PG Odd Semester (CBCS) Exam., December—2018

BUSINESS ADMINISTRATION

(3rd Semester)

Course No. : MBACC–303

Full Marks : 70

Pass Marks : 28

Time : 3 hours

The figures in the margin indicate full marks for the questions

Candidates have to answer *either* from Option—A *or* from Option—B

OPTION—A

Course No. : MBACC–303 (A)

(Entrepreneurship and Small Business Management)

1. How does an entrepreneur differ from a manager? Throw light on the emergence of entrepreneurship in British India. 4+10=14

OR

2. Is entrepreneur born or made? Explain the recent trends of entrepreneurial development in India. Also explain the socio-economic benefits associated with entrepreneurship. 4+5+5=14

3. What do you mean by entrepreneurial competencies? State major entrepreneurial competencies required to become a successful entrepreneur. 7+7=14

OR

4. Discuss the contribution of entrepreneurs in the economic development of the country. Also throw lights on the factors that promote entrepreneurship development. 7+7=14

5. "If you want to create a business, go to a party and listen. You'll hear people complain. Every complaint equals a need, a problem, a vacuum. Meet it, solve it, fill it—and there's your business." Mason C. Kauffman heard this bit of advice in an MBA class at the university of Memphis from legendary entrepreneur, Fred Smith, founder of FedEx. After graduating his MBA he went to work for FedEx and spent 16 years in various jobs, including sales, operations, engineering, and information management systems. He also learned aloft about Smith's approach to the logistics and shipping business. In 1994, Kauffman decided that he was ready to try something on his own. Thinking back to Smith's advice, Kauffman listening to what customer said. What they were saying is that they were extremely frustrated with every aspect of shipping—the large number of carriers; the broad range of services, rules,

and costs; and the constantly changing and complex process of shipping. Complaints = business need. Was this the beginning of a business that Kauffman could pursue?

Believing that most businesses could use expert guidance in finding faster, cheaper and easier ways to ship and account for their products. Kauffman left his FedEx job in 1994 and founded Express Logistics Inc., a consulting business that helped customers with their shipping operations. He started the company with his own savings and didn't receive any outside funding until the business was six years old. For the first year, he worked alone and took no salary. He built his staff slowly, making sure he had new accounts lined up before hiring new people. Expansion was funded through cashflow.

Today the company (Accuship) with 100 employees provides an online logistic information management system that integrates all shipping, tracking, accounting, and reporting capabilities. Being a virtual company, the company owns no planes, trucks, or warehouse. All of its transactions about 8,50,000 a day, worth a daily average of $ 5 million (50 lakhs of rupees) are electronic. In 2000, the company turned to outside investors for the first time, receiving $ 7·6 million in a single round of financing.

The capital infusion was part of the company's goal to become the largest player in its field. Although Kauffman's goal is to continue growing his company, he intends to do it slowly and deliberately. He says, "Growth can kill companies. So I'm reminding everyone that we can't be in every country tomorrow and we can't be in every company tomorrow. Timing is everything."

Questions :

(a) What do you think of Fred Smith's advice about creating a business? In evaluating the potential of Kauffman's idea, what would he wants to look at? Explain.

(b) Comment on Kauffman's approach to financing. What are the advantages and drawbacks of financing growth only through available cash?

(c) Kauffman stated in relation to company growth that 'timing is everything'. How might this approach affect the way that an entrepreneur researches a venture's feasibility? Explain. 5+5+4=14

6. Delineate the specific problems encountered by entrepreneurs in managing small entreprises. How far can ICT help in mitigating the problems associated with small business management? 7+7=14

OR

7. Explain how women entrepreneur can contribute to the development of the economy. Discuss briefly the recent government initiatives for promotion of women entrepreneurship in India. 7+7=4

8. Would you agree that an organization is nothing without its employees? If you do, then it would seem that the only sustainable competitive advantage an entrepreneurial organization would have for the future would be its employees. That human resource management philosophy has worked quite well for Rhino Foods Inc., a specialty dessert manufacturer located in Burlington, Vermont.

Rhino Food isn't a big corporation, but it has developed a strong competitive advantage that has enabled it to succeed despite continuing intense competition and other types of external challenges. Although Rhino has had its share of ups and downs, its financial and organizational performance results have been above average. The success story of the company points to the company's workforce—Ted Castle (founder). The company's purpose statement asserts :

"The employees and families of Rhino Foods are its greatest assets. The company's

relationship with its employees is founded on a climate of mutual trust and respect within an environment for listening and personal expression. Rhino Foods declares that it is a vehicle for people to get what they want."

Another human resource management practice that symbolizes Rhino's belief about its employees being the source of its success is the strong use of employee empowerment—letting employees have significant control and say over what jobs they do and how they do them. Rhino uses an unusual approach to challenging its employees. The company philosophy is that "employees who challenge themselves personally see a difference professionally too."

Employees are encouraged to set and achieve goals no matter how intimidating those goals might be. The point is to challenge employees and show them that they can make things happen on their own.

Questions :

(a) What do you think Rhino's philosophy might be regarding the role of strategic human resource management? Explain.

(b) How do you think Rhino Foods motivates its employees? Give specific examples. 7+7=14

OPTION—B

Course No. : MBACC–303 (B)

(INTERNATIONAL TOURISM)

1. Examine the trend of growth of global tourism industry. Throw light on India's global rank as a travel destination. 10+4=14

2. What is meant by tourist-market segmentation? Propose a segmentation plan of India's foreign tourist market based on travel motivations. 4+10=14

OR

3. Mention and discuss the major determinants of growth of international tourism. 14

4. The tourism wing of Indian Railways has announced its plan of promoting the 'Ramayana' circuit for attracting visitors to many places associated with the life of Lord Rama. Why did Indian Railways go for promotion of a circuit instead of focusing on individual travel destinations? Discuss the pros and cons of circuit-tourism, and mention the conditions that are essentially to be fulfilled to make a travel circuit acceptable to visitors. 14

OR

5. Singapore has successfully positioned itself as a global MICE tourism destination. Present a brief outline of the strategy pursued by Singapore Tourism Board for promotion of MICE tourism in the country. 14

6. Discuss the role of travel-intermediaries in promotion of international tourism. Also examine the business profile of Thomas Cook as a travel intermediary. 8+6=14

OR

7. Write notes on the following : 7×2=14

(a) Tourist Area Life Cycle

(b) Seasonality in Tourism

8. The strides made by Maldives in tourism have raised concerns about tourism sustainability. Give your views on the matter and suggest a road-map for Maldives for ensuring the sustainability of its tourism growth. 14

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