managing Director, General Manager, Secretary Sales Manager, Branch Manager, HOD, Supervisors, workers
Usage – Used largely in government and public-sector.	Usage – Used mainly in business organizations.

3a) Various steps in planning

Steps in planning

1. Setting organizational objectives
2. Analysing and Evaluating the Environments
3. Identifying alternative ways of achieving the objectives
4. Developing planning premises upon which each alternative is based
5. Directing the planning horizon
6. Evaluating the alternatives and choosing the best alternative
7. Developing plans to pursue chosen alternative
8. Implementing the plan
9. Controlling and Evaluating the results

The above steps in planning are briefly discussed in the following paragraph

1. Setting organizational objectives:

The selection of objectives and the course of action to achieve them, are influenced partly by the organisation's mission and values, the strategic plans and goals, the standing plans, the environmental conditions, the availability of resources, the philosophies, ethics, accumulated experience and expertise of the managers of the organization. The objectives indicate where are we, where do we want to be, and what do we want to accomplish and when. The objectives must be specific, measurable, realistic, achievable and probably challenging. They must focus on key result areas, cover a specific time period and will likely result in some kind of reward for the managers involved in achieving the objectives.

2. Analyzing and evaluating the environments:

Once the objectives are established, the manager must analyse the present situations and environments to determine the opportunities in the light of the market, competition, customer's needs and wants, company's strengths and weakness, resource available and limiting factors such as company policies that must be considered as they evaluate the possible course of action.

While assessing the external environment, managers must consider such elements as the strengths and weakness of suppliers and partners, the availability of needed technology and labour skills, and the need of external customers.

3. Identifying alternative ways of achieving the objectives:

Once the environment in which the organization is functioning is analysed and evaluated and organizational objectives are clearly stated, the managers should list as many alternatives as possible for achieving those objectives. When listing alternative course of action, the managers usually invite persons having the relevant knowledge and experience to contribute suggestions.

4. Developing planning premises on which to base each alternative:

The feasibility of using any one alternative to achieve organizational objective is determined by the planning premises or assumptions on which the alternative is based
Ex: Two alternatives a manager could generate to achieve organizational objective of increasing profit might be

- a) Increase the sale of products which are being produced presently or
- b) Produce and sell an entirely a new product.

Alternative a) is based on the premises that the organization can increase its present market share of the existing market

b) is based on the premise that a new product would capture a significant share of the new market.

5. Deciding the planning horizon:

Based on the vision of the managers responsible for planning, the planning horizon can be a long term (2 to 5 years or more) for strategic planning, intermediate term (1 to 2 years) for tactical planning and short term (upto 1 year) for operational planning. The factors influencing choice of planning horizon are:

- a) Lead time for new product planning and development
- b) Pay back period for capital investment and
- c) Duration of commitment already made

6. Evaluating the alternatives and choosing the best alternative

Each alternative can be evaluated to determine which one alternative or combination of two or more alternatives is most likely to achieve the objectives efficiently and effectively. The managers may find that some premises are unreasonable, and can therefore be excluded from their consideration. Also managers estimate the kind or amount of resources, including time that each alternative will require. A cost benefit analysis is made for each alternative.

After evaluating each alternative, the managers would be able to identify any one alternative which is most cost effective and beneficial to the organization. If no single alternative emerges a clear choice, then the alternative with the most advantages and the fewest serious disadvantages must be selected as a choice

7. Developing plans to pursue chosen alternative:

After an alternative has been chosen, the managers begin to develop strategic and tactical plans. Also derivative plans / supportive plans should be developed. For example developing plans to buy equipments, materials, workforce or to develop new products. In addition, budgets must be developed for sales volume, sales revenue, operating expenses, capital equipment expenditures etc.

8. Implementing the plans(putting the plan into action)

Once both plans (strategic and operating plans) are developed, they must be implemented. The organization cannot directly benefit from the planning process until the plan developed is implemented. Once the plan is executed , measuring and controlling process becomes crucial for the success of planning and take remedial action if necessary to make plans work and change original plan if found unrealistic.

4a) Skills of manager with different levels of management

Top level management – Conceptual skill

Middle level management- Human Skills

Low level management- Technical skills

b. Manager vs leader

Manager – push the employees to completes

Leader – Pulls the employees in joint effort

Manager – focus on work

Leader – focus on people

5a) types of organization;

Line organization

Line and Staff organization

Committee

Matrix organization

b. Define Coordination and list its importance

According to *Mooney and Reelay*, “Co-ordination is orderly arrangement of group efforts to provide unity of action in the pursuit of common goals”.

According to *Charles Worth*, “Co-ordination is the integration of several parts into an orderly hole to achieve the purpose of understanding”.

Importance

1. Coordination is the orderly arrangement of group efforts.
2. It provides unity of action in pursuit of common purpose. Unity of action is considered to be the heart of the coordination process.
3. It aims at achieving the common purpose of the enterprise through the orderly synchronisation of the efforts of the subordinates.

6a) Directing :

According to G. R. Terry - "Directing means moving to action and supplying simulative power to a group of persons". Thus, the plan is put into operation through the organisation by the process of direction. Another term used to describe this function is "Activating".

According to Dale, "Direction is telling people what to do and seeing that they do it to the best of their ability. It is through directing that managers get the work done through people.

Importance of direction

Direction initiates Actions

1. Direction integrates Employees' efforts:
2. Direction attempts to achieve maximum out of individuals.
3. Direction facilitates changes in the organization:
4. Direction provides stability and Balance in the organization

b. Leadership styles:

Different types of leadership styles are:

- i. Autocratic leadership;
- ii. Participative leadership;
- iii. Free rein leadership; and
- iv. Paternalistic leadership

7a) Importance of communication in an organization

Smooth Running of the Enterprise

Quick Decisions and Implementation

Planning and co-ordination

Maximum Productivity

Morale Building and Democratic Management

b. Selection Process

SELECTION PROCEDURE As stated above, the selection procedure consists of a number of steps in logical order to identify the candidates who are to be finally appointed. These steps are :

- (a) Screening the applications
- (b) Holding tests
- (c) Selection interview
- (d) Checking references
- (e) Medical examination of the candidates
- (f) Issue of appointment letter

8a) Henry Fayols principles of management

Division of Work

Authority and Responsibility

Discipline :

Unity of Command :

Unity of Direction

Subordination of Individual Interests to General Interest

Remuneration

Centralisation

Scalar Chain

Order