



BMSCOLLEGE OF ENGINEERING, BANGALORE-19

(Autonomous Institute, Affiliated to VTU)

Department Name: **Computer Science and Engineering**

SECOND INTERNALS

Course Code: 19CS6HSMGE

Course Title: Management and Entrepreneurship

Semester: 6th (A,B,C)

Maximum Marks: 40

Date:

Faculty Handling the Course: Dr. Kavitha Sooda, Madhavi R.P. Dr. Shyamala G

Instructions: Internal Choice is in Part C

M&E Scheme Solution:-

	Part-A	
1a	<ul style="list-style-type: none">• Legitimate power - arises from position and derives from our cultural system of rights, obligations, and duties whereby a "position" is accepted by people as being "legitimate."• Expertness - power of knowledge (teacher)• Referent power - influence those people or groups may exercise because people believe in them and their ideas (Movie actor)• Reward power:• Coercive power - Closely related to reward power and normally arising from• legitimate power, it is the power to punish, whether by firing a subordinate or by withholding a merit pay increase <p>with suitable example to each.</p>	5
	Part-B	
2a	<p>Herbert Keller, the chairman of Southwest Airlines has been loved by all his employees because of his style of leadership. Even after the COvid and other problems in America, most American airlines suffered great losses due to down turn in air travel, but this did not affect Southwest Airlines because of Herbert Keller and the way he handled the crisis. Analyzing the various ingredients of leadership that a successful leader like Herbert Keller possessed that provided a vision for his company. Every group of people that performs near its total capacity has some person as its head who is skilled in the art of leadership. This skill seems to be a compound of</p> <p>at least four major ingredients:</p> <ol style="list-style-type: none">(1) the ability to use power effectively and in a responsible manner,(2) the ability to comprehend that human beings have different motivating forces at different times and in different situations,(3) the ability to inspire, and(4) the ability to act in a manner that will develop a climate conducive to responding to and arousing motivations. <ul style="list-style-type: none">• The first ingredient of leadership is power.• The second ingredient of leadership is a fundamental understanding of people.• As in all other practices, it is one thing to know motivation theory, kinds of motivating forces, and the nature of a system of motivation but another thing to be able to apply this knowledge	5

	<p>to people and situations.</p> <ul style="list-style-type: none"> • The third ingredient of leadership is the rare ability to inspire followers to apply their full capabilities to a project. • The fourth ingredient of leadership has to do with the style of the leader and the organizational climate he or she develops. 	
2b	<p>The actual process of staffing shown in is affected by many environmental factors. Specifically external factors include the level of education, the prevailing attitudes in society (such as the attitude toward work), the many laws and regulations that directly affect staffing, the economic conditions, and the supply of and demand for managers outside the enterprise. There are also many internal factors that affect staffing. They include organizational goals, tasks, technology, organization structure, the kinds of people employed by the enterprise, the demand for and the supply of managers within the enterprise, the reward system, and various kinds of policies.</p> <p>The External Environment:</p> <ul style="list-style-type: none"> • Equal employment opportunity • Women in Management • Diversity in the workplace • Staffing in the international Environment <p>The Internal Environment:</p> <ul style="list-style-type: none"> • Promotion from within • Promotion from within in large companies • The policy of open competition • Responsibility for staffing 	5
2c	<ul style="list-style-type: none"> • Line authority gives a superior a line of authority over a subordinate i.e It is a relationship in which a superior exercises direct supervision over subordinates. • It becomes apparent from the scalar principle that line authority is that relationship in which a superior exercises direct supervision over a subordinate — an authority relationship in a direct line or steps. • Functional authority is the right delegated to an individual or a department to control specified processes, practices, policies, or other matters relating to activities undertaken by persons in other departments. • It is the right to control the specified activities and is a small slice of a line managers authority and should be used sparingly 	5
	Part -C	
3a	<p>The problems of entrepreneurs may be divided into two groups-external and internal.</p> <p>Internal Problems of Entrepreneurs:-</p> <ul style="list-style-type: none"> • Planning • Implementation • Production <p>External Problems of Entrepreneurs:-</p> <ul style="list-style-type: none"> • (a) Infrastructural • Location • Power • Water • Post Office and so on • Communication • Non-availability or irregular supply of critical raw materials or other inputs • Transport bottlenecks • (b) Financial • Capital • Working capital • Long-term funds • Recovery • (c) Marketing 	10

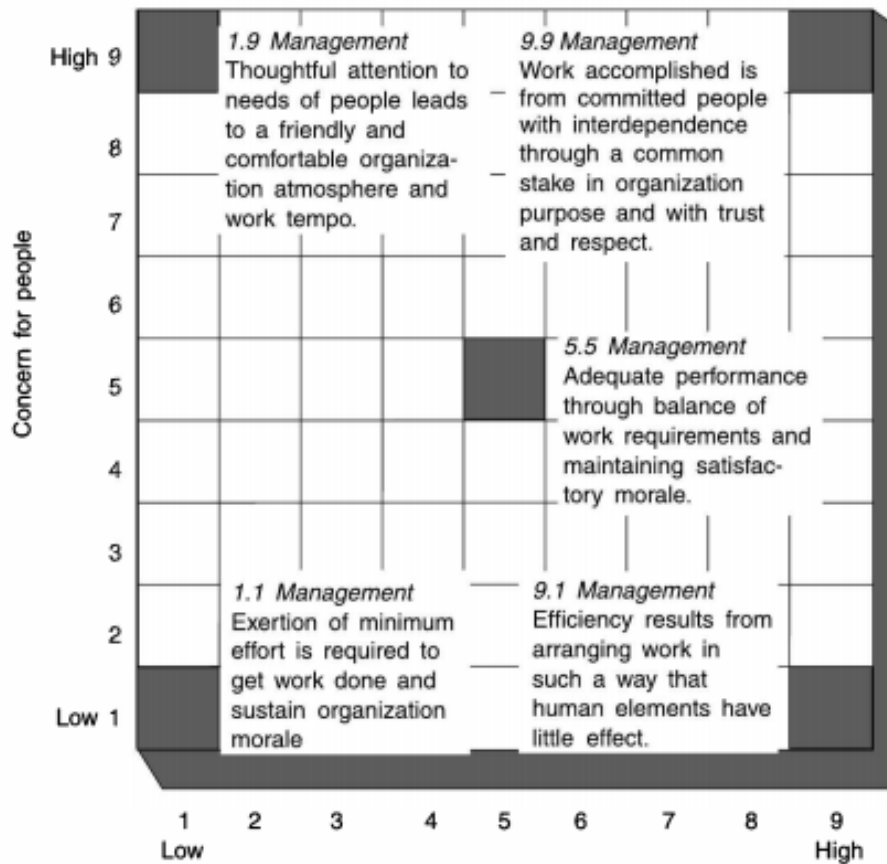
	<ul style="list-style-type: none"> • (d) Taxation • (e) Raw material • (f) Industrial and financial regulations • (g) Inspections • (h) Technology • (i) Government policy Administrative hurdles • (j) Rampant corruption • (k) Lack of direction • (l) Competitive and volatile environment <p>Specific Management Problems:-</p> <ul style="list-style-type: none"> • Management deficiency: • Finance: • Manufacturing and technical problems: • Product planning: • Selection of equipment, plant and machinery: • Human resource development: • Technical know-how: • Preparation of project report: <p>With explanation of each.</p>	
OR		

3b

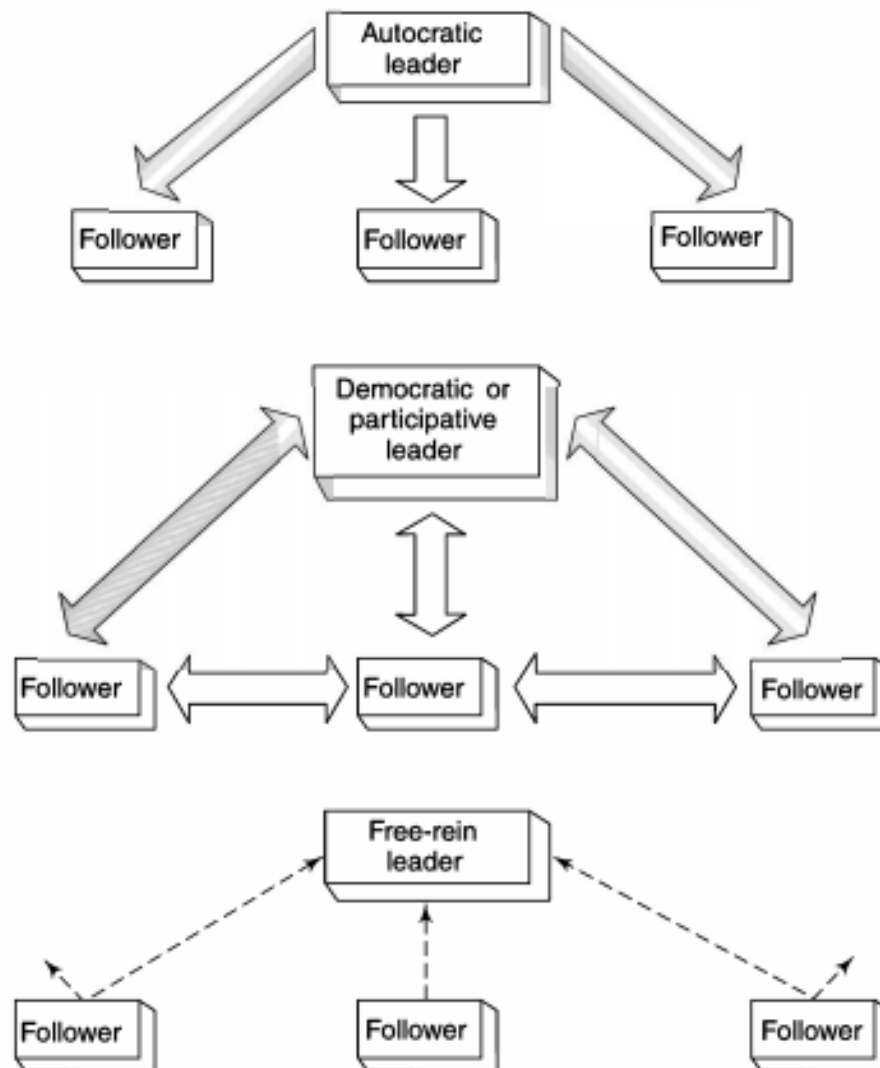
The Managerial Grid.

Adapted from R. R. Blake and J. S. Mouton, *The Managerial Grid*
(Houston, Texas: Gulf Publishing Company, 1964) p.10

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With Relevant explanation



Styles Based on Use of Authority

- Some earlier explanations of leadership styles classified the styles on the basis of how leaders use their authority. Leaders are seen as applying three basic styles. The **autocratic leader** commands and expects compliance, is dogmatic and positive, and leads by the ability to withhold or give rewards and punishment. The **democratic, or participative, leader** consults with subordinates on proposed actions and decisions and encourages participation from them. This type of leader ranges from the person who does not take action without subordinates' concurrence to the one who makes decisions but consults with subordinates before doing so.

The **free-rein leader** uses his or her power very little, if at all, giving subordinates a high degree of independence in their operations. Such leaders depend largely on subordinates to set their own goals and the means of achieving them, and they see their role as one of aiding the operations of followers by furnishing them with information and acting primarily as a contact with the group's external environment. Figure 15.1 illustrates the flow of influence in the three leadership situations.

	<p>There are variations within this simple classification of leadership styles. Some autocratic leaders are seen as “benevolent autocrats”. Although they listen considerably to their followers’ opinions before making a decision, the decision is their own. They may be willing to hear and consider subordinates’ ideas and concerns; but when a decision is to be made, they may be more autocratic than benevolent.</p> <p>A variation of the participative leader is the person who is supportive. Leaders in this category may look upon their task as not only consulting with followers and carefully considering their opinions but also doing all they can to support subordinates in accomplishing their duties.</p>	
OR		
4b	<ul style="list-style-type: none"> • (a) Entrepreneurs are born, not made • (b) Entrepreneurs are academic and social misfits • c) Entrepreneurs fit an ideal profile • (d) All you need is money to be an entrepreneur • (e) All you need is luck to be an entrepreneur • (f) A great idea is the only ingredient in a recipe for success • (g) My best friend will be a great business partner • (h) Having no boss is great fun • (i) I can make lots of money • (J) I'll definitely become successful • (k) life will be much simpler if i work for myself <p>With explanation to each.</p>	10