



Registration No.:

BHARTIYA SKILL DEVELOPMENT UNIVERSITY
SCHOOL OF ENTREPRENEURSHIP SKILLS (SES)
1st Semester, 1st In-Sem, Summer Semester Examination
B. Voc. Program, Session: (2019-20)

Course Name : Creativity, Innovation & Entrepreneurship (CIE)
Course Code : SES1101

Time: 1 Hour
Max. Marks: 20

Instruction :

- Answer all questions from Section-A, each question carries 01 mark.
- Answer all questions from Section-B, each question carries 02 mark.
- Answer all questions from Section-C, each question carries 03 mark.
- Write Answers in English only.

Section – A

05X01 = 05 Marks

1. The Concept of Creativity refers to.....
 - a) the act of turning new and imaginative ideas into reality
 - b) the ability to perceive the world in new ways
 - c) the ability of any person to generate innovative ideas and convert them to reality
 - d) All of the above
2. The components of creativity include.....
 - a) Motivation
 - b) Creative thinking skills
 - c) Expertise
 - d) All of the above
3. The entrepreneurial creativity is a form of.....
 - a) Empowering creativity
 - b) Human creativity related to the creative process of creating and building a new venture
 - c) The actions executed by the manager to operate an enterprise
 - d) Elaborative creativity



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4. The Term Creative problem solving refers to.....
 - a) the way to finding Innovative Solutions to Challenges
 - b) the way of solving problems or identifying opportunities when conventional thinking has failed
 - c) to find fresh perspectives and come up with innovative solutions
 - d) All of the above

5. Thinking out of the Box brings out.....
 - a) Innovative Solutions to Challenges
 - b) Creative problem solving
 - c) Creativity & innovation needed to get ahead of the competition today
 - d) All of the above

Section – B

03X02 = 06 Marks

1. Briefly describe the steps of creative process.
2. What is the concept of thinking out of the box?
3. What do you mean by Problem Solving and Decision Making?

Section – C

03X03 = 09 Marks

1. Discuss in brief the Nature and Characteristics of Creativity.
2. What do you mean by Creative Visualization? Describe briefly the concept of Design thinking.
3. Discuss briefly the relationship between Creativity, Innovation and Entrepreneurship.



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Section – B

03X02 = 06 Marks

1. Briefly describe the steps of creative process.

Ans- Creativity is the act of turning new and imaginative ideas into reality. Creativity is characterized by the ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate solutions. Creativity involves two processes: thinking, then producing.

Following are four stages to creative process-

- (a) Preparation: This stage consists of purposeful study and enquiry in order to collect experience and information needed to solve problem. The plan of action is formulated by means of collecting and analyzing the information
- (b) Incubation: This stage is an absence of creative thinking about the problem. There is a period of rest when there is no obvious activity and progress. It seeks uncover new relationship among familiar facts
- (c) Illumination: Sudden idea occur through insight and it provide better solution to the problem. Thinker gets an insightful solution.
- (d) Verification: Illumination is tried out. Verify idea or solution, whether it is correct or not.

2. What is the concept of thinking out of the box?

Ans- Thinking out of the Box is a typical approach of lateral thinking. It is a notion that means to think differently, unconventionally, or from a new perspective. This phrase often refers to novel or creative thinking. It is supposed to mean thinking creatively, freely, and off the beaten path. Thinking outside the box is about your approach to problem solving. Even if you don't "solve the problem", you can still think outside the box in terms of your approach.

Thinking outside the box (sometimes erroneously called "thinking out of the box" or "thinking outside the square") is to think differently, unconventionally or from a new perspective. This phrase often refers to novel, creative and smart thinking. This is sometimes called a process of lateral thought.

3. What do you mean by Problem Solving and Decision Making?

Ans- Problem solving is the process of finding solutions to difficult or complex issues. Problem solving is the act of defining a problem; determining the cause of the problem; identifying, prioritizing and selecting alternatives for a solution; and implementing a solution.

Problems are at the center of what many people do at work every day. A fundamental part of every manager's role is finding ways to solve them. So, being a confident problem solver is really important to your success. Much of that confidence comes from having a good process to use when approaching a problem. With one, you can solve problems quickly and effectively. Without one, your solutions may be ineffective, or you'll get stuck and do nothing, with sometimes painful consequences. There are four basic steps in solving a problem:

1. Defining the problem.
2. Generating alternatives.
3. Evaluating and selecting alternatives.
4. Implementing solutions.

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Problem Solving as the Decision Making Process

Problem solving occurs when you try to remove an obstacle that is blocking a path you want to take or when you try to close the gap between what exists and what you want to exist. Decision making takes place after you encounter a problem. It refers to selecting one alternative from the various courses of action that can be pursued.

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions. Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.

Section – C

03X03 = 09 Marks

1. Discuss in brief the Nature and Characteristics of Creativity.

Ans- Creativity and innovation addresses ways of doing things better and differently.

Creativity as a dictionary word is spelled as a Noun and the meaning is "the use of imagination or original ideas to create something; inventiveness". The word Creativity is conceptualized as a concept and is defined differently by different people in different contexts.

This concept is defined as the ability of any person, as a process, technique or mindset that helps in the creation of an innovative concept, design or product.

To create: To bring into being out of nothing

Creativity: Thinking skills that lead to create something, i.e. A mental process involving the generation of new ideas or concepts, or new associations between existing ideas or concepts.

Innovation and Invention are impossible without creativity.

Creativity – the ability to develop new ideas and to discover new ways of looking at problems and opportunities; thinking new things.

This concept is defined as the ability of any person to generate innovative ideas and convert them to reality. It basically involves imaginative and original thinking and implementing that into reality.

Another definition describes creativity as the ability to think and design something new, solve problems in new and different ways and to give shape to an abstract idea in the mind based on an original, new or unconventional approach.

Nature and Characteristics of Creativity:

- It is universal (individual, cast, color, creed, age, location, culture)
- It is innate as well as acquired
- It produces something new or novel
- It is adventurous and open thinking (It encourages complete freedom to accept and express the multiplicity of responses)
- It carries ego involvement
- It has a wide scope
- No positive correlation between Creativity and Intelligence
- It rests more on divergent thinking than on convergent thinking
- It cannot be separated from intelligence
- Creativity and school achievement are not correlated
- Sociability and creativity are negatively correlated
- Creativity and anxiety often go together

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What do you mean by Creative Visualization? Describe briefly the concept of Design thinking.

Ans- Creative visualization is a specific way of using your imagination. It's a cognitive process that consists of forming vivid mental images. You consciously change the images, which in turn changes your emotions about the subjects of the images. As you practice visualizing the future you want, you create that future.

Creative visualization is a mental technique that uses the imagination to make dreams and goals come true. Used in the right way, creative visualization can improve your life and attract to your success and prosperity. It is a power that can alter your environment and circumstances, cause events to happen, and attract money, possessions, work, people and love into your life.

Creative visualization uses the power of the mind, and is the power behind every success. By visualizing a certain event, situation, or an object, you attract it into your life. It is a process that is similar to daydreaming. For some people, this might look like magic, but there is no magic involved, only the natural process of the power of thoughts and natural mental laws.

Design Thinking- Design thinking refers to the cognitive, strategic and practical processes by which design concepts (proposals for new products, buildings, machines, etc.) are developed by designers and/or design teams. Many of the key concepts and aspects of design thinking have been identified through studies, across different design domains, of design cognition and design activity in both laboratory and natural contexts.

Design thinking is also associated with prescriptions for the innovation of products and services within business and social contexts. Some of these prescriptions have been criticized for oversimplifying the design process and trivializing the role of technical knowledge and skills.

3. Discuss briefly the relationship between Creativity, Innovation and Entrepreneurship.

Ans- Entrepreneurship = creativity + innovation

Creativity is thinking new things, and innovation is doing new things

Creativity is the ability to develop new ideas and to discover new ways of looking at problems and opportunities.

Innovation is the ability to apply creative solutions to those problems and opportunities in order to enhance people's lives or to enrich society.

Creativity
Thinking new things



Innovation
Doing new things



Entrepreneurship
Creating value in the marketplace

Entrepreneurship is the result of a disciplined, systematic process of applying creativity and innovation to needs and opportunities in the marketplace. New ideas are much more than just random, disjointed thinking with a new gadget. Entrepreneurs are those who marry their creative ideas with the purposeful action and structure of a business. Entrepreneurship has been described as an action-oriented way of thinking, the focus of which is creativity, innovation and change. Therefore, it is not surprising to see that entrepreneurs are among the more creative and innovative players of organizational change. It is the entrepreneurs' business to generate or add value as they venture, introducing new forms, new organisation, new products and new language to the world at large.

**BHARTIYA SKILL DEVELOPMENT UNIVERSITY****School of Entrepreneurship Skills****First Semester, In-Sem. Summer Semester Examination****B. Voc. Program, Session (2019-20)****Course Code: SES 1102****Time: 1 Hour****Course Name: Entrepreneurial Motivation Training (EMT)****Max. Marks: 20****Instructions:**

(i) Answer all questions from Section-A, each question carries One Mark. Answer all questions from Section-B, each question carries Two Marks. Answer all questions from Section-C, each question carries Three Marks.

(ii) Please write all the answers in **ENGLISH** only

Section – A

05X01 = 05 Marks

1. Positive leads to success
 - (a) Direction
 - (b) Attitude
 - (c) Thinking
 - (d) Charge
2. Who is called Father of Entrepreneurship
 - (a) Dr APJ Abdul Kalam
 - (b) Bill Gates
 - (c) Dhirubahi Ambani
 - (d) David McClelland
3. Job seekers should become
 - (a) Engineers
 - (b) Directors
 - (c) Job Generators
 - (d) Students
4. Change is demonstrated by
 - (a) Eagle
 - (b) Machines
 - (c) Students
 - (d) Indians
5. A person's behavior is influenced by
 - (a) Knowledge
 - (b) Skills
 - (c) Attitude
 - (d) Talent

Section – B

03X02 = 06 Marks

1. Write the definition of Entrepreneurship.
2. Who is Dhirubhai Ambani? Why he is called First Generation Entrepreneur?
3. List out at least 12 products of Amul.

Section – C

03X03 = 09 Marks

1. How a person can achieve success? Explain with the help of ASK model.
2. What is Kakinada Experiment?
3. Write the success story of any of your role model entrepreneur in 500 words.

**BHARTIYA SKILL DEVELOPMENT UNIVERSITY****School of Entrepreneurship Skills****First Semester, In-Sem. Summer Semester Examination****B. Voc. Program, Session (2019-20)****Course Code: SES 1102****Time: 1 Hour****Course Name: Entrepreneurial Motivation Training (EMT)****Max. Marks: 20****Instructions:**

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 - (a) Knowledge
 - (b) Skills
 - (c) Attitude**
 - (d) Talent

Section – B

03X02 = 06 Marks

1. Write the definition of Entrepreneurship.

“Entrepreneurship is the process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic, and social risks, and receiving the resulting rewards of monetary and personal satisfaction of independence.”... Robert Hisrich

or



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“Entrepreneurship is an act of initiative, drive, commitment, diligence, perseverance, organized effort, and achievement outlook, to undertake some specific functions of performing productive activities and the capacity to bear the risk associated with the investment”.

2. Who is Dhirubhai Ambani? Why he is called First Generation Entrepreneur?

Dhirubhai Ambani is a successful first generation entrepreneur. He established many enterprises with his innovative skills. He was the first generation to start the enterprise. He has no entrepreneurial background. An entrepreneur is very innovative, decision maker, risk taker, leadership quality, etc.

Dhirubhai Ambani's life is surely the rags to riches story, as he took one step at a time to become one of the industrial giants of the country. Fuelled by an aim to 'Think Big, Think Differently, Think Fast and Think Ahead' his capacities in the entrepreneurial sector were in stark contrast with his competitors, as he promised his dealers a deal that was revolutionary, 'profit we share, losses are mine'. It was through his zeal, bonhomie and invincible spirit of conquering the universe that he transformed his men from clay into steel and helped them attain the pinnacle of success. He was the mastermind, the initiator, conceptualizer and the visualizer behind Reliance Group. Starting off as a mere yarn dealer, he wrote history by establishing Reliance Industries at grassroot level and making it the largest business conglomerate in India. Reliance was the first Indian company to feature in Forbes 500 list.

3. List out atleast 12 products of Amul

Butter

Butter Milk

Cheese

Chocolates

Curd

Ghee

Ice Cream

Milk

Milk Powder

Mithai Range

Paneer

Roti/Bread Spread

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Section – C

03X03 = 09 Marks

1. How a person can achieve success? Explain with the help of ASK model.

A person can achieve success by developing positive attitude, improving the skills and gaining the knowledge.

A: Attitude. Every problem has a solution only if we perhaps change our Attitude. What makes 100%?. It is our Attitude towards life and work that makes 100%. From a strictly mathematical view point, when value of each letter in ATTITUDE is added up ($A+T+T+I+T+U+D+E=1+20+20+9+20+21+4+5=100$), it makes 100%. A positive attitude is the guide to leading a positive life. Maintaining a positive attitude through the ups and the downs is important to every aspect of life. It brings optimism into your life, and makes it easier to avoid worries and negative thinking. Attitude will guide whether to take up a task or not in other word why to do a task.

S: Skill. Skill is an ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carryout complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills). A skill is the ability to carry out a task with determined results often within a given amount of time, energy, or both. Skills can often be divided into domain-general and domain-specific skills. Skill helps how to do a task.

K: Knowledge. It is the information, facts, principles, skills and understanding, etc. that is acquired through education and experience. Knowledge is powerful and important part of Life. Without knowledge, you wouldn't know how to start. You don't have to know everything, but you have to have enough knowledge to start a small business. Knowledge helps what to do.

An individual need to possess a cluster of appropriate motives/traits and a set of skills to translate the knowledge into action to perform a given task effectively and efficiently. A positive Attitude, Knowledge about a product or service and Skill to launch and run an enterprise are the key components of success.

2. What is Kakinada Experiment?

David C. McClelland a well-known Behavioural Scientist of USA holds the view that achievement motivation can be developed through training and experience. In January, 1964, a full-fledged training was organized in three countries, i.e. Malawi, India, and Ecuador. In India, Kakinada (Andhra Pradesh) an industrial town with high literacy with a total intake of 52 persons drawn from business & industrial community. The objectives of such programme were:

- A. To induce achievement motivation.
- B. To break the barrier of limited aspirations.

They were given orientation through the Small Industries Extension & Training Institute (SIET), Hyderabad now called National Institute for Micro, Small & Medium Enterprises (ni-msme). The Achievement Motivation Training (AMT) included the following basis which were supposed to be accomplished by the trainees.

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The entrepreneurs attending the programme were encouraged to introspect, their imagination stimulated so that they could develop community goals & achieve personal motivation. The following items constituted the achievement development course.

- 1) The trainee entrepreneurs were asked to control day dreaming & develop a positive attitude among themselves.
- 2) The participants imagined themselves in need & the challenge set before themselves was to have realistic & carefully planned goals.
- 3) They tried to attain concrete & frequent feedback.
- 4) They watched models – heroes who performed well & tried to imitate them.
- 5) The individuals strived to attain concrete and regular feedback.
- 6) The participants sought models of achievement to emulate.
- 7) The participants thought of success and accordingly set plans and goals.
- 8) The participants were encouraged to think and talk to themselves in a positive manner.

The impact of this training programme on the participants' behaviour was observed after a period of two years. The observations were quite encouraging. It was found that those attended the programme performed better than those did not.

3. Write the success story of any of your role model entrepreneur in 500 words.



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Registration No.:

School of Entrepreneurship Skills
Session: 2019-20 (Summer Semester)
B. Voc. Program, I Semester,
1st In-Sem. Examination

Course Code: SES1103
Course Name: MSME & Family business

Time: 1 Hour
Max. Marks: 20

Section – A

05X01 = 05 Marks

Objective type questions, each question carries 01 mark.

- 1) MSME stands for _____.
a) Medium, small and micro enterprise
b) Micro, small and medium enterprise
c) None of the above
- 2) A family business is a _____ organization.
a) Commercial
b) Non-commercial
c) Profitable
- 3) Family business can also have owners who are not the _____.
a) Family members
b) Outsiders
c) Strangers
- 4) Family businesses are the _____ of Indian economy.
a) Spinal cord
b) Backbone
c) None of the above
- 5) The 4 goal areas within the province of ownership are growth, risk, profitability and _____.
a) Investment
b) Liquidity
c) Creativity

Section – B

03X02 = 06 Marks

Short answer type questions, each question carries 02 marks.

- 1) Define human Capital
- 2) What do you understand Patient financial capital?
- 3) What is Survivability capital?

Section – C

03X03 = 09 Marks

Essay type questions, each question carries 03 marks.

- 1) What do you understand by succession planning?
- 2) Discuss in brief the 3 stages of development of family business.
- 3) Discuss the framework that outlines the roles and responsibilities of family business.

am 2



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ANSWER KEYS

School of Entrepreneurship Skills
Session: 2019-20 (Summer Semester)
B. Voc. Program, I Semester,
1st In-Sem. Examination

Course Code: SES1103
Course Name: MSME & Family business

Time: 1 Hour
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Section – A

05X01 = 05 Marks

1. Micro small and medium enterprises
2. Commercial
3. Family members
4. Backbone
5. Liquidity

Section B

1. Human capital is a loose term that refers to knowledge, experience and skills of an employee. It states that companies have an incentive to seek productive human capital and to add to the human capital of their existing employees.
2. Patient capital is another name for long term capital. With patient capital, the investor is willing to make a financial investment in a business with no expectation of turning a quick profit. Instead, the investor is willing to forgo an immediate return in anticipation of more substantial returns down the road.
3. The emergency loans or free labor provided by the family.
 1. Prevention: Review your costs, and get as lean as possible, even when you're not facing a cash crunch. Also keep an eye on your balance sheet. Strive to keep on top of technological and market changes, so you are better placed than competitors to weather economic storms.
 2. Contingency planning: Planning could save you a lot of hardship if you're hit by a sales slump. Prepare a contingency plan that covers red flags to watch out for, such as the loss of an important client or a sudden increase in costs.
 3. Act quickly: Don't delay in taking decisive action if trouble looms. And don't be shy about seeking outside advice if needed.

Section C

1. A succession plan is the plan for takeover of the family business. Succession planning, by definition, is the identification of job vacancies.

that can be expected to occur through retirement or attrition and the strategic consideration of where and how internal candidates might fill those vacancies. It involves assessing job requirements and skills of existing employees and then seeking to fill the gaps between needs and skills with targeted training and development activities.

Succession planning can be an important way to identify employees who have the current skills--or the potential to develop skills--that can help them move up in an organization, or on to other positions. A management succession plan, in particular, leaves your organization prepared to replace senior executives. In addition, the process of succession planning can help to identify other areas of performance where employees may be weak and where training could help to manage and improve performance outcomes.

2. 3 stages of development of family business are:

- A) Ownership control
- B) Sibling partnership
- C) Cousin consortium

Family companies in any country can be categorized based on the stage of family and ownership. An analysis of family business system development in 1997 led Gersick, et al to create the Three Stages of Development of the Family Business, first published in the book *Generation to Generation: Life Cycles of the Family Business*. This framework illustrates the typical categories and path that a family company moves along over time. It provides a way to understand the strengths and challenges of family companies at each stage so we can be more prescriptive about how families can prepare for the future.

3. The framework that outlines the roles and responsibilities of family business include:

- A) Family owners
- B) Management
- C) Board of Directors

There has been a broad discussion around the roles and responsibilities of boards in family enterprises. However, for boards to serve well, they must also have an understanding of the proper roles and responsibilities of the family ownership group. Then they can counsel the owners to fulfill their contribution and understand the interactions between ownership and management. In a family business where the owners also share the values and emotions of an intimate history, governance might best be seen as a set of relationships among management, owners, and the board of directors. Each group has distinct roles and responsibilities. The following is a framework that outlines the roles and responsibilities of family ownership.

Answer Key

School of General Education Skills
Session: 2019-20 (Summer Semester)
B. Voc. Program, 1st & 3rd Semester
1st In-Sem. Examination

Course Code: SES1305

Time: 1 Hour

Course Name: Management Concepts And Applications

Max. Marks: 20

Instruction:

Answer all questions from Section- A, each question carries 01 mark.
Answer all questions from Section- B, each question carries 02 marks.
Answer all questions from Section- C, each question carries 03 marks.
Write Answers in English only

Section A

- 1) A
- 2) B
- 3) C
- 4) B
- 5) B

Section B

Ans 1) Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals.

According to F.W. Taylor, —Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way.

1. The act, manner, or practice of managing; handling, supervision, or control: management of a crisis; management of factory workers.
2. The person or persons who control or direct a business or other enterprise.

Ans 2.

Principles of Management are given by Henry Fayol. The two principles among 14 are as follows:

1.Division of Work

In practice, employees are specialized in different areas and they have different skills. So, work should be divided on the basis of specialization of employees among them. Division of work promotes efficiency of the workforce and increases

productivity. In addition, the specialization of the workforce increases their accuracy and speed.

2.Unity of Command

The management principle 'Unity of command' means that an individual employee should receive orders from one manager and that the employee is answerable to that manager. If tasks and related responsibilities are given to the employee by more than one manager, this may lead to confusion which may lead to possible conflicts.

Ans3) Manager- An individual who is in charge of a certain group of task, or certain subset of company. A manger often has a staff of people who report to him or her.

Quality of good manager are:

Demonstrates integrity - A manager should walk the talk. The old saying, "Lead by example" is the first quality that makes a manager a stand out.

Understand their workers - A manager who is able to accurately assess the skills, abilities and personalities of their work team, will be able to develop individual to maximize their effectiveness and help them reach their potential, whilst focusing their efforts on the goal.

Section C

Management as both Science and Art Management is both an art and a science. It is considered as a science because it has an organized body of knowledge which contains certain universal truth. It is called an art because managing requires certain skills which are personal possessions of managers. Science provides the knowledge & art deals with the application of knowledge and skills.

It is Considered as a Science because:

- 1. Management is based on Universally accepted Principles.** (e.g. Unity of Command)
- 2. Experimentation & Observation.** (remuneration to personal helps in creating a satisfied work force)
- 3. Cause & Effect Relationship.** (Motion study, Time & Piece rate system all are based on cause & effect relationship)

It is considered as Art because:

- 1.Practical Knowledge.** (How to apply principles in real situations)
- 2.Personal Skill.** (Managers have own way to do things and to manage)
- 3. Creativity.** (Managers own creativity and innovation to come out with best)

The old saying that —Manager are Born has been rejected in favor of —Managers are Made. It has been aptly remarked that management is the oldest of art and youngest of science. To conclude, we can say that science is the root and art is the fruit.

Ans-2 The main objectives of management are:

- 1. Getting Maximum Results with Minimum Efforts** – The main objective of management is to secure maximum outputs with minimum efforts & resources. Management is basically concerned with thinking & utilizing human, material & financial resources in such a manner that would result in best combination. This combination results in reduction of various costs.
- 2. Increasing the Efficiency of factors of Production** – Through proper utilization of various factors of production, their efficiency can be increased to a great extent which can be obtained by reducing spoilage, wastages and breakage of all kinds, this in turn leads to saving of time, effort and money which is essential for the growth & prosperity of the enterprise.
- 3. Maximum Prosperity for Employer & Employees** – Management ensures smooth and coordinated functioning of the enterprise. This in turn helps in providing maximum benefits to the employee in the shape of good working condition, suitable wage system, incentive plans on the one hand and higher profits to the employer on the other hand.
- 4. Human betterment & Social Justice** – Management serves as a tool for the upliftment as well as betterment of the society. Through increased productivity & employment, management ensures better standards of living for the society. It provides justice through its uniform policies.
- 5. It helps in Achieving Group Goals**
- 6. Reduces Costs** – It gets maximum results through minimum input by proper planning and by using minimum input & getting maximum output. Management uses physical, human and financial resources in such a manner which results in best combination. This helps in cost reduction.
- 7. Establishes Sound Organization** – (smooth and coordinated functions).

Ans-3

Level of management refers to the categories or layers of managerial positions in an organization. These managerial positions divided into various categories according to their amount of authority and status, they are known as the level of management.

Top-level management

- Require an extensive knowledge of management roles and skills.
- They have to be very aware of external factors such as markets.
- Their decisions are generally of a long-term nature.

These includes board of Directors, CEO 's they comprise small groups but are responsible for overall management they formulate plans, decide objectives & communicate to middle level management.

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.
- They make plans for the sub-units of the organization. They participate in employment & training of lower level management.
- They interpret and explain policies from top level management to lower level.

Lower Level of Management

Lower level is also known as supervisory / operative level of management. It consists of supervisors, foreman, section officers, superintendent etc.

- Assigning of jobs and tasks to various workers.
- They guide and instruct workers for day to day activities.
- They are responsible for the quality as well as quantity of production.
- They are also entrusted with the responsibility of maintaining good relation in the organization.