

## **Model Question Paper**

### **MBA – III Semester Entrepreneurship Development (NMBA 031)**

**Time: 3 Hours**

**Total Marks: 100**

**NOTE: Attempt all questions.**

#### **PART I**

- 1. Attempt all parts of the following: (2x10 = 20 Marks)**
- (a)** Discuss the characteristic traits of successful entrepreneurs with the help of examples.
  - (b)** What is meant by business idea, creativity and innovation?
  - (c)** List the various forms of financial support system.
  - (d)** Explain the meaning and concept of enterprise.
  - (e)** Define Entrepreneurial culture.
  - (f)** Explain the achievement-motivation theory of entrepreneurship.
  - (g)** What are the issues involved in selecting a suitable form of ownership?
  - (h)** Discuss in brief the major roles played by an entrepreneur.
  - (i)** Explain the importance of social-cost benefit analysis.
  - (j)** Discuss how entrepreneurial competency influences entrepreneurial success?

#### **PART II**

- 2. Attempt any five of the following: (10x5 = 50 Marks)**
- (a)** How does an entrepreneur contribute to the economy and society? Explain with illustrations.
  - (b)** Discuss the role of government in promoting micro, small, and medium enterprises in India. On the basis of this, present a descriptive view of economic, legal, and political environment in India.
  - (c)** Enumerate some of the sectors available for project formulation in India currently. Explain the reasons for entrepreneurial failure and suggestions to avoid them with examples.
  - (d)** Explain the concept and role of Women Entrepreneurship. Also, discuss the major barriers posed in their progression in the Indian economy.
  - (e)** What is the role played by support institutes in promoting rural entrepreneurship in India? Briefly discuss the nature and types of financial support institutions in India.

(f) Discuss the essential elements for preparation of a project proposal? Write one such proposal for starting a business of Detergent manufacturing with an initial investment of ₹10,00,000.

(g) What are factors affecting entrepreneurial activities in India? Discuss with the help of examples in Indian perspective. Also, enumerate the problems faced by family-businesses in the current business scenario.

(h) “Entrepreneurial Development Programs have proved to be a catalyst agent for promoting entrepreneurship in small sector”. Justify the above statement by elaborating the needs, objectives, and functions of EDPS in India.

### **PART III**

#### **3. Case Study:**

**(1x30 = 30 Marks)**

Apollo Tyres was established by Raunaq Singh (Raunaq) in the 1970s when license raj was prevalent. The Indian tyre industry then, was highly competitive with both domestic and international players competing for the market share. With its continuous efforts and innovative strategies, over a period of time, Apollo Tyres emerged as the leading player in the industry. Being a family-run business, its first, second and third generation leaders were instrumental in turning it around and taking it to the topmost position. In 2005, it decided to go global. However, with continuous emergence of new growth platforms and technology, it remains to be seen whether Apollo Tyres retains its position in the Indian tyre industry while making its mark on the global front.

#### **The Global Tyre Industry**

The history of the tyre industry dates back to 1845 when the pneumatic or air-filled tyre was invented and patented by R.W. Thomson. However, the original rubber tyre was invented in 1888 by John Boyd Dunlop (Dunlop), who modified the pneumatic tyres, enabling them to withstand the damage caused by rough roads.

#### **Indian Tyre Industry**

The Indian tyre industry starting in the 1900s went through many phases to transform from a state of domination by the foreign companies to the present state of domination by the domestic players. In the first phase (1920–1935), tyres were not manufactured in India. The demand for tyres in India at that time was met through imports from foreign players such as Dunlop (UK), Firestone (US) and Goodyear (US).

#### **Apollo Tyres’ Transformation: Tireless Efforts**

History of Apollo dates back to 1970s when licensing regime was prevalent in the country. At that time, it was mandatory to obtain license from Government of India (GOI) for setting up a company.

Raunaq wanted to set up a tyre-manufacturing company for which he approached Mathew T. Marattukalam, and his associates of Ruby Rubber Works of Kerala to obtain licence for setting up the company. He purchased the licence in 1974 and incorporated Apollo in 1976.

#### **Questions:**

- (a)** Identify the key elements from the case contributing to opportunity identification and selection process of Apollo Tyres?
- (b)** Comment on the nature of business idea and vision of Ranauq Singh. What entrepreneurial barriers were faced in the establishment of Apollo Tyres?
- (c)** Considering the strengths and limitations of the family- business status of Apollo Tyres, how would you describe the future operational prospects of Apollo Tyres in the Indian and global front?