



FINAL EXAMINATION

SET - 1

MODEL ANSWERS

TERM – JUNE 2024

PAPER –20C

SYLLABUS - 2022

ENTREPRENEURSHIP AND STARTUP

Time Allowed: 3 Hours

Full Marks: 100

The figures in the margin on the right side indicate full marks.

SECTION – A (Compulsory)

1. (a) Choose the correct option:

[15 x 2 = 30]

- (i) Which of the following characteristics make an entrepreneurship successful?
- Risk-Bearing
 - Perseverance
 - Flexibility
 - All of the above
- (ii) Which of the following factors does not affect the capital structure?
- Company Life Cycle
 - Cost of Capital
 - Budget Estimates
 - Consideration of Stakeholder Interests
- (iii) CGPDTM stands for -
- Commerce General of Patent, Trademark and Design
 - Controller General of Patent, Trademark and Development
 - Controller General of Patent, Trademark and Design
 - Controller General of Patent, Tariff and Design
- (iv) Important features of boot strapping are _____.
- no outside investment.
 - Depends on personal savings, personal debt
 - Flexibility in the early growth phase
 - all of the above
- (v) A/An _____ process is a set of steps between an idea's conception and its implementation.
- Innovation
 - Research
 - Startup
 - Conceptualisation



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- (vi) Scaling up people is not including _____.
- Leaders
 - Vendors
 - Teams
 - Manager
- (vii) Market Risk does not include _____.
- Equity risk
 - Credit Risk
 - Interest rate risk
 - Currency risk
- (viii) Hierarchy of Strategic Intent:
- Vision>Mission>Goals>Objectives>Plans
 - Mission>Vision>Goals>Objectives>Plans
 - Plans>Vision>Mission>Goals> Objectives
 - Goals>Vision>Mission>Objectives>Plans
- (ix) A social entrepreneur is a person who explores
- Production opportunities
 - Loan opportunities
 - Business Opportunities
 - All of these
- (x) MSME sector contributes in export about
- 50%
 - 40%
 - 70%
 - None of these

(b) Based on the following case study, you are required to answer question no. (i) to (v):

Hewlett-Packard was founded in 1939 by Bill Hewlett and David Packard, who both graduated with degrees in electrical engineering from Stanford University in 1935. The company started off in the HP Garage in Palo Alto, California. On November 1, 2015, Hewlett-Packard was split into two companies. Its personal computer and printer businesses became HP Inc., while its enterprise business became Hewlett Packard Enterprise. The split was structured so that Hewlett-Packard changed its name to HP Inc. and spun off Hewlett Packard Enterprise as a new publicly traded company.

Vision of HP Inc.: HP Inc. (HPQ) has set out to become a leading technology provider that is recognized for its innovation, expertise, and leadership in the market.

Mission HP Inc.: Mission is to engineer experiences that amaze each and every one of our customers.



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HP develops personal computers (PCs), printers and related supplies, as well as 3D Printing services. HP's product lines include the HP Pavilion, Envy, Omen, Essential and Chromebook PCs, as well as the Desk Jet, Office Jet, and Laser Jet series of printers.

In fiscal year 2023, total revenue of US\$54 billion included US\$24.7 billion from the sale of notebook computers, US\$10.9 billion from the sale of desktop computers, US\$11.4 billion from the sale of printer supplies, US\$4.2 billion from the sale of commercial printers, and US\$2.4 billion from the sale of consumer printers. Over 65 percent of revenue in 2022 came from customers outside of the United States.

HP is able to achieve and sustain competitive advantage with its distinctive competencies. First of all, the company is committed to simplifying technology experiences for all its customers. This is applicable to all the services rendered ranging from printing, personal computing, software, services and IT infrastructure.

In the context of Carbon Footprint, HP reported Total CO₂e emissions (Direct + Indirect) for the twelve months ending December 31, 2020, at 254 Kt (-34 /-11.8% y-o-y) and plans to reduce emissions 60% by 2025 from a 2015 base year.

HP India through its CSR initiatives offers technological solutions to this digital divide by bringing the world of information and knowledge to isolated and disadvantaged groups in rural India further helping to bridge the digital education gap encountered by those living in remote regions.

- (i) What is product line?
- A product line is a group of connected products marketed under a single brand name by the same company.
 - A product line is a group of connected products marketed under a different brand name by the same company.
 - A product line is a group of connected products marketed under a single brand name by the different companies.
 - A product line is a group of different categories of products marketed under a single brand name by the same company.
- (ii) Which one of the following is correct?
Consider the following statements:
- A mission statement defines the organization's business, its objectives, and how it will reach these objectives.
 - A vision statement details where the organization aspires to go.
- Only statement I is correct
 - Only statement II is correct
 - Both the statements I and II are correct
 - Both the statements I and II are incorrect



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(iii) Sustainable competitive advantages are a set of assets, characteristics, or capabilities that allow an organization to meet its customer needs better than its competition can.

Based on the above, identify which one is not the sustainable competitive advantage.

- a. They are unique to your organization
- b. They are valuable to your clients
- c. They can't be created easily
- d. Competitive advantages are the list of your strengths

(iv) What is Carbon Foot Print?

- a. Measure of radioactivity from a fossil
- b. Environmental impact because of used cells and batteries
- c. Total sets of greenhouse gas emissions by organisations, individuals etc.
- d. Amount of carbon content in the organic compounds.

(v) “Corporate social responsibility (CSR) is a strategy undertaken by companies to not just grow profits, but also to take an active and positive social role in the world around them.”

Statements:

- I. Youth Employment Programme, Adult Literacy Programme,
- II. Urban development programme that tries to break the vicious cycle of urban poverty by creating clean, green and healthy communities.
- III. Skill development for children and youth with disabilities

Based on the statement, identify which one of following CSR initiatives are correct?

- a. Only statement I is correct
- b. Only statements II and III are correct
- c. Only statements I and III are correct
- d. All statements are correct

Answer:

1.(a)

(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
a.	c.	c.	d.	a.	b.	b.	a.	c.	b.

1.(b)

(i)	(ii)	(iii)	(iv)	(v)
a.	c.	d.	c.	d.

SECTION-B



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(Answer any 5 questions out of 7 questions given. Each question carries 14 marks.)

[5 x 14 = 70]

2. (a) Recommend the steps of the Ladder the Start Up Entrepreneur has to ascent. [7]

(b) Recommend the regulatory compliances which are required for setting up an enterprise in India. [7]

Answer:

(a) Following are the Steps of the Ladder the Start Up Entrepreneur has to Ascent:

- Ancillary Development
- Grow Bigger
- Complete with Others
- Modernisation
- Diversification
- Plough-Back Profits
- Keep up-to-Date
- Sell
- Produce
- Plan out record-Keeping
- Organise Marketing
- Decide on Pricing Policy
- Trail Run
- Recruit Personnel
- Procure Materials
- Install Machinery
- Plan Buying
- Apply for Materials (If Imported or Controlled)
- Place Order for Machinery (Preferably on Hire-Purchase)
- Plan Sources of Machinery
- Plan Finance
- Obtain Clearance from Central, State and Local Authorities and SSI Registration
- Make sure What Laws Will Particularly Affect You
- Arrange the Work shed with Facilities (Preferably on Rent)
- Decide on Location and Site
- Obtain the Project Report from SISI or Elsewhere or Prepare it Yourself
- Decide Whether to Purchase a Going Concern or To Start A New One
- Choose Aline
- Date with Yourself for A Decision
- Discuss with All-around You and with SISI and D.I. Office
- Consult Publications and Agencies
- Date with Yourself for Newer Ideas
- Analyze Yourself and Your Objectives

(b) Following regulatory compliances are required for setting up an enterprise in India –

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Entrepreneur should have or they should hire or outsource someone who has a good understanding about the basic laws of the land, rules, regulations that are applicable and various government schemes that are drawn for the welfare of the budding businesses and their smooth functioning. An entrepreneur should follow the following as a part of business compliance :

1. Select which type of business entity is to be established. (Sole proprietorship, private limited, public limited, partnership, limited liability partnership (LLP) etc.).
2. Business Licensing.
3. Company law-based compliances (Annual General Meeting, Board Meetings, Appointment of Auditor).
4. Taxation based compliances.
5. IPR based compliance.
6. Compliances under labour laws.
 - The Industrial Disputes Act, 1947
 - The Trade Union Act, 1926
 - Building and Other Construction Workers' (Regulation of Employment and Conditions of Service) Act, 1996
 - The Industrial Employment (Standing Orders) Act, 1946
 - The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979
 - The Payment of Gratuity Act, 1972
 - The Contract Labour (Regulation and Abolition) Act, 1970
 - The Employees' Provident Funds and Miscellaneous Provisions Act, 1952
 - The Employees' State Insurance Act, 1948

3. (a) Advise the steps involved in order-to-cash (OTC) process. [7]
- (b) The National Skill Development Mission launched by the Ministry of Skill Development and Entrepreneurship on July 15, 2015, aims to create convergence across sectors and States in terms of skill training activities. Besides consolidating and coordinating skilling efforts, it also aims to expedite decision making across sectors to achieve skilling at scale with speed and standards. Recommend the mission objectives. [7]

Answer:

(a) The following steps are involved in order-to-cash (OTC) process:

7. **Inquiry:** A customer inquires about the product price and service. This is a very starting point of the OTC process. This process does not have any effect on general ledger accounts and does not have any accounting entries. Once a customer creates an inquiry, an inquiry number is generated and it will be recorded in the system.
8. **Quotation:** Quotation is a price quote given to the customer. A quotation follows inquiry steps. A quotation can be created via inquiry or without an inquiry reference number.
9. **Sales:** According to some SAP experts, sales order is the first step of the OTC process. After inquiry and quotation, once it's gets created. Sales order can be created with reference to quotation or without reference. It does not make any accounting book entry and it does not make any change in General Ledger accounts. It is just a commitment to deliver goods to the customer.

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10. **Post Goods Issue:** Post goods issue is the steps where goods are being picked by the warehouse, packed, and shipped to the customer's given shipping address as per the sales order. We have accounting entries as inventory is being credited against the cost of goods sales (COGS) debited. General ledger accounts associated with the cost of goods sales and inventory is affected respectively.
11. **Delivery:** Delivery follows post goods issue (PGI). Delivery is the actual fulfilment of goods to the customer's shipping address. At the delivery stage, we have accounting entries in the books. At this stage, we debit the revenue account and credit the customer account.
12. **Billing:** At the billing stage, we send the bill to the customer for the goods delivered. We have accounting entries at this stage where we debit customers and credit cash accounts.

(b) The Mission Objectives are:

- a. Create an end-to-end implementation framework for skill development, which provides opportunities for life-long learning. This includes: incorporation of skilling in the school curriculum, providing opportunities for quality long and short-term skill training, by providing gainful employment and ensuring career progression that meets the aspirations of trainees.
- b. Align employer/industry demand and workforce productivity with trainees' aspirations for sustainable livelihoods, by creating a framework for outcome focused training.
- c. Establish and enforce cross-sectoral, nationally and internationally acceptable standards for skill training in the country by creating a sound quality assurance framework for skilling, applicable to all Ministries, States and private training providers.
- d. Build capacity for skill development in critical un-organised sectors (such as the construction sector, where there few opportunities for skill training) and provide pathways for re-skilling and up-skilling workers in these identified sectors, to enable them to transition into formal sector employment.
- e. Ensure sufficient, high quality options for long-term skilling, bench marked to internationally acceptable qualification standards, which will ultimately contribute to the creation of a highly skilled workforce.
- f. Develop a network of quality instructors/trainers in the skill development ecosystem by establishing high quality teacher training institutions.
- g. Leverage existing public infrastructure and industry facilities for scaling up skill training and capacity building efforts.
- h. Offer a passage for overseas employment through specific programmes mapped to global job requirements and bench marked to international standards.
- i. Enable pathways for transitioning between the vocational training system and the formal education system, through a credit transfer system.
- j. Promote convergence and co-ordination between skill development efforts of all Central Ministries/ Departments/States/implementing agencies.
- k. Support weaker and disadvantaged sections of society through focused outreach programmes and targeted skill development activities.
- l. Propagate aspirational value of skilling among youth, by creating social awareness on value of skill training.
- m. Maintain a national database, known as the Labour Market Information System (LMIS), which will act as a portal for matching the demand and supply of skilled workforce in the country. The LMIS, will on the one hand provide citizens with vital information on skilling

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initiatives across the country. On the other, it will also serve as a platform for monitoring the performance of existing skill development programmes, running in every Indian state.

4. (a) Suggest contents of a good project report. [7]

(b) Recommend the features and the benefits of a business plan. [7]

Answer:

(a) A good project report should contain the following:

1. **Background of the Entrepreneurs:** Name and addresses of entrepreneurs, age, experience, qualifications, project related experience, financial position etc.
2. **General Information:** Information on product profile and product details.
3. **Promoter:** His educational qualification, work experience, project related experience.
4. **Location:** Exact location of the project, lease or freehold, location advantages.
5. **Land and Building:** Land area, construction area, type of construction, cost of construction, detailed plan and estimate along with plant layout.
6. **Plant and Machinery:** Details of machinery required, capacity, suppliers, cost, various alternatives available, cost if miscellaneous assets.
7. **Production Process:** Description of production process, process chart, technical know-how, technology alternatives available, production programme.
8. **Utilities:** Water, Power, steam, compressed air requirements, cost estimates sources of utilities.
9. **Transport and Communication:** Mode, possibility of getting costs.
10. **Raw Material:** List of raw materials required by quality and quantity, sources of procurement, cost of raw material, tie-up arrangements, if any for procurement of raw material, alternative raw material, if any.
11. **Man Power:** Man Power requirement by skilled and semi-skilled, sources of manpower supply, cost of procurement, requirement of training and its cost.
12. **Products:** It includes product mix, estimated sales distribution channels, competitions and their capacities, product standard, input-output ration, product substitute.
13. **Market:** End-users of product, distribution of market as local, national, international, trade practices, sales promotion devices, proposed market research.
14. **Requirement of Working Capital:** Working capital requirement, sources of working capital, need for collateral security, nature and extent of credit facilities offered and available.
15. **Requirement of Funds:** Break-up project cost in terms of costs of land, building machinery, miscellaneous assets, preliminary expenses, contingencies and margin money for working capital, arrangements for meeting the costs of setting up of the project.

(b) Following are the features of a business plan:

- a. Written document
- b. Explain the vision of the venture
- c. All aspects of the business are covered

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- d. Road map for the business

The important benefits of business plan are mentioned below :

- a. Enhances business growth
- b. Gives clarity to the stakeholders
- c. Helps in hiring the right people
- d. Helps in the valuation of the business
- e. Helps in getting funds
- f. Helps to develop business partnerships

5. (a) **Demonstrate the process of Design Thinking.** [7]
(b) **Recommend the Product Positioning Strategies.** [7]

Answer:

- (a) Design thinking is a process for creative problem-solving. Rather, it is a strategy which provides a solution-based approach to solving problems. It's extremely useful when used to tackle complex problems that are ill-defined or unknown, because it serves to understand the human needs involved, reframe the problem in human-centric ways, create numerous ideas in brainstorming sessions and adopt a hands-on approach to prototyping and testing.

The steps are –

1. **Empathize** : The first stage of the design process is to understand the perspective of the target audience/customer/consumer to identify and address the problem at hand. To do this, design thinkers are encouraged to cast aside all assumptions (because assumptions can stifle innovation!) about the problem, the consumers, and the world at large. This allows them to objectively consider all possibilities about the customers and their needs.
2. **Define** : Putting together all the information gathered in the first stage, the next step is to define the problem statement clearly. The resulting problem statement should be captured in human-centered terms rather than focused on business goals. For example, instead of setting a goal to increase signups by 5%, a human centered target would be to help busy moms provide healthy food for their families.
3. **Ideate** : During the third stage of the design thinking process, designers are ready to generate ideas. You've grown to understand your users and their needs in the Empathize stage, and you've analyzed your observations in the Define stage to create a user centric problem statement. With this solid background, you and your team members can start to look at the problem from different perspectives and ideate innovative solutions to your problem statement.
4. **Prototype** : The design team will now produce several inexpensive, scaled down versions of the product (or specific features found within the product) to investigate the key solutions generated in the ideation phase. These prototypes can be shared and tested within the team itself, in other departments or on a small group of people outside the design team. This is an experimental phase, and the aim is to identify the best possible solution for each of the problems identified during the first three stages.

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5. **Test :** Designers or evaluators rigorously test the complete product using the best solutions identified in the Prototype stage. This is the final stage of the five-stage model; however, in an iterative process such as design thinking, the results generated are often used to redefine one or more further problems.

(b) Product Positioning Strategies are:

While a lot of time is devoted to product development, only a few companies think about how consumers will perceive the product when it is already in the market. Marketers should pay attention to what their customers think. The key strategies of product positioning are mentioned below :

- 1. Characteristics-based positioning:** Brands give certain characteristics to their products that aim at creating associations. It has done to make consumers choose based on brand image and product characteristics. Let us take the automobile industry, for example. A person who worries about safety will probably choose Volvo because of the brand's positioning. At the same time, another customer who pays attention to reliability would prefer Toyota.
- 2. Pricing-based positioning:** This strategy involves associating your company with competitive pricing. Brands often position themselves as those that offer products or services at the lowest price. Let us take supermarkets, for example. They can afford to provide customers with products for lower prices because of the lower costs they pay for shipping and distribution, huge turnover, and a large procurement of goods. As a result, many consumers already know the supermarkets with attractive prices and choose them without considering other options.
- 3. Use or application-based positioning:** Companies can also position themselves by associating with a certain use or application. People who adhere to a healthy lifestyle create a great demand for products that help increase performance in the gym. Hence, many businesses offer nutritional supplements. These brands sell supplements that are high in calories, vitamins, and minerals.
- 4. Quality or prestige-based positioning:** The brands we are talking about now don't concentrate on their price point; they focus on their prestige or high quality instead. Sometimes, it's the reputation that makes a brand attract customers. Let's take Rolex, for example. This famous watch brand is associated with achievement and excellence in sport and is popular among powerful and wealthy people.
- 5. Competitor-based positioning:** The strategy involves using competitors' alternatives to differentiate products and highlight their advantages. It helps brands distinguish their products and show their uniqueness.

6. (a) Discuss the five critical steps that are required to follow for scaling start-ups. [7]

(b) Suggest the Financial Risks Mitigation Strategies. [7]

Answer:

(a) Five critical steps are required to follow of scaling start-ups.

- 1. Evaluate and Plan:** Take a hard look inside of the business to see whether an entrepreneur is ready for growth. One cannot know what to do differently unless one take stock of where your business stands today. Strategize the need to do to increase sales. The best planning is to start with a detailed sales growth forecast, broken down by number of new customers, orders, and revenue you want to generate. Include a spreadsheet that breaks the numbers down by month.

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- 2. Find the Money:** Scaling a business does not come free. Growth plan may call for hiring staff, deploying new technology, adding equipment and facilities, and creating reporting systems to measure and manage results. How will one can find the money to invest for growth? If you have a huge proponent of bootstrapping, but it typically takes years to grow through bootstrapping alone.
- 3. Secure the Sales:** Scaling the business obviously assumes sell will be more. The following questions may ask:
- A sufficient lead flow to generate the desired number of leads?
 - Marketing systems to track and manage leads?
 - Enough sales representatives to follow up and close leads?
 - A robust system to manage sales orders?
 - A billing system and a receivables function to follow up to ensure invoices are collected timely?
- 4. Invest in Technology:** Technology makes it easier and less expensive to scale a business. One can gain huge economies of scale and more throughput, with less labor, if you invest wisely in technology. Automation can help you run your business at a lower cost and more efficiently by minimizing manual work. Systems integration is a prime area for improvement in most businesses. Companies today do not run off of a single system, they may have a dozen or more systems. If those systems don't work together, they create silos, which in turn multiply communication and management problems as your company grows.
- 5. Find Staff or Strategically Outsource:** Last but certainly not least, are the hands needed to carry out the work. Technology gives huge leverage, but at the end of the day, you still need people. We have to find out the answers of the following questions:
- Do you have enough customer service staff? Look at industry benchmarks to determine a rule of thumb for how many customers one service rep can be expected to handle.
 - What about the people who are responsible for your manufacturing, inventory, and delivery of products or services?
 - How many are typical for your industry per customer, and how many will you need?
 - How do you find qualified help quickly? Recruiting and hiring systems are important, as are benefits and payroll.

(b) The financial risk overcome strategies are :

(i) Develop a financial risk management plan

Financial risk management is a strategy that allows to understand and plan for financial risks that may affect the business. One cannot completely remove risk but can research and plan for potential situations the business might face and use this information to decide which risks are willing to take, which can be mitigated, and which are preferring to avoid.

(ii) Diversification of investments :

Diversification is a critically prudent and important financial planning strategy. And although it will not eliminate losses in a severe downturn, it will reduce your risk of financial annihilation. Maintaining a well-diversified balanced investment portfolio helps minimize risk by spreading out your investments across multiple classes; think of it as a form of free investor's insurance that protects from catastrophic losses.

(iii) Exit strategy for every investment

An exit strategy in place whenever one takes a position on a stock, bond or any other investment. The best way to do that is by establishing predefined selling points — for both a profit and a loss.



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(iv) Purchase insurance

Insurance is hands down the best way to limit losses such as life insurance, disability insurance, professional insurance, completed operations insurance, or others.

(v) Create a cash management strategy :

Cash is highly imperative to any business. Running out of money means the permanent destruction of a business. Therefore, establishing a solid cash management strategy is essential. Efficient cash management can not only considerably reduce risk but can also streamline processes and eliminate downtime. It gives faster access to cash and resourceful business data, allows for tailored solutions, and detects cash embezzlements.

7. (a) Assess the significance of Business Ethics. [7]

(b) Prepare a brief description of one agritech company. [7]

Answer:

(a) The importance of business ethics reaches far beyond employee loyalty and morale or the strength of a management team bond. As with all business initiatives, the ethical operation of a company is directly related to profitability in both the short and long term.

a. **Enhanced Profit:** High corporate ethical standards may increase profitability by lowering transaction costs, fostering a culture of effective cooperation internally, fostering stakeholder trust, and preserving social capital that is important to an organization's reputation in the marketplace. Managers' ethical behaviour benefits all of the company's stakeholders, which also boosts a company's reputation and helps profitability. Customers and clients are more likely to trust a company that demonstrates its dedication to having a beneficial long-term influence. The leadership group is accountable for using ethical accounting procedures, treating employees fairly, interacting with the public, and providing shareholders with information. These duties can have a significant influence on the company's overall profitability.

b. **Stakeholder confidence:** Better interactions with individuals inside and outside the company result from a more ethical workplace. Better interactions also provide better outcomes. As a result, stakeholder theory and ethics are closely related. Employees, clients, shareholders, and suppliers are often regarded as the main organisational stakeholders in a business. While it is frequently believed that commitments to these stakeholders are driven by organisational self-interest, the ethical perspective states that some corporate acts are right or wrong regardless of any societal or stakeholder obligations. Customers are important stakeholders who contribute to the reputation and identity of the company.

c. **Transparency in the business process:** When a firm is experiencing difficulty, transparency can be difficult for the leaders to maintain, but it is crucial to developing an ethical culture. Transparency is a corporate culture quality that emerges through the actions of an organization's top executives, staff members, and stakeholders. It is the everyday way in which values are exhibited and expressed.

Organizational ethics depend on transparency, which should be clear in all communications, procedures, rules, meetings, and other dealings. To overcome the prior opaque culture, cultural transformation involves intentional effort and purposeful action.

d. **Productive work environment:** The success of the business depends heavily on the work ethics and productivity of the personnel. A worker will automatically be more productive when he appreciates both the work he does and the workplace. The employee must have access to this opportunity as well if the organisation has expansion plans. In addition to enabling a business to recruit and keep top talent, an ethical culture based on

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the fundamental principles of integrity, respect, responsibility, fairness, and compassion may also be a powerful productivity booster. Credibility, employee engagement, and dedication all raise with good ethics. The productivity of both a person and an organisation may be significantly impacted by their ethical behaviour.

- e. **Getting a talented workforce:** One of the most important qualities that companies in any business seek for in potential workers is a strong work ethic. Excellent workers are preferred by employers because they are dependable, disciplined, and devoted. Your employability will go up and you'll be better positioned for greater career prospects if you can demonstrate that you possess the values connected to a strong work ethic.

(b) A brief description of one such agritech company is given below :

- 1. Nutrifresh :** It is an agri-tech startup which focusses on chemical free produce. It brings in hydroponic farming based on Internet of Things (IoT). The startup was founded by Sanket Mehta and Ganesh Nikam. It attracted a pre-series funding of 5 million USD.
- 2. Nutrifresh :** It is an agri-tech startup which focusses on chemical free produce. It brings in hydroponic farming based on Internet of Things (IoT). The startup was founded by Sanket Mehta and Ganesh.
- 3. CropIn Technology :** CropIn is an AI-led agritech startup that is focused on helping the world's agritech ecosystem players to sustainably "maximize their per-acre value" by combining pixel-level data derived from satellite imagery in combination with IoT and field intelligence. Started by Krishna Kumar, the agritech startup has digitized over 13 million acres of farmland, enriched the lives of nearly 4 million farmers, and gathered data on 388 crops and over 9,500 crop varieties. As per the startup, it has a 92% score on adaptability and over 98% client retention rate.
- 4. Bijak :** Founded in April 2019 by Daya Rai, Jitender Bedwal, Mahesh Jakhotia, Nikhil Tripathi, Nukul Upadhye, Bijak is a B2B marketplace for suppliers and buyers across India's Agri value chain. Bijak aims to bridge the information asymmetry and lack of accountability in agricultural commodities trading. Since its launch, Bijak has expanded across 22 states, 400 regions, and 80+ commodities.
- 5. Stellapps :** Stellapps is an IIT-Madras incubated end-to-end dairy technology solutions startup founded by Jinesh Shah, Praveen Nale, Ramakrishna Adukuri, Ranjith Mukundan, Ravishankar Shiroor, and Venkatesh Seshasayee. It produces and procures comprehensive farm optimization and monitoring support, which helps dairy farmers and cooperatives maximize profits while minimizing effort. Sellapps leverages internet of things (IoT), big data, cloud, mobility, and data analytics to improve agri-dairy supply chain parameters, including milk production, milk procurement, cold chain, animal insurance and farmer payments.
- 6. Aibono :** Started by Vivek Rajkumar in 2014, Aibono claims to be India's first AI-powered fresh food aggregator, pioneering the Seed-to-plate™ platform. Seed-to-plate is a next-generation disruption that synchronizes real-time production with real-time consumption of super perishable fruits & vegetables by using predictive analytics, precision farming, and just-in-time harvests.



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8. The Government has planned the strategic disinvestment of State Road Transportation Corporation in a phased manner by allowing some private companies to ferry buses on marked routes. The outraged workers have called for a strike against the move. You are the head of the workers union of the transport corporation. In a meeting with State officials, they have informed you about the circumstances of inefficiency, corruption and deteriorating quality of service to commuters. You have also presented the worker's viewpoint and their complaints of low pay scale and non-payment of salaries from the past few months. A deadlock has occurred between the two parties where no-side is willing to lose. To break the deadlock, the officials offer you a bribe and other perks to comply with the decision of privatisation in a phased manner. State transport services are in a state of peril and there is a huge outcry among the common masses.
- a. Identify the moral dilemma faced.
- b. Analyse your role and duties, also suggest the course of action. [14]

Answer:

The given case highlights a common problem with state-run public services and the on-going privatization of public services.

Facts of the case	Stakeholders involved	Ethical values
<ul style="list-style-type: none">• Strike by workers against privatization move.• Structural problems in the state transport corporation.• Workers not getting a timely salary.• Commuters facing hardship as• transport services in peril.• Bribe offered to negotiate.	<ul style="list-style-type: none">• Workers• Transport department officials• Commuters or the general public• Self (as head of worker union)• Political leaders	<ul style="list-style-type: none">• Leadership• Courage• Fortitude• Empathy• Efficiency• Spirit of service

The moral dilemma faced:

- **Personal v/s professional ethics:** As an employee of the State transport corporation, one should adhere to the orders of superiors. On the other hand, as a leader of worker union, one should support the demands of fellow workers and even motivate them to continue the strike.
- **Personal interest v/s Community interest:** One may accept the bribe for monetary and personal gains or show conviction towards the duty to uphold the rights of fellow workers. Role and duties of the head of the worker union.
- **Upholding the interest of workers:** As a leader of worker union, one must show courage and fortitude to fight for the rights of workers and negotiate with the transport officials. It is the opportune moment to put pressure on the management to address the grievances of the workers.
- **Showing moral righteousness:** Deontological approach of Immanuel Kant suggests that it is immoral to take the bribe and one must adhere to his duty towards the interest of the fellow workers. The worker's faith and trust must not be broken for petty material gains.



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- **Showing administrative leadership:** One should be accommodative enough and should even make the workers realize the problems faced by commuters due to the strike. Hence, they must look for early resolution of the problem.
- **Negotiating with the transport officials:** Good governance can be ensured only by accommodative nature of negotiations without viewing it as a loss of personal prestige. All leaders should engage for a faster and meaningful resolution of the dispute.
- **Ensuring peaceful and legitimate protest:** Everyone has a right to protest in a democracy. However, leaders must ensure that protests are done in a peaceful manner without any unethical means.
- **Attitudinal change by moral suasion:** Workers should be persuaded to call off the strike so that public services can be restored at the earliest.

Long term measures:

- **Welfare of workers:** The political leaders should empathize with the employees. All legitimate needs of the workers should be accepted like timely payment of wages, providing basic insurance facilities, etc.
- **Resolving state budget constraints:** Arrangements must be made to augment the transport department budget through alternate means considering its importance for the general public.
- **Regulation of services:** Privatization is needed to increase efficiency. However, privatisation of transport services, unless well regulated, can lead to unhappy outcomes such as a rise in accidents, and unruly driving and behaviour. Hence, if the sector is privatized, it must be duly regulated.