

KLS Vishwanathrao Deshpande Institute of Technology

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(Approved by AICTE, New Delhi, Affiliated to VTU, Belagavi)
(Recognized Under Section 2(f) by UGC, New Delhi)

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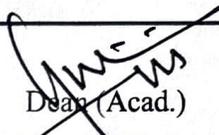
DEPARTMENT OF ELECTRONICS AND COMMUNICATION ENGINEERING

University / Model Question Paper Scheme & Solution

Faculty Name	:	Nikhil Kumar
Course Name	:	Technological Innovation and Management (TIMM)
Course Code	:	BEC501
Year of Question Paper	:	DEC 2024 / JAN 2025
Date of Submission	:	19-06-2025


Faculty Member


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Dean, Academics
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CBCS SCHEME

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BEC501

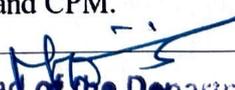
Fifth Semester B.E./B.Tech. Degree Examination, Dec.2024/Jan.2025 Technological Innovation and Management Entrepreneurship

Time: 3 hrs.

Max. Marks: 100

*Note: 1. Answer any FIVE full questions, choosing ONE full question from each module.
2. M : Marks , L: Bloom's level , C: Course outcomes.*

Module – 1			M	L	C
Q.1	a.	Explain the different roles played by Managers.	10	L1	CO1
	b.	Describe the managerial skills required using skill-mix diagram.	10	L1	CO1
OR					
Q.2	a.	Explain the various steps involved in planning.	10	L2	CO1
	b.	Explain all the steps in rational decision making with a neat diagram.	10	L2	CO1
Module – 2					
Q.3	a.	Define organization. Briefly explain the principles of organizing.	10	L2	CO2
	b.	What is recruitment? Explain the steps in the selection process.	10	L2	CO2
OR					
Q.4	a.	Explain Maslow's need hierarchy theory with a neat diagram along with examples.	10	L2	CO2
	b.	Discuss Autocratic, Democratic and Free-rein leadership styles.	10	L2	CO2
Module – 3					
Q.5	a.	Define Social Audit. Explain the benefits and limitations of social audit.	10	L2	CO3
	b.	Explain the different views on social responsibility of business.	10	L2	CO3
OR					
Q.6	a.	Explain different types of entrepreneurs by defining an entrepreneur.	10	L2	CO3
	b.	Explain entrepreneurial development cycle.	10	L2	CO3
Module – 4					
Q.7	a.	Explain the different Government policy and development of the small scale sector in India.	10	L2	CO4
	b.	Explain the problems for small scale industries.	10	L2	CO4
OR					
Q.8	a.	Explain the identification of business opportunities in India.	10	L2	CO4
	b.	Explain in detail the project feasibilities.	10	L2	CO4
Module – 5					
Q.9	a.	What are the reasons for failure of some business plans?	10	L2	CO4
	b.	Explain the Government schemes for funding business.	10	L2	CO4
OR					
Q.10	a.	Explain the challenges and difficulties in starting an enterprise.	10	L2	CO4
	b.	Describe the limitations and differences of PERT and CPM.	10	L2	CO4


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Module - 1

Q1a) Different roles played by Managers - 10M

Roles of Managers

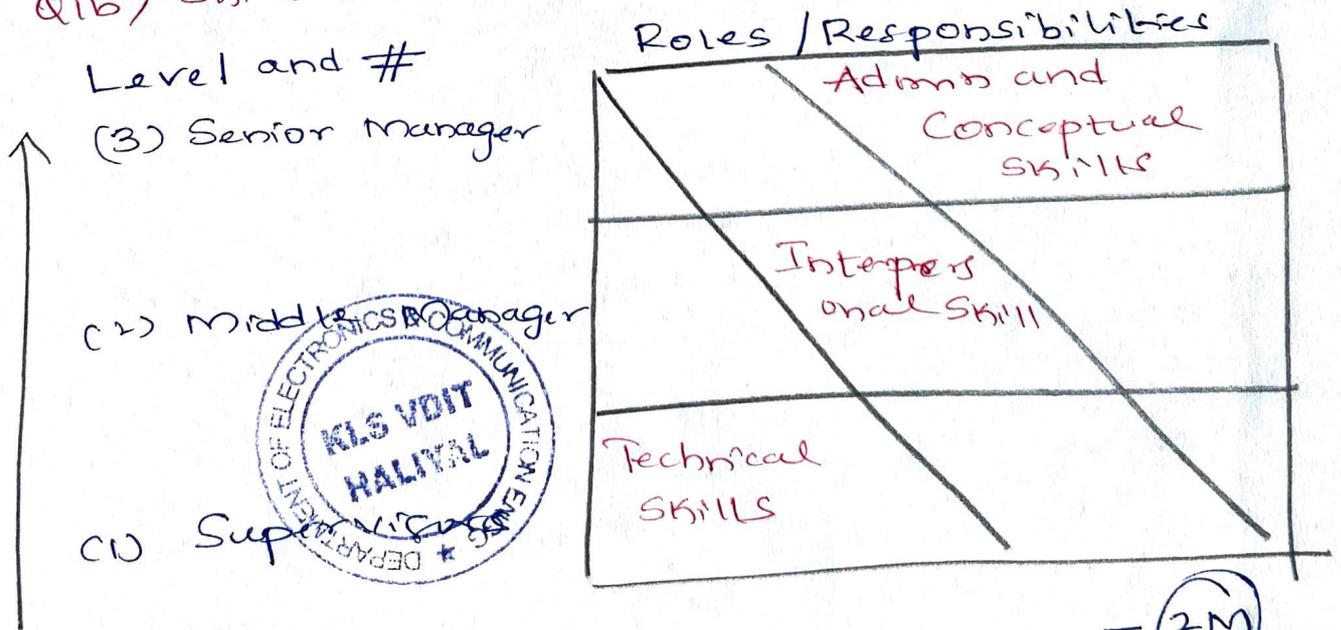
i) Interpersonal (Figurehead, Leader and Liaison) - (3M)

ii) Information Role
 - Monitor (utilization of information received by various sources)
 - Disseminator (Privileged roles in organization) - (3M)
 - Spokesman (Presenting about the organization in front of the world)

iii) Decisional Roles: - (3M)

- Entrepreneur (innovative ideas and uplifting schemes of an organization)
- Disturbance handling
- Resource allocator (Dividing and assigning appropriate roles to employees)

Q1b) Skill mix diagram - 10M.



Q1b) continued

First-level: These level managers will be in direct contact with the employees who are involved in design in an organization. (2M)

Middle level: These are with the no of responsibilities and linking or connecting activities. Ex: A DC is directly involved with the HoI of school/university. (2M)

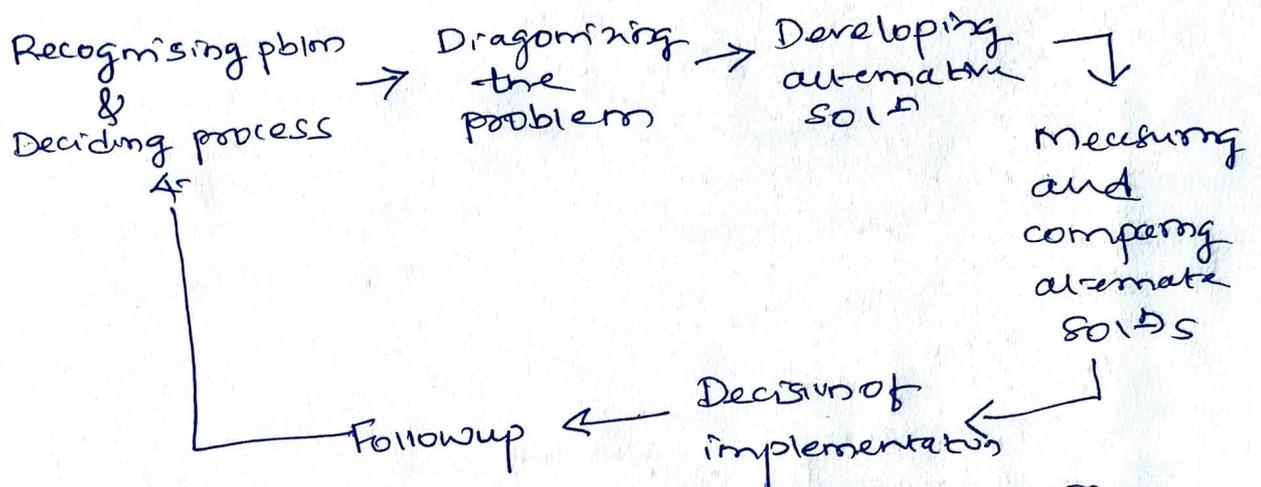
Top-level: These are group of small policy makers, also responsible for overall management of an organization. (2M)

Example: Technical skills, Human skills, Conceptual skills. (2M)

Q2a) Various steps involved in planning (10M)
#Steps
Parameters

- ① Establishing objectives: Vision and mission of an organization for the upcoming fy.
- ② Conducting Analysis: Analysis of internal and external environment.
- ③ Identifying alternatives: These include various plan of actions, challenges, updates etc.
- ④ Evaluation of alternatives: If alternate plans are to be adopted it will be analysed both in terms of finance and growth.
- ⑤ Implementation: Once the planned activities are completed, the final step is to evaluation and implementation of the above with rules and regulations of organization.

Q2b) Steps in rational decision making (10M)



Consider a banking sector, During the merger process, the management team of merging banks sit together and identify the service problems w.r.t- customer, Depending on the problem magnitude, the management can decide to open new branches, new ATM with e-banking, ease of access to services, subtle with bank and customer services, subtle with faults like demand of currency, then appropriate laws and regular follow up of new schemes will be implemented in favour of customer. and regular follow up of new schemes will be informed to customers.

Module - 2

Q3a) Def^n of organization and its principles (10M)

Def^n: A group of people who work together which is a structured entity comprised of individuals working with each other to achieve a common purpose.

(2M)

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Q3a continued

- Following are the principles of organizing
1. Objectives
 2. Specialization
 3. Span of control
 4. Management by exception principle
 5. Scalar Principle
 6. Unity of command
 7. Delegation
 8. Responsibility
 9. Authority any 8
 10. Efficiency $1 \times 8 = 8M$.

Q3b Defⁿ of Recruitment and selection process steps

→ Defⁿ: It is the process of identifying the sources for prospective candidates and to stimulate them to apply for the jobs. - (2M)

→ Steps in selection process - 8M (2x4=8M)

1. Call for application: through media, circular



2. Initial interview of the candidate.

Technical and non technical rounds,

short listing

Physical / Medical exam: After technical or non-technical round, if candidate is selected, before proceeding candidate needs to go through Physical / Medical tests

4. Final interview: In this round, if a candidate clears all above rounds, then he/she will be interviewed by HRS and final joining letter will be issued

Q4a) Maslow's need hierarchy theory! (10M)

① Self Actualization: Desire to reach one's full potential and pursue personal growth

② Self Esteem: It includes confidence, achievement, and recognition from others.

AK

Q4a continued:

- ③ Love and belonging: (Social): This requires the communication with social people for establishing the network
- ④ Safety needs: Safety and security in any company is must - to gain the confidence of employees and customers (2x5=10M)
- ⑤ Physiological needs: These are the basic needs for survival such as food, water, shelter etc.



Q4b) Autocratic, Democratic and Free-rein leadership styles (10M)

* Autocratic: Decision based on little or no input from their team members, these qualities include centralized decisions, strict rules, Efficiency and Speed of decision making

* Democratic: Leaders encourage in participation and collaboration in decision making. These include, Decentralization, open communication and feedback, team members feel empowered and valued.

* Free rein: Hands off approach, providing minimal guidance and direction to their team, these include high level of delegation and autonomy, minimal supervision and guidance

Module - 3

Q5a) Social audit, its benefits and limitations (10M)

A social audit is the systematic evaluation of an organization w.r.t. its social and ethical performance. It gives the idea of how well a company is meeting its social responsibilities such as labor practice, Environmental impact, community involvement, Ethical conduct, (4M)

Benefits:

- Increased transparency and accountability
- Improved Stakeholder Relations.
- Enhanced reputation
- Better risk management
- Reduced corruption

Limitations:

- Subjectivity and Bias
- Cost and time
- Focus on compliance not impact

Q5b) Different views on social responsibility (10M)

Four main types of CSR are

- 1) Environmental social responsibility
 - 2) Ethical/Human rights
 - 3) Philanthropic corporate responsibility
 - 4) Economic corporate
 - 5) communication, capability, Pragmatic
Transparency etc.
- 2x5=10M

Q6a) Types of Entrepreneurs

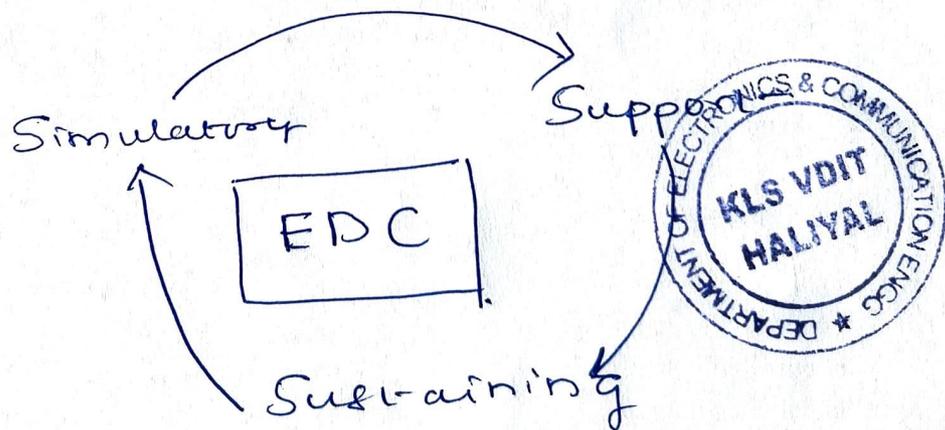
10M

Entrepreneurship: The process of designing, launching and running a new business, which is initially a small business. - (2M)

Types are:

- Small Business: Focus on running small business for personal profit.
- Scalable Start-up: Seek to create innovative and rapidly growing business.
- Large Company: Develop new products or services within large organization. (8M)
- Social: Focus on solving social problems.
- Based on functional character
- Based on types of Business
- Based on Entrepreneurial core competencies
- Based on personality type.

Q6b) Explain Entrepreneurial development-cycle (10)



→ Simulating phase: It involves awareness generation, opportunity identification, skill development -

→ Supporting phase: Establish the Business with customer with real time requirements using initial operation which provides guidance and financial support -

Q6b continued

3. Sustaining phase! It involves adopting to the modernization and improvement for helping existing business adapt to changes in the market, with continued support - providing ongoing assistance with financing, addressing production issues and ensuring long term - viability, all these 3 S are inter-dependent on each other.

Module - 4

Q7a) Explain the different - Govt. policy and development - of the SSII - (10M)

Under MSME we have many policies

1. Defining the sector (SSII, MSME)
2. Financial assistance (subsidies, loan, Mudra loan, CGTMSE, lending)
3. Technology upgradation (Access, NCP)
4. Skill development - CNSDC
5. Export - promotion
6. Policy resolutions (1948 - 1980)
7. Key Govt. Institutes (NSIC, NABARD, RSBDC)
8. Other measures (SEZs, Govt. Purchase Preference)

Q7b) Problems for small scale Industries (10M)

1. Finance - (limited access to capital, high cost of borrowing, working capital management).
2. Raw material procurement (Availability and quality, price fluctuations, Dependence on local sources)



Q7b continued

3. Technological backwardness (Outdated equipment, limited adoptions, skill gap).
4. Infrastructure Deficiency (power supply sources, poor transportation and n/w, limited access to warehouse etc)
5. Marketing and Sales (limited reach, competition from large firms, Lack of organized marketing)
6. Skilled Labor Shortages (Difficulty in attracting and retaining skilled workers, lack of skill development)
7. other challenges (Excessive regulatory compliance burden, environmental regulations, competition from imports).

Q8a) Business Opportunities in India - (10M)

- ① Economic growth and market size (GDP)
- ② Digital transformation options (adopting new)
- ③ Govt. initiatives (Supporting individuals)
- ④ Start-ups (Skill based)
- ⑤ Cultural and social facts (Exhibition of facts)
- ⑥ Geo political facts (Depends on cultural facts)
- ⑦ Labour marketing

Q8b) Project - feasibility - (10M)

- * Technical (Technology, resources)
- * Economic (To assess financial viability including cost, potential revenue, and return on investment)
- * Legal feasibility (laws and Regulations)
- * Operation feasibility (management of projects within and outside the resource)
- * Scheduling feasibility (time frame for projects).

module-5

Q9a) Reasons for failure of Business Plans (10M)

1. Lack of market-demand (market-research, overestimation, ignoring competition)
2. Finance issues (Poor cash flow, insufficient capitals, unsustainable pricing)
3. Planning and strategy problems (Inadequate planning, unrealistic goals, poor leadership, ignoring weakness and threats, inability to adapt, lack of details, ignoring customer needs)
4. Bad Business ideas
5. Employee compensations
6. Lack of balance in teams.

Q9b) List of Govt Funding schemes for business (10M)

1. For MSMEs [PMVY, PHEMEP, CLCSS, CGS, ZED, NSIC]
2. For start-up [SISFS, CGSS]
3. Interest-subsidy Eligible certificates.
4. SIDBI MSME loan
5. Rashtriya Krishi Vikas Yojana
6. General Support [Udyam Registration, Partial, Public procurement policy]
7. MSME Loan
8. Certification schemes.
9. Credit-rating schemes.
10. Technology upgradation schemes



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Q.10a) Challenges and difficulties in starting enterprise

1. Lack of availability of adequate and timely credit
2. In adequate infra facilities
3. Technological backwardness
4. Lack of product innovation
5. Lack of access to market
6. Difficulty of human resources (binding and retaining)
7. Impact of WTO compliance
8. Competencies etc

Q.10b)

PERT

1. origin is military
2. element-oriented
3. allowance for inter-activity
4. 3 line estimates
5. time based
6. Time is averaged

CPM

1. Industrial
2. activity oriented
3. No allowance
4. one single estimate
5. cost-based
6. No averaged in time



M/S

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