



End Term (Even) Semester Examination May-June 2025

Roll no.....

Name of the Program and semester: MBA IV Semester

Name of the Course: Entrepreneurship and Project Management

Course Code: MB402

Time: 3-hour

Maximum Marks: 100

Note:

- (i) This question paper contains two Sections-Section A and B
- (ii) Both Sections are compulsory
- (iii) Answer any two sub questions from a, b & c in each main question of Section A. Each sub question carries 10 marks.
- (iv) Section B, consisting of a case study, is compulsory. It is of 20 Marks.

Section A

Q1.

(2X10=20 Marks)

- a. Analyze the entrepreneurial mindset and discuss why it is considered essential for new venture success. (CO1)
- b. Describe the attributes and behaviors that can be acquired to become a successful entrepreneur. (CO1)
- c. Explain the concept of rural entrepreneurship and its significance in the Indian economy. (CO1)

Q2.

(2X10=20 Marks)

- a. Discuss the various methods of generating new business ideas. Illustrate with suitable examples. (CO2)
- b. Evaluate the importance of opportunity recognition and outline the steps in opportunity assessment. (CO2)
- b. Explain the role of trend analysis in identifying entrepreneurial opportunities. (CO2)

Q3.

(2X10=20 Marks)

- a. Define project management and explain the relationship between project life cycle and uncertainty. (CO3)
- b. Outline the process of project goal formulation and explain how success criteria are established. (CO3)
- c. Discuss the relevance of strategic alignment in project selection and planning. (CO3)

Q4.

(2X10=20 Marks)

- a. A project consists of the following activities with their time estimates (in days). Use PERT to calculate:
 - i) Expected time (TE) for each activity
 - ii) The critical path and project completion time

Activity	Optimistic (O)	Most Likely (M)	Pessimistic (P)
A	2	5	8
B	4	4	4
C	1	2	3
D	3	6	9

(Assume appropriate dependencies and clearly show your work)

- b. A project consists of the following activities with their dependencies and durations (in days). Draw the network diagram and determine:
 - i) The earliest start (ES) and latest start (LS) for each activity
 - ii) The critical path
 - iii) The total project duration
 - iv) Slack for each activity

Activity Predecessor(s) Duration (days)



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Activity Predecessor(s) Duration (days)

A	-	4
B	A	6
C	A	5
D	B	3
E	C	4
F	D, E	2

Show the network diagram and necessary calculations clearly.

- K.** Discuss the role of project contracts and their practical and legal aspects in project management. (CO4) (CO5)

Section B

Q5. Case Study: Startup Xcelerate – Scaling Under Constraints

(4x5=20 Marks)

Startup Xcelerate is a logistics-tech startup founded by three MBA graduates with a vision to streamline last-mile delivery for small businesses and local vendors in Tier-2 and Tier-3 cities. The startup developed an app-based platform that connects shopkeepers, Kirana stores, and local delivery agents in a hyperlocal delivery ecosystem.

Initially operating in a single city in Uttarakhand, they succeeded in gaining customer trust through consistent service, affordable pricing, and real-time tracking features. Their model relied heavily on part-time gig workers (delivery agents), low fixed costs, and adaptive scheduling based on demand patterns. Encouraged by early success, the team plans to expand into five more cities across North India within the next six months. However, the founders are now facing several project management and entrepreneurial challenges:

- **Resource Planning:** They need to acquire more delivery agents, tech staff, and hardware for expanded operations. However, funding is limited, and investor pressure is increasing.
- **Operational Delays:** They've experienced app downtime, missed deliveries, and coordination issues among regional teams.
- **Risk Management:** The expansion introduces higher risks—new city regulations, infrastructure gaps, competition from existing players, and dependency on third-party logistics partners.
- **Monitoring and Control:** The team lacks an efficient system for tracking real-time performance across cities and struggles with centralized communication.

They are now seeking guidance on preparing a robust expansion project plan and mitigating the risks while scaling efficiently.

Answer the following questions:

- a) Identify and explain the key project planning elements (scope, objectives, risk, resources, etc.) that the founders should focus on before expansion. (CO 4)
- b) What project monitoring and control techniques can help Startup Xcelerate manage operational delays? (CO4)
- c) Suggest an appropriate team structure for managing expansion projects in different cities and justify your recommendation in terms of efficiency and coordination. (CO5)
- d) Propose a risk mitigation and evaluation strategy for managing uncertainties related to city-specific logistics, vendor contracts, and technology. (CO5)