PG Odd Semester (CBCS) Exam., December—2017

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* Option—B

OPTION—A

Course No. : MBACC–303 (A)

(Entrepreneurship and Small Business Management)

Answer **all** questions

1. *(a)* Who is an entrepreneur? 2

(b) Distinguish between intrapreneur and manager. 4

(c) Write a detailed note on evolution of entrepreneurship in India. 8

OR

2. *(a)* Discuss the role of entrepreneurs in Indian economy. 6

(b) "Entrepreneurship no longer is community-based in India." Give your views on this statement by referring specially to the success stories of 'Ola' and 'Flipcart'. 8

3. Describe the essential skills and traits of successful entrepreneurs. 14

OR

4. *(a)* "Despite lot of efforts by government agencies; Assam is yet to witness entrepreneurs of national repute." Explain this statement mentioning the probable causes of sluggishness in entrepreneurship development in Assam. 8

(b) Suggest suitable measures for promoting entrepreneurship development in North-Eastern region. 6

5. Highlight the various factors hindering entrepreneurship development in India. 14

2. Distinguish between a 'migrant' and a 'tourist'. Discuss in detail the factors responsible for growth of international tourism in recent decades. 6+8=14

OR

3. Mention and discuss the major determinants of international travel motivation. 14

4. How does a tourist-circuit differ from a tourist-destination? Give an idea of at least one of the popular tourist-circuits in Europe highlighting its itineraries. 6+8=14

OR

5. Discuss the crucial roles played by travel intermediaries in promotion of international tourism. Refer in this connection to the role and profile of any one of the following : 14

(a) Cox and Kings

(b) Thomas Cook

6. Sri Lanka is currently through an unprecedented tourism boom. How do you explain it? Discuss in this connection the tourism promotion initiatives taken by the Sri Lnkan Government and comment on the likely long-term impact of these initiatives from the viewpoint of sustainability of tourism-growth. 14

7. Explain the concept of 'sustainable tourism'. Narrate briefly the environmental impact of tourism by citing either Maldives or Goa as a case. 6+8=14

OR

8. Write short notes on any *two* of the following : 7×2=14

(a) Tourism promotion : Kerala's success story

(b) UNESCO's world heritage sites project

(c) Adventure tourism in Nepal

★ ★ ★

OR

6. "With the advent of ICT and the availability of low cost Internet connectivity across the country; sustainability of small retail outlets is under a potential threat." Give your comments. Suggest some ways and means for converting the 'threat' into an entrepreneurial opportunity. 14

7. Read the following case carefully :

"We are fascinated by the lives and personalities of creative individuals and our incessant fascination with the entrepreneur is no exception. Discontinuous innovation makes existing products and processes obsolete, it also generates significant investments as other enterprises seek to imitate the ideas. Entrepreneurs capitalize on the huge investments and technological developments of established firms to create profitable venture. Ms. Jaishree was born in a small remote village—Piparia, near Itarsi, Madhya Pradesh in a Marwari business family. She completed her studies up to 8th grade at Burhanpur, Maharashtra and then further studies were done at Surat, where her family had shifted for business purpose. She completed her graduation from

SWDT Surat, in food and nutrition. After marriage, almost 9 to 10 years, she was a home-maker catering to the household chores and living an active social life. Her husband dealing in textile in Surat market and her brother also in similar related activities, made her think seriously about doubling in the fashion segment. This was more out of an urge to do something more active and creative rather than being a staid homemaker. Jaishree has shown her tenacity and courage to set up the enterprise not by compulsion on by chance but through conscious choice and pragmatic interest. With an active support from her husband, she joined her brother's design studio Kotari silk mills, Surat set up for in-house sampling and ensuring complete market secrecy. The studio started with 5 people in the year 2008 has now grown and blossomed into a professional look corporate style and ably managed employing more than 100 skilled and unskilled personnels. Women entrepreneurs have tremendous potential in empowering and transforming society, thus synthesizing social progress and economic development. Jaishree's dynamic and adaptive team generates 20 to 25 samples everyday and churn out 2 to 3 catalogues every month, each catalogue having 12 to 18

The company has formulated the following decision criteria for setting up any such unit in NER :

(i) Initial investments should not be more than 20 crores including bank finance.

(ii) 1st year projection should be the following :

(1) Sales 3 crores

(2) Cost of raw materials up to 90 lakhs

(3) Gross profit margin 40% to 50%

(4) Fixed cost 30% and variable cost 20%

(iii) Holding period :

(1) Raw materials up to 3 months

(2) Finished products up to 3 months

(3) Work-in-progress 1 month

(4) Debtors 2 months

(5) Creditors 2 months

You are, being one of the business analysts from Silchar, requested to answer the following questions :

(a) What are the marketing and technical support a food processing unit of Assam can expect from government agencies? 2

(b) Suggest a list of products which can be operationally feasible from Silchar location. 2

(c) Give suggestion for deciding appropriate marketing mix for any one product from the suggested list. 3

(d) Find out the working capital requirement assuming that 30% margin is required for bank finance. 3

(e) Calculate breakeven point for the 1st year. 2

(f) Give a concluding remark on feasibility of such proposal. 2

OPTION—B

Course No. : MBACC–303 (B)

(INTERNATIONAL TOURISM)

Answer **all** questions

1. Examine the current trends of foreign tourist arrivals in India. Also throw light on India's share and rank in world tourism. 10+4=14

designs. It is claimed that none of her designs are ever repeated. At any given time 6 to 7 times are working on separate mandates. Each such team comprises of sketchers, punchers and fashion designers. The sketcher puts the idea on paper, the puncher converts the image on paper into electronic format on computer and the designer then assembles all the creative ideas on the computer into a coherent design for printing.

The Head of the Department gives the direction for themes to be developed based on market surveys previous trends and experiences, the company has achieved an annual turnover of 13 crore with a CAGR of 17% during last 5 years. The products are mostly sold/exported to North Indian market and Bangladesh, Dubai, UK, etc. The online channel contributes almost 25% of their sales. Jaishree feels that there are no problems in life or business. They are all challenges, which need to be addressed. Not having a background in fashion was a challenge but her strong business community upbringing, rock solid support from family and educational background allowed her to learn the ropes very fast.

The Head of the Department has recently got an offer from Voorick with 100% increment.

This news spread like a negative message and demoralizing the skilled workforce. Jaishree has been planning for full-fledged online portal which require an additional investment of 5 crores. Banks are ready to finance the project subject to 110% collateral security. Since all the properties are in the name of her husband or brother, she cannot easily manage a loan. Her husband, who used to look after finance is no more interested as he is busy in his real estate business. Her brother is a software engineer and MBA who used to guide her for online marketing, is non-leaving US for a better opportunity. She wants that her kids get educated from USA for which somebody from the family is required to accompany them. Due to recent initiatives by Government of India providing 33% reservation to women in government jobs, 20% female designers and saleswomen got placed in government sector. This gives another shock to Jaishree as bacause a new lady requires minimum 6 months training before she starts contributing in the company. Jaishree's policy was to pick up students directly from designing institute or MBA institutes. But now she is bound to rethink on her recruitment strategy.

At present there are more than 51% female workers. There is no corporate structure or similar benefits for the employees but performance appraisal is conducted periodically. Jaishree had a dream to diversify into mens wear but the overnight changes in fashions and retention of master designers has remained a challenging task all through her journey. Her husband has now taken the liberty of shifting his focus to real estate in Surat and Jodhpur. This probably is the most satisfying part of the journey of entrepreneurship taken by Jaishree.

Based on the aforesaid case, you are required to answer the following questions :

(a) What are the success factors of Jaishree as an entrepreneur?

(b) Identify the issues and challenges given in the case.

(c) What would have been your decision, had you been in the place of Jaishree?

5+5+4=14

8. Kishlay Food products Guwahati is planing to set up a factory unit in Silchar in order to minimize the demand-supply gap of South Assam and neighbouring State.