Time Allowed 3 Hours **Full Marks: 100**

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

SECTION – A (Compulsory)

I. (a) Choose the correct option: **[10 x 2 = 20]**

(i) Barriers to entrepreneurship are :

a. Lack of technical knowhow
b. Lack of business knowledge
c. Lack of motivation
d. All of the above

(ii) SAMRIDH scheme was launched on

a. 1st January 2021
b. 25th August 2021
c. 15th August 2021
d. 25th December 2021

(iii) Which one of the following is not Angel Investor in India?

a. Angel Network
b. Mumbai Angels
c. Angel Kolkata
d. Hyderabad Angels

(iv) Positioning Process is the ___________ process, which companies do to ensure strong, positive & stable positioning in a consumer's mind.

a. continuous
b. reiterative
c. continuous and reiterative
d. sporadic

(v) Which one of the following is not driving force for entrepreneurship development?

a. Management
b. Opportunity
c. Resources
d. Talent

(vi) ________________ is used by wholesalers and by manufacturers, businesses that deals with direct sales.

a. Disintermediation Model
b. Marketplace model
c. On demand model
d. Freemium model

(vii) Which formula defines the anticipated ROI?
a. Terminal Value × Investment Amount
b. Investment Amount ÷ Terminal Value
c. Post-Money Valuation ÷ Investment Amount
d. Terminal Value ÷ Post-Money Valuation

(viii) Select which one is the Component of The COSO ERM framework, like the internal control framework.
a. Governance & culture
b. Performance
c. Review and revision
d. All of the above

(ix) An organisation strategy ___
a. Remains set in place longer than the mission and objectives
b. Generally forms over a period of time as events unfold
c. Trends to be formed at the same time the mission is developed
d. None

(x) MSME sector contributes in export about
a. 70%
b. 50%
c. 40%
d. None of these.

(b) Based on the following case study, you are required to answer the questions no. (i) to (v) [5 x 2 = 10]

Launched a little more than two decades ago, DirecTV now has more than 32 million subscribers in the United States and Latin America. The direct-broadcast satellite service provider faces competition on a number of fronts: from classic cable companies (Comcast and Time Warner Cable), from other direct broadcast satellite service providers (Dish),and from alternate ways to watch television digitally through downloads and streaming (Hulu, Netflix, and Amazon).

The world's leading provider of digital television entertainment services, DirecTV Carries the slogan "Don't Just Watch TV, DirecTV," reflecting the unique positioning it has crafted thanks to a combination of features not easily matched by any competitor. Three pillars of that positioning are captured by its claims to "state-of-the-art technology, unmatched programming, and industry leading customer service." The company puts much emphasis on its comprehensive set of sports packages, its wide array of HD channels, and its broad broadcast platform that lets customers watch programming on their TVs at home and on their laptops, tablets, and cell phones. . With its Genie service, users can record as many as five shows at once. In exaggerated fashion, its "Get Rid of Cable" TV ad campaign shows how customers who get mad at cable have their lives turn for the worse through a series of unfortunate events. DirecTV has made a strategic targeting shift to focus on "high quality" subscribers: loyal customers, who purchase premium services, pay their bills on time, and call less often to complain.

(i) DirecTV's shift to targeting "high-quality" subscribers reflects a focus on which type of market segmentation?

a) Geographic segmentation
b) Psychographic segmentation
c) Demographic segmentation
d) Behavioral segmentation

(ii) Which of the following most accurately represents DirecTV's differentiation strategy in a saturated media market?

a) Building brand equity through technological superiority and premium service experience
b) Cost leadership through bundling and discounts
c) Leveraging exclusive partnerships with content creators
d) Prioritizing mass-market penetration via aggressive pricing strategies

(iii) Which strategic advantage does DirecTV gain by focusing on high-Subscribers?

a) Decreased operational costs 15 %
b) Higher customer acquisition cost
c) Enhanced customer loyalty and higher revenue per user (ARPU)14 %
d) Expanded market reach into new demographics

(iv) What impact does DirecTV's comprehensive sports packages have on its market positioning, as per the case study?

a) It increases operational complexity and costs 0.90
b) It reduces customer satisfaction
c) It limits programming diversity
d) It attracts a younger demographic interested in sports 0.50

(v) What role does DirecTV's emphasis on industry-leading customer service play in its competitive strategy?

a) It enhances brand reputation and customer satisfaction
b) It reduces customer acquisition efforts
c) It limits technological innovation
d) It increases customer churn rate 36.33 %

Section – B

(Answer any five questions out of seven questions given. Each question carries 14 Marks)

[5 x 14 = 70]

2. (a) Evaluate how companies can respond effectively to disruption and avoid becoming complacent during periods of success. **[7]**

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

3. (a) Advise the steps involved in order-to-cash (OTC) process. **[7]**

(b) On 1st January, 2024, the Board of Directors of Mangesh and Co. Ltd., wish to know the amount of Working Capital that will be required to meet the programme of activity they have planned for the year. From the following information available, prepare:

(A) A working capital requirement forecast and

(B) An estimated Profit and Loss Account and Balance Sheet at the end of the year.

(i) Issued and Paid-up share Capital ₹ 2,00,000.
(ii) 5% Debenture (Secured on assets) ₹ 50,000.
(iii) Fixed assets valued at ₹1,25,000 as on 31st December, 2024.
(iv) Production during previous year was 60,000 units, it is planned that this level of activity should be maintained during the present year.
(v) The expected ratios of cost to selling price are: Raw material 60%, Direct wages: 0% and Overheads 20%.
(vi) Raw materials are expected to remain in stores for an average of two months before issued to production.
(vii) Each unit of production is expected to be in process for one month.
(viii) Finished goods will stay in warehouse for approximately 3 months.
(ix) Creditors allow credit for two months from date of delivery of raw materials.
(x) Credit allowed to debtors is three months from date of dispatch.
(xi) Selling price per unit is ₹ 5.
(xii) There is a regular production and sales cycle.

[7]

4. (a) Evaluate the advantages of Bootstrapping and suggest key strategies that support success in a bootstrapped startup. **[7]**

(b) Discuss about Sustainable Impact Initiatives. **[7]**

5. (a) Assess the five stages of innovation in turning an idea into a successful outcome. **[7]**

(b) Recommend the Product Positioning Strategies. **[7]**

6. (a) Recommend the seven-step approach to successful mergers and acquisitions. **[7]**

(b) Justify the benefits of effective enterprise risk management as per COSO. **[7]**

7. (a) Review the main strategies for change management adopted by organizations. **[7]**

(b) Discuss the impact of Micro, Small, and Medium Enterprises (MSMEs) on people's lives and their role and importance in the Indian economy. **[7]**

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 by you.

B. Analyse your role and duties and also suggest your course of action. Explain briefly about the Scope of Internal Control. **[14]**