

Fifth Semester B.E. Degree Examination, Feb. Mar. 2022
Technological Innovation Management and Entrepreneurship

Max. Marks

Time: 3 hrs.

Note: Answer any FIVE full questions, choosing ONE full question from each module.

Module-1

- 1. a. Define Management. Explain any four Management functions.
- b. Explain roles of a Manager.

OR

- 2. a. Define Planning. Explain any four limitations of Planning.
- b. Explain types of Decision making.

Module-2

- 3. a. Define Organisation. Explain the principles of Organizing.
- b. Define Recruitment. Explain the steps involved in Selection process.

OR

- 4. a. Explain Maslow's need hierarchy theory and Herzberg's two factors in an Organization.
- b. Discuss any five purpose of Communication in an Organization.

Module-3

- 5. a. Describe Social responsibility of Business towards different groups.
- b. What is Social Audit? What are its benefits and limitations?

OR

- 6. a. Define Entrepreneurship. Discuss the characteristics of Entrepreneur.
- b. Illustrate Entrepreneurial development cycle.

Module-4

- 7. a. Explain in brief, the characteristics of Family owned business.
- b. Describe '3 Circle' model of Family business.
- c. List out various types of Family business.

OR

- 8. a. Discuss various methods of generating Business Ideas.
- b. Explain Market Entry Strategies.
- c. What is Ecological Feasibility?

Module-5

- 9. a. Define Business Plan. Discuss the reasons for preparing a Business Plan.
- b. Explain any four Government schemes for funding Small Business.

OR

- 10. a. Illustrate the network design and discuss the importance of network design.
- b. Discuss the steps in PERT Network.
- c. Compare PERT and CPM Network Techniques.

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v. m. Chough
R&E dept

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NAME OF INSTITUTION:- KLS V.D.I.T. HALIYAL

DEPT:- Electrical & Communication. (~~EEEC~~)
Engg.

Sem: V (A & B)

Subject: TIM & E

Subject code:- 18EC51

Note: Scheme is as per the requirement of
Subject.

Subject teacher

@wupr (24/3/2022)

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Department: E&C

Subject with Sub. Code: TI&ME (15EC51)

Semester / Division: 5(A&B)

Name of Faculty: Prof. V.m.chougala

Q.No.	Solution and Scheme	Marks
1	<p style="text-align: center;">Module - 1</p> <p>(a) Define Management Explain any Four management Functions.</p> <p><u>Def'n</u> → Management is process that ensures the proper use of people and resource elements for achieving pre-determined goals.</p> <p style="text-align: right;">[2M]</p> <p><u>Management Functions</u></p> <p>① planning ② organising ③ Staffing ④ Directing ⑤ motivating ⑥ co-ordinates.</p> <p><u>Planning</u> → planning is a management process. It is first step of management process. Planning is how to do the work, when have to do this work, who will do the work and whom will do this work. Planning means the process of achieving goals, deployment and establishment. Planning means deciding how best to achieve goals, profit and applying best strategies.</p> <p style="text-align: right;">[2M]</p> <p><u>organising</u> → organising is the second function of management, it follows the planning. organising is a management process that refers to relationship between people work and resource that is used to achieve goals.</p> <p style="text-align: right;">[2M]</p>	[10M]

Q.No.	Solution and Scheme	Marks
1 (a)	<p><u>Staffing</u> :-</p> <p>After the organizing, the function of management is staffing. Employees are the most important resource of any organization. The right staff is very important for a company because he can change and ensure the organization's future success. Staffing is like a function or term that refers to recruitment, selection, acquiring, training, appraising, employees. 12M</p>	
	<p><u>Directing</u></p> <p>Directing is a process in which the manager instructs, guides and oversees the performance of the workers of a company to achieve goals. Directing is very hard and is a very hard and tough task of management process.</p> <p>Directing is a continuous process that runs its function at top level and flows to the bottom with organizational hierarchy. 12M</p>	10M
1	<p><u>(b) Explain roles of manager.</u></p> <p>A manager wears many hats. Not only is a manager a team leader but he is also a planner, organizer, cheerleader, coach, problem solver, and decision maker. 1M</p> <p><u>Those roles fall into three categories</u></p> <ul style="list-style-type: none"> • <u>Interpersonal</u>: This role involves human interaction. • <u>Inferromedial</u>: This role involves the sharing and analyzing of information. • <u>Decisional</u>: → This role involves decision making. 	10M



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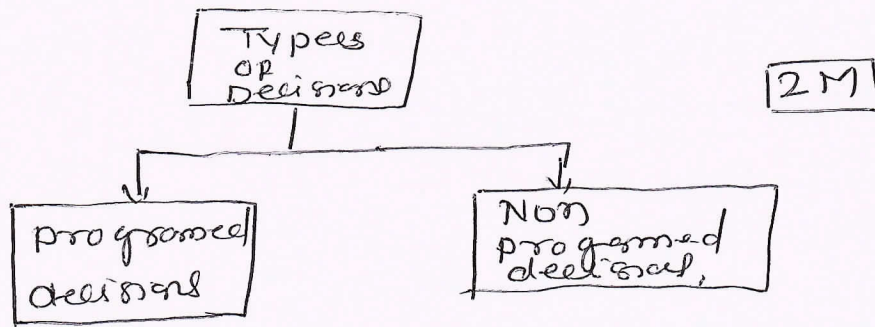
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Q.No.	Solution and Scheme	Marks
1	<p>(b) <u>In Roles</u> → Monitor → Disseminator [3M] → Spokes person.</p> <p><u>Interpersonal</u> → Figurehead → leader [3M] → Liaison.</p> <p><u>Decision</u> → Entrepreneur → Disturbances handled → Resource allocator [3M] → Negotiator</p>	
2 (a)	<p>Define Planning. Explain any four limitations of planning.</p> <p>Planning is the thinking process, the organised thought, the vision based on facts and experiences that is required for intelligent action.</p> <p>① Rigidity ② Not Ideal in dynamic conditions. [8M]</p> <p>③ planning can also reduce creativity</p> <p>④ planning is expensive.</p> <p>⑤ Not completely accurate.</p>	

2 (b) Explain types of Decision making



programmed decisions

- standard operating procedure.
- They are situations that are routine and occur frequently.
- Specific way to handle them. 4M
- routine per day-to-day issues. 10M
- Formulation of rules.
- procedure and policies.
- Standard in the organization.

Non programmed Decisions

- Unique and one shot decisions 4M
- Not structured programmed
- Irregular. Decisions.
- Newly created
- Unexpected problems
- Unconventional and Novel solutions.



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Q.No.	Solution and Scheme	Marks
3	<p style="text-align: center;"><u>Module 2</u></p> <p>(a) Define organization. Explain the principles of organizing.</p> <p>Organising is the process of identifying and grouping the activities of the enterprise and establishing Authority and relationship among them. 2M</p> <p>→ principles of organizing</p> <ol style="list-style-type: none"> 1) scalar principle 2) principle of flexibility 3) principle of Authority 4) principle of delegation 5) principle of unity of command 6) principle of span of control 7) principle of unity of objective 8M 8) principle of efficiency 9) principle of a division of work 10) principle of unity of direction 11) principle of simplicity 12) principle of responsibility 13) principle of balance 14) principle of specialization <p>each can explain in one sentence or two sentences.</p>	10M

Q.No.

Solution and Scheme

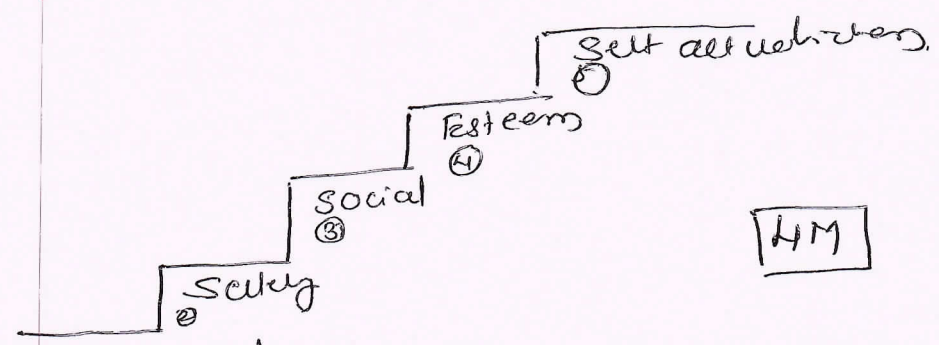
Marks

3 (b) Define Recruitment Explain the steps involved in selection process.

- Define
 "Recruitment is the process of searching prospective employees and stimulating them to apply for the jobs in the organization" 2M
- Receiving and screening the Applications
 - sending the blank Application forms.
 - primary Interview. 8M
 - Administering Test
 - Checking references on investigation of previous history.
 - Interviewing
 - Final ~~selection~~ selection.
- Explain each step in detail.

10M

4(a) Explain Maslow's Need hierarchy theory and Herzberg's two Factor theory to applicable to an organization.



4M

① physiological each can explain brief.

Herzberg's Two Factor Theory

4

(a) According to Herzberg's

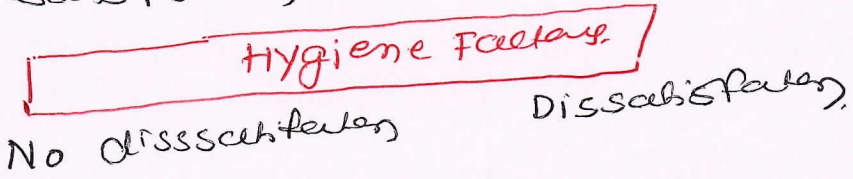
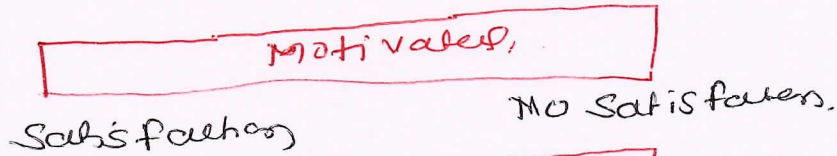
① → "Satisfactions"

→ No Dissatisfactions

②

→ Dissatisfactions

→ No Dissatisfactions



3M

10M

- ④ Hygiene Factors
- pay
 - company policies
 - Fringes benefits
 - physical working conditions
 - status. 3M
 - job security.

⑤ Motivational Factors

- Recognition
- Sense of achievement
- growth and promotional opportunities
- Responsibility 3M
- meaningfulness of the work

Replace each point more or two sentences

Q.No.	Solution and Scheme	Marks
46)	<p><u>Discuss any five Purpose of Communication in an organization</u></p> <ul style="list-style-type: none"> → Flow of Information. → Co-ordinates → Learning management skills. 511 → preparing people to accept change → Developing Good Human Relations → Ideas of subordinates Encouraged → <u>Flow of Information</u> <ul style="list-style-type: none"> → The Information must flow continuously from top to bottom and vice versa. → <u>Coordinates</u> : <ul style="list-style-type: none"> The coordinates of all personnel and their efforts in the essence of management which can be attained through effective communication. 1011 → <u>Learning management skills</u> <ul style="list-style-type: none"> The communication facilities promote Information, Ideas, advice, opinions, orders and instructions. 1511 → <u>preparing people to accept change</u> <ul style="list-style-type: none"> The proper and effective communication is an important tool. → managers and workers and other staffs exchange their Ideas. etc. etc. → It will provide them with the encouragement to share Information with their superiors without hesitations. 	

Q.No.	Solution and Scheme	Marks
5(a)	<p data-bbox="223 121 1356 265">Describe Social responsibility of Business towards different groups.</p> <div data-bbox="239 254 1332 718"> <pre> graph TD Owners[Owners] --> Business((Business activities)) Investors[Investors] --> Business Employees[Employees] --> Business Supplier[Supplier] --> Business Customers[Customers] --> Business Competitor[Competitor] --> Business Government[Government] --> Business Society[Society] --> Business </pre> </div> <p data-bbox="215 696 1332 995">→ The business generally interact with owners, investors, employees, supplier, customers, competitor, government and society. They are called interest group. 2M</p> <p data-bbox="199 962 1364 1459">→ because each and every activity or business the interest of these groups is affected directly or indirectly. Responsibility of business towards different interest groups is affected directly or indirectly. 8M</p> <p data-bbox="215 1393 1348 1681">→ Responsibility towards owners - Run the business ethically → Proper utilization of capital and other</p> <p data-bbox="223 1659 1364 2035">Responsibility towards investors → Ensure safety of their investment → Regular payment of interest → Timely repayment of principal amount Replenish each in deficit.</p>	<p data-bbox="1388 873 1484 940">10M</p>

Q.No.	Solution and Scheme	Marks
5 B	<p data-bbox="215 128 1372 254">What is Social Audit? what are its advantages, Benefits and limitations?.</p> <p data-bbox="215 254 1372 685">A social Audit can be defined as a review of company's procedures, procedure, policies and code of conduct to find how they impact society. It is conducted out of social responsibility by an organization to establish its positive image in public.</p> <p data-bbox="215 707 670 774">→ <u>LIMITATIONS</u></p> <ul data-bbox="271 729 1165 1238" style="list-style-type: none"> • Complicated and time consuming • No clear methodology • Difficult define the scope. • Subjective. • Lack qualified trained • limited practical utility. <p data-bbox="215 1282 574 1360">→ <u>Advantages</u></p> <ul data-bbox="271 1305 1308 2057" style="list-style-type: none"> • Train the community on participatory local planning • Encourages local democracy • Encourages community participation • Benefits disadvantaged group. • Promotes collective decision making and sharing responsibilities. • Develops human resources and social capital. 	<p data-bbox="1165 619 1276 674">2M</p> <p data-bbox="1356 995 1468 1061">10M</p> <p data-bbox="1085 1194 1197 1260">4M</p> <p data-bbox="1149 1791 1260 1858">4M</p>

6 (a) Define Entrepreneurship. Discuss the characteristics of a successful entrepreneur.

The word "entrepreneur" is derived from the French verb *entreprendre* which means 'to undertake'. This refers to those who

"undertake" the risk of new enterprises.

1 Disciplined

3 Open minded

2) Confidant

4 self starter

5 Competitive

5 Creativity

7 Determination

8 Strong people skills.

9) Strong work Ethic.

1) Disciplined

→ Individuals are focused on making their business work, and eliminate any hindrance.

→ Successful entrepreneurs are disciplined enough to take steps

2) Confidence

The entrepreneur does not worry about the whether they can succeed or whether they are worthy or success.

3) Open minded

Entrepreneur perceive any event and situation as a business opportunity. Ideas are constantly being generated about the workflow, and efficiency; People skills.

10M

Q.No.

Solution and Scheme

Marks

6 (a)

Self Starter

If something need to be done,
They should start themselves.
They are proactive.

creativity

creativity is being able to make connections
between seemingly unrelated events.

Determination

determined to make of their endeavor
succeed, so will try and try again until
it does. Successful entrepreneurs do not believe
that something cannot be done.

Strong people skills

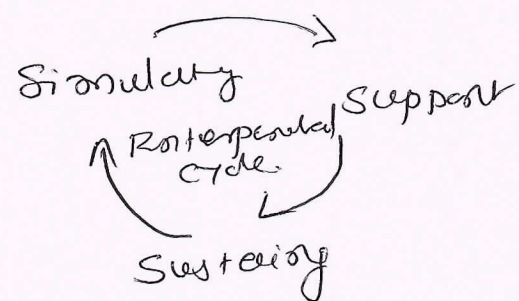
The entrepreneur has strong communication
skills to sell the product and motivate employees.
They are very good at highlighting the benefits
of any situation and coaching others to their success.

Strong work ethic

The successful entrepreneur will often
be the first person to arrive at the office
and the last one to leave.

6 (b)

Illustrate Entrepreneurial development cycle.



[2M]

[10M]

1) Stimulating assistance

- Entrepreneurial education
- motivation training
- Recognition skills. etc

[3M]

Q.No.	Solution and Scheme	Marks
6 (b)	<p>2) <u>Supportive Assists</u></p> <ol style="list-style-type: none"> ① Registrar of coit 2) Arrange Finance 3) Provide land 4) Evidence. <p>3) <u>Sustaining assistance</u></p> <p>Practices that enable or aid self-sustainability Includes autonomous buildings.</p> <ul style="list-style-type: none"> - help modernization - help diversification - offering repayment - product unity - Need based common facilities centre 	<p style="text-align: right; border: 1px solid red; padding: 2px;">3M</p> <p style="text-align: right; border: 1px solid red; padding: 2px;">3M</p>
7 (a)	<p>Explain in brief the characteristics of Family owned business in India.</p> <ol style="list-style-type: none"> (a) A group of people belonging to one or more families run one business enterprise. (b) position of Family business is influenced by the relationship the firm maintains enjoyably themselves. (c) Family exercises control over business industry or ownership as in the form of management. (d) Family exercises the influence on the firm's policy direction. (e) The succession of Family business goes to the next generation. (f) Family business in India is largely caste related. <p>(g) Every caste enjoys a dominant cultural which gets duly reflected in their Family businesses also.</p>	<p style="text-align: right; border: 1px solid red; padding: 2px;">10M</p> <p style="text-align: right; border: 1px solid red; padding: 2px;">each 1 mark 10M</p>

Q.No.	Solution and Scheme	Marks
7(C)	<p>List out various types of Family business</p> <ul style="list-style-type: none"> - Financial return [03M] → Emotional return → Relationship return 	
8 (a)	<p>Discuss various methods of generating business ideas.</p> <ul style="list-style-type: none"> - Focus group [2M] → Brainstorming → problem Inventory Analysis. <p><u>Focus group</u> :- A group called 'Focus group' consists of 6-12 members belonging to various socio-economic background. are formed to focus on some particular matter like new product idea.</p> <ul style="list-style-type: none"> - The focus group is facilitated by a moderator to have an open in-depth discussion. [5M] <p><u>Brainstorming</u></p> <p>Brainstorming technique is used for encouraging creative thinking in group of six to eight people.</p> <ol style="list-style-type: none"> 1 Generate as many ideas as possible 2 Be creative, free wheeling and imaginative 3 Build upon previous, extend, or combine earlier ideas 4 withhold criticism to other's idea. 	[8M]

8 (a) problem Inventory Analysis

To identify and discussing the product in the category that suffer from specific problem

- problem Inventory Analysis is used to primary to generate product Ideas for evaluation.

8 (b) Explain "MARKET ENTRY" strategies.

- Direct Reporting
- Licensing
- Franchising
- Partnering
- Joint Ventures
- Buying a company
- Piggy backing
- Turnkey projects
- Greenfield Investment

4M

! Direct Reporting

- Direct exporting is selling directly to market.
- Agent & distributor work closely

6M

- Licensing

licensing is a relatively sophisticated arrangement whereby a firm transfers the rights to the use of a product or service to another firm

- Franchising

This is rapid market expansion, Franchising works well for firms that have a repeatable business model.

10M

8 (b) Partnership :-

- Partnership is almost a necessity.
- Partnership can take a variety of forms.
- Partners bring local market knowledge
- Contract and IP Chosen wisely customers.

Joint ventures

- Partnership + Independently managed company.
- Two company work together.
- Third company to undertake the risk.

Greenfield Investment

- Greenfield Investments require the greater involvement in international business
- Greenfield is used to buy the land.
- Cost & Risk due to govt regulations.

8(c) What is Ecological Feasibility?

Feasibility Analysis is focused on understanding whether your organization could make the enterprise work. Feasibility study should enable to make the project decisions.

2M

9 (a) Define Business plan. Discuss the reasons for preparing a business plan.

- A business plan is a written document that describes your core business objectives, how you plan to achieve them over a set period of time.

2M

Q.No.	Solution and Scheme	Marks
9	<p>9 (a)</p> <ol style="list-style-type: none"> 1) provide a structural way of organizing your thought and clarifying your ideas. 2) ensures you a clear starting. 3) Your progress as you go along. 4) Ensure all or them are working towards the same vision. 5) help you plan for the future. 	<p>8M</p> <p>10M</p>
9 (b)	<p>Explain any four Government schemes for funding business.</p> <ul style="list-style-type: none"> - <u>SIBBI</u> makes in India loan for Enterprises. - pardas mantri mudra yojana (PMMY) - BANK credit facilities scheme. - Stand-up - India scheme <p>→ <u>SIBBI</u></p> <p>This scheme has been designed to Foster Innovates, Facilitate Investment, protect Intellectual Property.</p> <ul style="list-style-type: none"> - under the scheme loans will be offered in the form of soft loan and term loan. - Competitive rates of interest. - The loan amount will be dispersed to your basic account quickly. 	<p>2M</p> <p>10M</p> <p>2M</p>

Q.No.	Solution and Scheme	Marks
10	<p>(a) Illustrate Network design and discuss the Importance of Network Analysis.</p> <ul style="list-style-type: none"> • Network analysis helps management to minimize the total cost and total maintenance time. • Efficient utilization of limited resources • Network analysis facilitates co-ordination among the activities • Time margins play a crucial role in every project • Network analysis is a great tool which helps in planning • Network analysis also creates inter-relationship as well as inter-dependence of various activities. • Network analysis provides the project personnel team an apparent picture of the work. 	<p>110M</p> <p>1</p>
10	<p>(b) Discuss the steps in PERT Network.</p> <p><u>PERT</u> :- (Program Evaluation and Review Technique)</p> <p>PERT is based on the assumption that activity duration follows a probability distribution instead of being a single value</p>	<p>14M</p>

Q.No.	Solution and Scheme	Marks
9	<p>(b) Pradhan Mantri Mudra Yojana (PMMY)</p> <p>The scheme will extend loan to activities that create employment and generate income in the area of services.</p> <ul style="list-style-type: none"> - Three types of loans Shishu, Kishor, Tarun. - Mudra loan will be extended by public sector banks - <u>Bank Credit Facilitation Scheme</u> <p>The loan under this scheme are facilitated by the National Small Industries Corporation (NSIC)</p> <ul style="list-style-type: none"> - The loans are available in the form of working capital and term loans - Stand up India scheme - Designed specially to meet the fund requirement of Scheduled caste (SC) / Scheduled Tribe (ST) / women entrepreneurs for the purpose of setting up a greenfield enterprise. - The loan will be a composite nature which means that the loan will be inclusive of working capital and term loan. - If the enterprise to be used in non individual the controlling stake (51%) should be held by either SC, ST or women entrepreneur. 	<p style="text-align: right;">3M</p> <p style="text-align: right;">10M</p> <p style="text-align: right;">3M</p>

Q.No.	Solution and Scheme	Marks
1	<p> pessimistic time (t_p) most likely time (t_m) optimistic time (t_o) </p> <p> mean (expected time) = $\frac{(t_p + 4 \cdot t_m + t_o)}{6}$ </p> <p> Variance (σ)² = $\left(\frac{t_p - t_o}{6}\right)^2$ </p> <p style="text-align: right;">- [2M]</p> <p> <u>probability computer</u>: </p> <p> $Z = \frac{x - \mu}{\sigma}$ </p> <p> μ = project mean time σ = project standard deviation x = (proposed) specified time </p> <p style="text-align: right;">[4M]</p> <p> <u>Float</u>: Float of an activity represents the excess or available time over its duration. </p> <p style="text-align: right;">[2M]</p> <p> <u>Total Float (TF)</u> = The amount of time by which the completion of an activity could be delayed beyond the earliest expected completion time, without affecting the overall project duration. </p> <p> $TF = (Latest\ Start - Earliest\ Start)$ for activity (i-j) or $(TF)_{ij} = (LS)_{ij} - (ES)_j$ </p>	

Q.No.	Solution and Scheme	Marks
	<p><u>Free Float (Fr)</u></p> <p>The time by which the completion of an activity can be delayed beyond the earliest finish time without affecting the earliest start.</p>	
10 (c)	<p><u>Compare PERT and CPM N/w Techniques</u></p> <ul style="list-style-type: none"> • <u>Origin</u>: The origin of PERT is military organization whereas origin of CPM is chemical plant (Industry) • <u>Uncertainty</u>: in PERT estimates are uncertain whereas in CPM does not allow any uncertainty • <u>Nature</u>: PERT is used for non-repetitive job whereas CPM is used for repetitive job • <u>Time/cost</u>: PERT stresses on time based concept whereas CPM stresses on cost based concept • <u>Model</u>: PERT is a probabilistic model whereas CPM is a deterministic model. • <u>Time estimates</u>: PERT has three time estimates where CPM has only one single estimate of time. • <u>Critical activities/dummy activities</u>: In PERT, critical activities are not used whereas in CPM dummy activities are not used. 	<p style="text-align: center; border: 1px solid red; padding: 2px;">16/19</p>