

No. of Printed Pages : 4

MS-93

MANAGEMENT PROGRAMME

Term-End Examination

December, 2011

MS-93 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : *Attempt any three questions from Section-A. Section - B is compulsory. All questions carry equal marks.*

SECTION - A

1. (a) Examine the role of Govt.-of India in the development of SSI sector.
(b) "Entrepreneurial Competencies and skills can be developed through suitable training Interventions" Comment.
2. (a) Discuss the role of Non-Financial Institutions in India for one development and growth of small businesses. Do you feel any need for reorganising these institutions to serve the SSI sector in a better way ?
(b) What factors a small entrepreneur should keep in mind while making the choice of suitable technology for his venture ?

3. (a) How would you assess the market demand for a new product ?
(b) Discuss the advantages and disadvantages of partnership form of business organization.
4. (a) What are the hurdles faced by a small business in arranging Bank Finance in India ?
(b) What in market segmentation ? If you were an entrepreneur in the packaged food business, what basis would you use to segment your market. Give reasons for your choice.
5. (a) "An appropriate plant lay out can lower the cost and enhance the productivity" Discuss.
(b) What does human resource planning entail in a small business ?

SECTION - B

Read the case study given below and answer the questions given at the end of case.

Case Study

Mr. Amit Sharma recently retired from the Central government services. A physical fitness enthusiast and lover of nature and environment, Mr. Sharma has been leading an active life, regularly going to the gymnasium every morning. His wife, Meena, regularly practices yoga in the house. She has been trained by a popular yoga guru when she was much younger. The Sharma's two sons are very well educated. They are married and stay abroad. Their third son is doing his final year in B. Com. in the local college.

Mr. Sharma has been planning to start a business of his own from the retirement benefits he has received from the Central government. He feels his third son may help him in the business after his graduation.

Mr. Sharma had always felt concerned about the low standard of physical fitness of an average Indian. During his early morning walks, Mr. Sharma would discuss with the people and found that starting a health club would offer a good business opportunity, besides fulfilling an important need of the community. He has visited many health clubs not only in India but also abroad and has a fair idea about the business.

Mr. Sharma with the help of his wife is planning to establish a gymnasium and a yoga centre in the health club to be located at Kolhapur, Maharashtra. He would initially cater to the needs of company executives and businessmen. He would later extend the scope of this venture to include housewives and working women too. He is optimistic that with the hectic lifestyle of the present-day business personals and the growing consciousness about good health, he would be able to attract a good number of customers. He is, however, aware of the financial investment required for the project and would like to be careful before taking any long-term decision in this regard. He would like to estimate the possible demand for this type of service and an indication of the financial returns that he can expect.

6. (a) Suggest a step-by step procedure to estimate the market demand for this type of activity.
- (b) How would you analyse the competitive situation for this enterprise ? Explain.
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SECTION-A

1. (a) Discuss the salient features of a Small Scale Enterprise.
(b) Discuss the role of Entrepreneurship in SSE and Economic Development of a country ?
2. (a) What is the process of identification of an opportunity ?
(b) Briefly discuss the role of SIDBI.
3. Prepare an exclusive summary of a Business plan.

4. What considerations are involved in product selection ,development and design issues ? Discuss.
5. What do you mean by family business ? Discuss the issues and problems in managing family business in Indian context.



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SECTION - B

6. Read carefully the case given below and answer the questions given at the end of the case :

In 2005 , Future Kids School (FKS) ,Hyderabad, had 560 students , 65 teachers and 55 support staff . It focused positively on “ The Child ”. Shailaja Rao , teacher , Director and founder of FKS , received the Rotary Vocational Excellence Award in 2000 from the Rotary Club of Bhagyanagar for outstanding service and exemplary standards. The award recorded that she was a living example of courage, determination , conscious idealism and positive leadership.

FKS AFTER EIGHT YEARS

FKS was started on 8 February 1997 with a seed capital of Rs. 8 lakh , which included a bank loan, personal savings and loans from the family. FKS, which started with 20 students on a 4,000 sq. ft. rented space with one teacher and five support staff, was in 2005 the proud owner of four dispersed 18,000 sq. ft. of leased buildings, a kitchen feeding 1,000 students daily, 3 - acre owned premises, an FKS franchise at Rajahmundry and 16 school buses. FKS gave the child an education as a “child would want it”, an education which fostered emotional balance,

and an education that instilled integrity. FKS withstood the onslaughts of neighbourhoods, bureaucratic delays, infrastructure lacuna, lack of skilled teachers and resource crunch.

Shailaja was a graduate in Home Science from the College of Home Science, Hyderabad, and a post-graduate in Child Development, Nagpur University. Her “passion for children and their point of view” distinguished her as a teacher, Director and entrepreneur. She was also a consultant to a start-up school “Little Woods” at Kakinada and a 20-year-old second generation run school “Happy Hours” at Bhubaneswar.

THE SIDELINED CHILD

When asked what motivated her to start FKS, Shailaja responded that she had the “benefit of the worst teachers”. She was a disheartened and sidelined child at school. She was the victim of teacher discouragement and rebuke. Sometimes, her books were flung out of the class room. She often wondered why it was so difficult for her teachers to make a subject interesting for her, and why it was so difficult for teachers to touch her soul. This emotional scar stayed with her right through her college days and later prompted her to set up a school. All she wanted to do in her lifetime was to create a place of learning which

the child would cherish, a place of learning which the child would look forward to going to everyday, a place of learning where every child was understood for who she or he was. This was what Shailaja wanted to achieve by educating the parents of the need for moving away from conventional methods of teaching.

THE NASCENT ENTREPRENEUR

Shailaja started her career in 1987 as a nursery school teacher at the Vizag Steel Plant, Visakhapatnam. In 1988, she joined St. Joseph's College for Women, Visakhapatnam, as a part - time lecturer in child development and psychology. In February 1989, she teamed up with a senior student from her school in launching Chip & Dale, a playgroup - cum - nursery School at Visakhapatnam. This novel and successful venture lasted for four years. Though the partners possessed complementary strengths in running Chip & Dale, their personality differences and private compulsions to move abroad did not allow them to continue the partnership. In 1993, they sold Chip & Dale.

Shailaja was the "Head Teacher" of a computer firm in the Gulf till she returned to India in December 1996. Her disenchantment with her job in the Gulf and her encounter there

with children, who were allowed more spontaneity in school, egged her on to set up FKS in February 1997.

THE ENTREPRENEURIAL SKILL

Shailaja had a skill in finding real - time solutions to problems faced by people. Her childhood was spent as an uncared student. She concluded "If this is not what I want of a school, there must be others too who feel the same way as I do". The answer was FKS.

CHANGE AGENT

The absence of "child centric" schools combined with stressed family lifestyle of working parents provided Shailaja the opportunity. In 1997, most schools in Hyderabad had rigid courses and set patterns of teaching. Teaching innovations was absent. Child customization was unheard of. Parental guilt of not giving desired attention to the child was prevalent. Shailaja's intent to set up the school of her dreams, therefore, matched with the latent needs of children and parents.

Shailaja understood the importance of bringing in evolutionary changes. One effort was the "Open House" that she periodically held for parents since 1997. In these sessions, Shailaja nurtured change among parents.

Within two months of starting FKS in 1997, summer set in. Shailaja again reacted to parental needs. Children of working mothers needed to spend their summer vacation enjoyably, fruitfully and safely. Shailaja held two summer camps in May and June. Both the camps were an immediate hit with children and parents. The camps drew in children from all age groups. Shailaja had an opportunity for the first time to think beyond the kindergarten group.

These two camps proved to be a trial period for young mothers too. They were able to assess FKS. The summer camps were an opportunity for Shailaja to showcase her objectives and dream for FKS as the ideal school for children.

“Saturday Kids Club” was another initiative during this period. It immediately drew the attention of parents.

Though, during 1999-2000 the emergence of schools like Oakridge seemed a little daunting, there was no looking back for Shailaja. The path was strewn with obstacles, personal trauma and delays, but it was one speckled by the loving support of family, colleagues, friends, spirituality and providence.

The hierarchy of teachers at FKS was trainee, assistant teacher, coordinator, group coordinator, principal and director. This structure was only for training and dissemination of work culture. The teachers had a simple no - frills work uniform.

EXPERIMENTING OUTSOURCING

The FKS children came from all strata of society and cultures. Their food habits were different. During lunch children were fussy. There were comparisons of food. Shailaja wanted to discourage these differences between children. She convinced parents of the need to have a common kitchen for children. She initially outsourced food. Soon she realized that the critical function vital to the running of a service enterprise was best handled on her own. Shailaja's mother, Leela Rao, an administrator with 30 years of experience and an extremely talented lady with exceptional organizing skills, stepped in to personally supervise the kitchen with the help of 11 *didis* (sisters). She not only fed 560 children every day with nutritious breakfast, snacks and lunch but also all teachers and staff. Parents, who were hard - pressed for time in the morning, were happy to see their children appreciate the variety of food they got at FKS. Shailaja sometimes faced the anxiety of fastidious parents,

but within no time, they got around to see her point of view. Whenever Shailaja initiated a change in the system, she did it incrementally and always with the stakeholders (parents) involvement.

Routine functions like printing, binding and school uniform were outsourced. But Shailaja insisted that there was no routine task that could not be performed by her team if the need arose. In 1999, when she moved FKS into a new building, she painted the building herself.

FINANCIAL RESOURCES

Interestingly, Shailaja never felt stifled or frightened by the lack of financial resources. She always believed that if one was sure of what ignited one's passion as well as the passions of the stakeholders, one could be reassured of financial or other support. Today, Shailaja has the support of bankers, parents, teachers and staff - all the stakeholders. The 3 - acre land that Shailaja had acquired, where she commenced operations in June 2005, was a testimony of her belief.

During the early phases of her school, Shailaja adopted cost - saving methods. To make copies, the teachers used and reused carbon

paper. They redesigned existing furniture to make worktables for children. They painted walls. Financial issues were transparent, and Shailaja's team empathized with her all through. She ploughed back whatever she gained into the development of the school.

LITTLE PEOPLE PRESENT

FKS had been holding charity shows every year since 2001. The proceeds of the shows were given to orphanages identified by FKS - The child, Nellore, Anurag Human Resources, Tolichowki, and Child Aid Foundation. Shailaja, who incidentally was also a lyricist and singer, conceptualized all these shows. Her shows had multiple purposes. They inculcated in the children a sense of pride and value for a cause. They developed in them and the teachers an ability to organize. For the parents, these were events of "pure joy".

The "Little People" (the school children) presented all the charity shows. These shows revolved around a theme - Animal Dream. The Magic of Colours, Grandma's Treasury and the Human Dawn. FKS was probably the only school where every child participated on stage. This involvement, Shailaja felt, built a lot of confidence in every child.

FUTURE PLANS

Shailaja Rao, the teacher-director-entrepreneur, was emphatic in stating that all her future investments would revolve around the “child”. She would one day produce music for children. She would also engage actively in educating the parents. For Shailaja, the biggest challenge had been convincing more and more parents of the need to be “child focused”.

Questions :

1. How do you assess Ms. Shailaja Rao as an entrepreneur ?
2. What Ms. Rao as teacher-director-entrepreneur has done to sustain the momentum of ‘FKS’ ?

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MANAGEMENT PROGRAMME

Term-End Examination

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(iii) **All questions carry equal marks.**
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SECTION-A

1. "Entrepreneurs are self driven people with strong internal locus of control". Explain giving examples of some successful entrepreneurs.
2. What are the various financial institutions providing long and medium term loans ? Discuss their role in brief.
3. (a) What factors a small entrepreneur has to consider while deciding the location of the plant ?
(b) Enumerate the positive and negative sides of family business.

4. (a) What is meant by market segmentation?
What are the bases for market segmentation ?
- (b) Define "Advertising". What are the functions of advertising ?
5. What is Human Resource Management in small Industry ? What are the activities that are performed as a part of HRM in small business ? Discuss.



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SECTION-B

6. Read carefully the case given below and answer the questions given at the end :

He can afford to blow his own horn, Loudly. And the reason lies right under your hood. After all, the 45-year-old K. Ramaswamy's Roots Industries (Roots) is the largest manufacturer of electric horns in the country. Of the 9.3 lakh horns sold in the replacement market each year, over half are branded Roots. And the man who built this Rs 12-crore start-up has even swung a tie-up with the German automobile components giant, Bosch. "I can finally call my company a Bosch licensee," says Ramaswamy proudly.

By end-1994, Bosch will relocate a horn-making line from its La Carolina facility in Spain to the Roots unit in the Ganapathy precincts of Coimbatore(Tamil Nadu). And this Rs.5-crore project will hike Roots' annual capacity to two million horns from the present 1.2 million. By March 1996, says Ramaswamy, Roots' turnover will double and exports will rise five-fold to Rs. 7 crore. "Bosch's decision to go with us is an affirmation of its trust in our quality," says he.

Bosch is not the only transnational to trust Ramaswamy. Germany's Hako Group picked up a 26 percent stake in his first diversification. Roots Multiclean, which was set up in January 1994.

Making industrial commercial vacuum cleaners, Roots multiclean is cleaning up, with a monthly turnover of about Rs.18 lakh. And in July 1994, Reliance Capital and Finance Trust picked up 25 percent of Roots' Rs. 1.60-crore equity at a premium of Rs. 150 per share in a bought-out deal. "A public issue would have taken me months", admits Ramaswamy, who has coolly picked up Rs. 4 crore, promising only to get Roots listed on the over The Counter Exchange of India in 15 months' time.

Carving out a niche hasn't been easy, though; it is the culmination of a 30-year obsession and several false starts.

A farmer's son, Ramaswamy recalls tinkering around with cars from his childhood. He had ample opportunity to do so : his father, R.Krishna swamy Gounder, 87, would buy a new car every two years, and import the latest horns accessories that fascinated his son. "It always used to beat me why we couldn't make good horns in our country," he recalls.

That, as he was to discover, was easier said than done. After acquiring a diploma in mechanical engineering from the Coimbatore institute of Technology in 1968, Ramaswamy studied automobile engineering at the Lincolor technical Institute at Newark in the US for a year. Checking up a \$ 7000 a month job with Ford motors,

Ramaswamy returned to coimbatore in 1969, And he set-up shop in a small shed, calling his firm American Auto Service (AAS). "My father backed me financially and emotionally, " he says.

After developing two bombs-a recovery system that improved radiator efficiency and a low-pressure vacuum brake for cars - Ramaswamy had to beat a hasty retreat. And he managed to develop an air-pressure horn. But he could sell only 500 of them in all of 1974. Finally, in a last-ditch effort to stay in business, Ramaswamy and his team of engineers went back to the drawing board and designed the country's first electric-powered air horn.

Strategically, Ramaswamy priced his product at Rs. 85, 15 percent higher than the competition. "I was doubly sure of my product," he says. Five years later, when he was selling over 25,000 air horns a year. Ramaswamy also developed an electric horn. " Experience taught me to be different." Four times lighter, it used far less power than competing products sold by leaders like Lucas, TVS and Jalwa.

Starting off as a supplier to Hindustan Motors, Roots' client base soon included Premier Automobiles and TELCO. But in order to grow, Ramaswamy had to enter the replacement market. He did so in 1985, when he launched Vibrosonic, a heavy-duty horn priced at Rs. 150.

By March 1988, AAS was selling over 100,000 horns a year, and turnover had crossed Rs. 1 crore. Earlier, in 1985, Ramaswamy set up Roots Auto Products-named after the telegraphic address of his father's sago unit, ROOTS-to make an exhaust-powered jack from polyvinyl chloride-coated (PVC) material.

Then, the government hiked the import duty on PVC from 98 percent to 298 percent, which resulted in the doubling of the jacks' retail price to Rs.600. After Ramaswamy had lost Rs. 50 lakh on that product, he transferred his electric air horns business to Roots Auto. And by 1989, both Roots Auto and AAS had cornered market shares of 70 percent and 40 percent in the air and electric horn segments, respectively. In 1991, Ramaswamy renamed AAS Roots Industries to cash in on the brand's equity. Now, his strategy is clear : focus on quality, keep costs low, price high, and cap dealers' margins.

Frugality is reflected in Ramaswamy's personal life. A devotee of Lord Muruga, he rises at 5 a.m. is a strict vegetarian, doesn't even drink tea, and prefers nature cure to allopathy. He wears the Roots uniform-cream shirt, brown trousers-and cycles to work each day. Don't be fooled by this conservative exterior; under the three horizontal lines of vibhuti on Ramaswamy's forehead is a mind obsessed with the state-of-the-

art. His office has sophisticated communications systems, and most of his senior executives have been provided with pagers.

And Ramaswamy relished a challenge. When Bosch refused to even meet him when he first sought a tie-up, he decided to prove his mettle. After Ramaswamy dared to exhibit his products at the Automechanica, auto components fair in Frankfurt (Germany) in September 1992 exports shot up from Rs. 41 lakh in 1992-93 to Rs. 1.4 crore in 1993-94. "My basic idea was to get a toe-hold in the world market and be noticed for my quality," he says. If that were partly fulfilled when Bosch agreed to team up with him, it will be doubly endorsed when Ramaswamy receives the ISO-9001 certification in Germany this month. Clearly success is finally honking at Ramaswamy's door.

Questions :

1. What factors were responsible for the success of Ramaswamy as an entrepreneur ?
2. Evaluate the strategy "Focus on quality, keep costs low, price high and cap dealer's margins" adopted by Ramaswamy in terms of longterm implications.

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Note : (i) Attempt *any three* questions from *Section-A*. carrying
20 marks each.

(ii) *Section - B* is compulsory and carries 40 marks.

SECTION-A

1. Briefly explain the meaning of Entrepreneurial competencies. Discuss the stages in which it is developed?

2. What are the factors which influence the decision for selection of site for a Small Scale Enterprises (SSE). State the locational problems confronted in the selection of plant site with respect to single as well as multi-facility location.

3. Discuss the common errors committed in the formulation of a Business plan.

4. What are the functions carried out in work services and how are these managed ? Illustrate.
5. Write short notes on *any four* of the following:
 - (a) Total Performance Index.
 - (b) Inventory control
 - (c) Firm Flexibility
 - (d) Professionalisation in family Business.
 - (e) Market Demand Analysis.



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SECTION-B

6. Read carefully the case given below and answer the questions given at the end of the case :

IT'S ALL ABOUT MONEY

Nirmal Jain came from a family of commodity traders. Over the years, they had made and lost large sums of money. After completing his postgraduation from IIM Ahmedabad, he decided to start his own venture rather than take up a job in the corporate world. Starting Probity Research, an equity research firm, really paid off. The nineties was the time the Indian masses had discovered the stock exchange as an investment vehicle and they needed all the advice they could get to understand this uncertain environment. By 1999, Probity Research had a turnover of almost one crore and things were looking good. But Nirmal was not happy; he wanted to try for something much bigger.

It was around that time that the Internet too was having an impact on business and society in India. Anybody who knew a little about it was getting into some business based on the Net in the fear of missing out on something big. Nirmal too was excited about this new medium of communicating and doing business. He took a big risk and put all his content online by launching Indiainfoline.com. This put an end to the way he

was conducting his business and opened up entirely new possibilities. Not everyone was convinced that he was on the right track. Many members of his top management at Probity Research left him and his family was apprehensive that he had prematurely ended a good business.

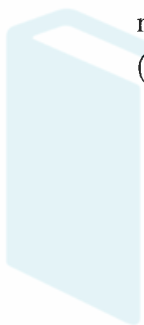
Initially things seem to have worked out for the better. Even though he had not started making profits, Indiainfoline was making a name for itself and was able to gain very high visibility in the right circles. He was attracting interest from banks and venture capitalist alike. Indiainfoline became the first company to offer e-broking in India and Nirmal was even contemplating starting a TV channel.

With the dot-com bust, everything seemed to come apart. Good employees left the firm, financier pulled out and revenues plummeted. The stock market plummeted and that affected his basic business premise.

As a reaction to the macro-economic changes, he scaled down operations, got rid of all frills and concentrated on e-broking and financial services. He persevered with his new business model through some harrowing times and finally things started looking up in 2003. Currently, Indiainfoline has revenues of over ₹ 300 crore and annual profit of over ₹ 60 crore. Nirmal Jain's stake in Indiainfoline to be worth over ₹ 300 crore.

Questions :

- (a) Do you think Nirmal Jain took a gamble by starting Indiainfoline?
 - (b) What are the external factors at work which prompted Nirmal Jain to take the plunge?
7. To facilitate small scale sector government has stipulated that investors bringing FDI in single brand retailing should source 30% of there products from small scale sector.
Discuss the advantages and disadvantages of this measure for Small and Medium Enterprizes (SMES).



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-

SECTION-A

1. "Small Scale Enterprises (SSEs) need conducive environment to survive and grow". What are the problems faced by SSE's in their survival and growth ?
2. Define Market Demand ? Describe the variables which play an important role in determining market demand.
3. (a) Examine the salient features of a company form of business organisation.
(b) Discuss its advantages and disadvantages.
4. How should a SME selling jute bags and accessories in domestic market formulate its promotional plan ?

5. Write short notes on **any four** of the following :
- (a) Market Share Analysis
 - (b) Enterprise growth stages
 - (c) Networking in business
 - (d) Business Vs Family business
 - (e) National Small Industries Corporation

SECTION-B

6. Read carefully the case given below and answer the questions given at the end of the case.

PATAGONIA

Yvon Chouinard, the 72-year-old founder of Patagonia, an outdoor clothing and equipment company, calls his company an 'experiment'. The free-flowing work environment in the office includes barefoot employees, Tibetan prayer flags, and pets ranging from lizards to owls. He goes on to say, 'I don't think we are going to be here 100 years from now as a society, or may be even as a species'.

Yvon's early years were spent very close to nature; he spent his youth surfing in the pacific, climbing in Yosemite and trekking on the Rockies. He started making outdoor equipment to support his freewheeling lifestyle. Along with his wife, Melinda, he launched his company in 1972. This would be a business on their terms. Products would be of the highest quality and would be manufactured in the most responsible way. It was among the first companies in the world to provide onsite daycare, paternity and maternity leave and flexitime. Long before recycling became a buzzword, Patagonia was reusing material. In 1993, Patagonia introduced fleece jackets made from discarded soda bottles. In 1996, it pioneered organic cotton and in the process helped establish

the organic cotton industry. When one of their Japanese suppliers came up with a process by which used polyester can be endlessly recycled, Patagonia encouraged customers to send back their worn-out clothing (Patagonia makes a line of polyester lined clothing).

But on the other hand, Patagonia is a profit-making company with a turnover of over \$270 million. Even though it is small compared to other players in the industry such as Nike and Timberland, it is a very influential player in the industry. Patagonia has been in the forefront of progressive policies and has earned the respect of much bigger companies including Walmart.

Financial analysts are very critical of Patagonia's performance. Revenue growth has been at a modest 3 to 8 per cent per year in a industry where the leaders are growing much faster. It had developed a very strong brand but does not have an aggressive marketing plant to make use of its brand image. Yvon and Melinda own 100 per cent of the equity of the company. Many merchant bankers have made a strong case for growing the capital base by inviting private equity, growing the company and taking it public. They contend that in the end, Yvon's stake will be worth much more that it is now. Patagonia has been called one of the most undervalued companies in the US. Yvon is not interested. He feels that this path will lead to the end of all he stands for.

Questions :

- (a) Do you know of any other companies that have grown from the passion of the founder? How are they different from other companies?

- (b) Do you think Yvon is being fair to his employees, family, and other business associates (suppliers and retailers) by refusing to allow his company to achieve its financial potential ?

7. Maintaining healthy relationships with employees requires dealing with :

- (a) Employee grievances
- (b) Labour Union

Discuss giving examples from the existing industrial climate.



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SECTION-A

1. With special reference to the performance of SSI's, discuss the role which this sector plays in employment generation.
2. Describe the different elements or variables which determine market demand. Discuss how they help in formulating effective marketing programmes ?
3. What do you understand by the term 'financial planning' in the context of SSE's ? How does the entrepreneur arrange financial resources to take care of the operational requirements?
4. Describe the phases in which the process of Production Planning is carried out. Explain how it is different from Production Control.

5. Write short notes on **any four** of the following :
- (a) Stages of growth
 - (b) Stabilization strategies
 - (c) Marketing Mix
 - (d) Personnel selection process in small business
 - (e) Coping strategies for family business

SECTION-B

6. Read the case given below and answer the questions given at the end of the case :

The Nirma Story - The Saga of Karsanbhai Patel
Business opportunity identification

Karsanbhai Patel's life typified that of millions of other Indians. He worked as a chemist with Gujarat Mineral Development Corporation in Ahmedabad in the western state of Gujarat earning a meagre salary on which he was desperately struggling to make ends meet. At the same time Karsanbhai recognised that there was a vacuum in the rural Indian market for an affordable detergent. There were low quality soap bars that did not wash very well and were very time intensive or there were up market detergent brands that washed very well but were too expensive. Karsanbhai recognised the need for an affordable detergent and concluded that a good product would create its own market. On the basis of this rather simplistic but accurate belief, Karsanbhai started conducting experiments in his kitchen. His efforts finally yielded a pale, whitish - yellow powder that he named "Nirma",

after his then one - year - old daughter Niranjana. In no time he began producing small quantities of washing powder and selling them to his neighbours. He took on the might of the giant multinational Hindustan Lever with his puny, homespun unit. He packaged his product in small pouches with neither colourful decorations nor designs. Every morning Patel got onto his bicycle and went from door to door selling his washing powder.

For harried housewives, struggling to balance their monthly budgets, the product came as a boon. It was much cheaper than Surf, which had already gone well out of their reach; and it washed clothes nearly as well. Its cleansing power was far superior to that of the slabs of cheap washing soaps that had been their sole alternative until then. As word-of-mouth spread, Karsanbhai got more and more customers to whom he effected his deliveries on foot.

Soon wholesalers and distributors from different neighbourhoods, towns, cities, and States of India started arriving at Karsanbhai's doorstep to buy and redistribute Nirma. Karsanbhai took on no responsibility for delivery or distribution; but his product was soon available in every corner of India.

As television reach spread in India during the late 1970s so did Nirma's. The little girl on the pack became a symbol that was almost generic with a good quality, low - priced detergent. A catchy single hammered home the message to millions of housewives. It was as if a down market consumer revolution had taken off.

Today Nirma sells over 800000 tonnes of detergent annually, giving it a 35 percent share of the market.

Nirma products : Even the second product that Karsanbhai introduced - a low - priced toilet soap, which he thoroughly test marketed in Gujarat before going national with it in 1990 - has been faring well.

As with Nirma detergent, Karsanbhai did not start up a media assault until his entire distribution network had the product in place.

A toothpaste, which Karsanbhai claims has been developed with indigenous technology, is next in the pipeline, but has already taken nearly four years on the drawing board.

Problems : Of late, Karsanbhai has encountered several other problems that promise to try his managerial skills to the utmost. One is the fact that his size has expanded so much that he is deemed to be a public limited company. That status will deprive his products of their edge in price, because they will be gathered into the excise net.

The intrepid entrepreneur also faces intense competition from the small sectors, which was his initial launch pad. Inspired by the success of Nirma, there are literally hundreds of soap - makers, who have made Ahmedabad the detergent capital of the country. Since transportation costs are a very crucial part of the costing in a low - priced detergent, many manufacturers are locating their factories as close as possible to their eventual sales points to save on transport costs. Nirma could well lose out soon on its best Unique Selling Proposition - price.

Another problem is that the sheer size of his operations makes it difficult for Karsanbhai to maintain the highly centralised style of running that has always been characteristic of Nirma. For an enterprise that is today competing with Godrej for the accolade of the largest privately owned business in India, Nirma has an exceedingly top light management structure, with barely 200 managers handling the huge 14,000 strong work force. Decision - making is restricted to a handful of top people.

The saga continues : Nirma has embarked upon two ambitious backward integration projects - manufacture of two key raw materials, Linear Alkyl Benzene (LAB) and Soda Ash, with a view to control almost 85 percent of its detergents raw material requirement.

Karsanbhai's concern for the environment is noteworthy. For instance, his detergent powder is completely eco - friendly since it is phosphate free and biodegradable. Nirma's LAB plant is India's most environment - friendly of its kind.

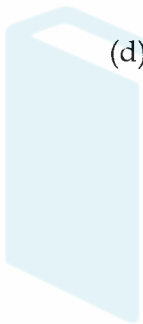
Karsanbhai considers contributions to society vital - he has constantly endeavoured to pay back what he sees as his own debt to society . This has taken various forms over the years, including a number of agencies, bodies and causes, like the Nirma Memorial Trust and Nirma Foundation, which look after deprived women in Gujarat, as well as ashrams and guest houses for pilgrims and the elderly.

With an intense desire to provide world - class technical and managerial education, Karsanbhai Patel set up the Nirma Education and

Research Foundation. Today, the Nirma Institute of Technology, Nirma Institute of Management, and Nirma Institute of Diploma Studies have become the most sought - after institutes of the student community not only in Gujarat but also in different parts of the country.

Questions :

- (a) State the problems faced by Karsanbhai in establishing his business.
- (b) Explain the measures used by Karsanbhai to expand his business.
- (c) What products are being offered by Nirma ? Discuss the promotional strategies adopted by it.
- (d) Discuss the strengths of Nirma detergent powder which helped it to survive competition in the market.



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MANAGEMENT PROGRAMME

Term-End Examination

December, 2014

01430

MS-93 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note :** (i) Attempt *any three* questions from *Section-A* carrying **20** marks each.
- (ii) *Section - B* is **compulsory** and carries **40** marks.
-

SECTION - A

1. Briefly explain the Problems and Support Needs of SSEs with special reference to Acquisition, Transfer and Adaptation of Technologies.
2. What criteria are used for technology selection by Small Scale Enterprises ? State the sources of information regarding technology selection.
3. Briefly describe various dimensions which an entrepreneur needs to examine before selecting a particular location/site.
4. (a) Why small business owners in general are considered not good at handling employee relations ?
(b) Discuss the different pricing policies which Small Scale Sector should consider ?

5. Write short notes on **any four** of the following :
- (a) Family Business
 - (b) Growth strategies
 - (c) Personnel recruitment process in small enterprises
 - (d) Proprietorship
 - (e) National Small Industries Corporation (NSIC)

SECTION - B

6. Read the case given below and answer the questions given at the end of the case.

The King of Omega - 3 - P.J. Kunjachan

“Hard work, luck, all of them remain complimentary to my success mantra - do what you have to do today, today itself,” says P.J. Kunjachan, the CMD of Arjuna Natural Extracts Ltd., Kerala.

To have assumed the driver's seat, after a modest, humble beginning in 1989, today, Mr. Kunjachan leads the flagship company, Arjuna Natural Extracts Ltd., Kerala an ISO 9002 GMP Institution having Livelong Nutraceuticals Ltd. and Herbal Supplements Ltd. as prime associate companies. Add to it 300 acres of prime land farming and an innovative integrated dairy project, up in the high ranges of Kerala, flourishing under his direct supervision.

Ten thousand square metres of processing plants alone, two factories in Tamil Nadu, two in Kerala, world class red facilities approved by the Ministry of Science and Technology, Government of India, for in-house research, experts comprising

clinicians, ayurvedic physicians, phytochemists, botanists, and scientists manufacturing more than 40 standardised herbal/spice extracts, marketing in over 30 countries for more than a decade, the largest manufacturer of omega-3 concentrates in Asia-CEO Kunjachan is a busy entrepreneur! More so because he started his career as a proofreader in local daily with Rs. 1.50 per day as wages and that too he had to literally “snatch” from his employer.

Kunjachan was the fourth of six children, born to an Ayurvedic physician and a hard working housewife. As his parents were struggling to make both ends meet Kunjachan's education came to a halt after his pre-degree course.

He became proofreader for a local mid-day daily *Indian Pouran* for nearly one and a half years. Thereafter he began a joint venture supply chain at home. Since he did not have sufficient money, he became the working partner in a system to distribute major newspapers in his village. His partner invested the initial amount and Kunjachan did the rest, that is, manage the entire operations.

A voracious reader of newspapers, he learnt about the scope of running the distribution of a fertilizer manufacturing company in his locality. He invested his small savings and soon became the distributor for the State of Kerala. His business grew steadily. Companies dealing in products related to the fertilizer industry like poisons also became his partners in business. Slowly he reached a position to do something new on his own, that others were normally reluctant to do in view of the risks involved.

Therefore, he ventured into the more risky field of manufacturing. He started a bone meal factory in Tamil Nadu to minimise operational costs and also avoid political interference to some extent. The business did very well.

Then came the transformation to natural extracts. Together with his brother-in-law Benny Antony, a biochemist, he launched Arjuna Aromatics in 1989. With its due share of successes and setbacks, Arjuna Aromatics' products started getting global acceptance. Then following his next desire and ambition – agriculture, farming, plantation, Kunjachan purchased approximately 200 acres of cardamom plantation in Munnar. Planting and re-planting was soon in full swing. And then Kunjachan took up another ambitious project to set up a plant for manufacturing Omega-3 fatty acids from fish oil.

The facility in Tamil Nadu can be best described as the largest unit manufacturing Omega-3 fatty acids from fish oil in Asia. They have won awards from government and non-governmental agencies for export and innovations. Global patents are pending for at least four products. The organisation has grown manifold. Arjuna Natural Extracts, (as it is now called) has become a public limited company with Livelong Nutraceuticals Ltd. and Herbal Supplements Ltd. as fully owned subsidiaries.

Leading his business from the front is P.J. Kunjachan. A man, who had not even a penny to start off but a success mantra, proven and now time tested, and a flair for new ideas and instinct to like, attract and retain people. Till date there have been no dropouts or resignations from his team. A handful of people who left were

actually encouraged to take up better positions by Kunjachan himself. Absenteeism and labour problems are alien terms for him. His vision of employing as many people as he can continues to thrive and his affinity for unflinching quality standards continues to yield results. His inborn talent of maintaining excellent human relations makes him a CEO who always finds time to visit factories and plantations and, more importantly, talk to his team members.

Questions :

- (a) Discuss the initiatives taken by Mr. P.J. Kunjachan.
- (b) Trace the growth chart of Mr. P.J. Kunjachan's career in brief.
- (c) Identify the areas in which he expanded his business.
- (d) Comment on the special qualities of Mr. P.J. Kunjachan which helped him to establish his business.

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MS-93

03081

MANAGEMENT PROGRAMME

Term-End Examination

June, 2015

MS-93 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note :** (i) Attempt any three questions from Section - A carrying 20 marks each.
- (ii) Section - B is compulsory and carries 40 marks.
-

SECTION - A

1. With special reference to the problems faced by SSI's, discuss the support which this sector needs for growth ?
2. How does marketing orientation differ from selling orientation of a product ? Explain using diagram.
3. Identify the Financial Institutions which provide assistance to small enterprises. Also discuss the schemes and types of loans offered by them.
4. What are the factors involved in taking strategic decision relating to location of a plant ? Discuss.

5. Write short notes on **any four** of the following :
- (a) Disadvantages and limitations of Partnership
 - (b) Asset Management
 - (c) Industrial Policy Resolution (IPR) 1990
 - (d) Total Performance Index
 - (e) Family Business

SECTION - B

6. Read the case given below and answer the questions given at the end of the case :

SUCCESS STORY OF MAHAAN FOODS

Mahaan Foods was started with just ₹ 1.79 crores. This company is run by father and son, Mr. A.N. Goyal and Rajiv Goyal. They make pickles, chutney, cooking pastes and ketchup at its factories in Himachal Pradesh and Uttar Pradesh.

Mr. A.N. Goyal handles R & D, which is key function in the company, and son Mr. Rajiv Goyal is responsible for strategy.

Mr. A.N. Goyal after graduating as a mechanical engineer in 1955 from Jadavpur University, joined the family business, Roadmaster cycles. In 1972 he shifted to Haryana Milkfoods, another family run business.

Mr. Rajiv Goyal, is an MBA from the University of San Francisco. He returned from US in 1988. With the support of the Himachal Pradesh Government they set up their plant at Paonta Sahib with an initial investment of ₹ 2 crore most of which was borrowed from state financial institutions and banks.

Liberalisation was a fortunate move for them. And this was the time they decided to expand starting their second plant at Kosi Kalan in Mathura. The plant is devoted to the manufacture of 'Casein' and 'Whey' protein concentrate. It had a tremendous scope since it is used in the pharmaceutical industry, in confectionery and in clinical and sports supplements. Whey makes it possible to produce bakery products like eggless cakes.

But in starting their second plant they faced some problems. They bought the technology for 'Whey protein concentrate' from Valio Ltd., a company in Finland. This technology they sought was suitable for Europe which uses cow's milk as opposed to the buffalo milk that is used in India. So their plant remained idle for nearly two years. To solve the problem they employed twenty five dairy technologists to develop a solution and finally they were able to arrive at a solution and production was started.

In September 1996, they entered into other food businesses also and started with the launch of pickles followed by mango chutney. And they have plans to launch atleast two products each year.

In the words of Mr. A.N. Goyal, "We offer value for money to our customers because unlike other companies that spend about 10 percent of their turnover on promotions, we have been able to keep our marketing cost at about 1 percent of retail sales. All that we save is passed to our customers". Also he said, "We have kept the size of the company under control. Our turnover has increased by over 80 times but the size of our management has merely doubled".

Questions :

- (a) What are the critical issues involved in the case related to expansion of business ?
 - (b) How did Mahaan Foods increased its turnover while keeping marketing costs at its minimum ?
7. The capacity of small manufacturers to become economically viable, technically progressive and efficient and to develop competitive strength shall be the only justification for their continence. Discuss.



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MS-93

MANAGEMENT PROGRAMME

Term-End Examination

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MS-93 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note :** (i) *Attempt any three questions from Section - A carrying 20 marks each.*
- (ii) *Section - B is compulsory and carries 40 marks.*
-

SECTION - A

1. Identify the major entrepreneurial competencies. How are these competencies instrumental in making a successful entrepreneur ?
2. Explain the stages in final product design. Illustrate using diagrams. How is design of a product different from service design ?
3. What do you understand by Technical Feasibility of an Enterprise ? Discuss the scope of Technical Arrangement, including provision of Technical Know - how ?
4. Explain the recruitment process and identify the steps involved in selection and placement of candidates in a small scale enterprise.

5. Write short notes on **any four** of the following :
- (a) National Small Industries Corporation
 - (b) Quality Control
 - (c) Industrial Policy Resolution 1977
 - (d) Production Schedule
 - (e) Growth Strategies

SECTION - B

6. Read the case given below and answer the questions given at the end of the case :

SUCCESS STORY OF BABA BAZAAR CO.

Iran Bharat Saxena was just another college student, pursuing his English (Hons.) Degree from Kirori Mal College, Delhi. He left his course mid-way as his family migrated to the United States but decided to return to India after a year. And soon he started selling vegetables on the internet. The IB Saxena Design Lab was started in 1996 with a seed capital of ₹ 10 lakh. Saxena decided to design his own web site, as a measure of displaying his capabilities in software development.

While one can register a site with a minimum \$ 35 a year, there are certain companies that charge as much as \$ 100, offering facilities like opening your own retail store. Saxena went for the expensive option, but he had no inclination as to what he shall do with it.

He did what no one else in India had ever done. He set up Baba, Baazar, Com. retailing vegetables. Within a matter of days the site became so popular that even Saxena was pleasantly surprised. The customers had to give a minimum order of ₹ 150 and ₹ 25 were taken as service charges. But the

minimum ceiling were reduced to ₹ 100 later on. And with a sale of ₹ 1 lakh per month, Saxena is doing pretty well for a vegetable vendor. The U.S.P. spelled out by Saxena are as under :

It is a completely new concept.

Vegetables are one thing which one buys regularly, so if a client for once utilised Saxena's service and liked it, it is unlikely that he is going to switch off.

Vegetables are not such a major purchase as a colour television or a washing machine where one prefers to see the product before buying it.

But even after two years of its inception, the venture is not profitable enough, but Saxena predicts that within a period of six months commensurate profits shall flow in.

As for future, Saxena wants to set up a unit making sound systems. IB-Design Labs is also launching SANJAY - GPS, a global positioning system which can tell you the exact location of where you are driving.

Questions :

- (a) How did Baba Bazaar Co. expanded its vegetable business explain with special reference to role of technology ?
 - (b) How did the company gain popularity among its customers ?
7. Small scale industry can be an important vehicle for meeting the growth and equity objectives and industrial development of the country. The government should create a conducive environment to facilitate rapid growth of efficient small scale enterprise in the country. Discuss, giving your suggestions.

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MS-93

01255

MANAGEMENT PROGRAMME

Term-End Examination

June, 2016

MS-93 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

Note : (i) *Attempt any three questions from Section - A carrying 20 marks each.*

(ii) *Section - B is compulsory carrying 40 marks.*

SECTION - A

1. Discuss the role of entrepreneurship in SSEs/MSMEs for the economic development of a nation.
2. (a) List and explain the elements/variables which determine market demand.
(b) How is the competitive situation of a business analysed ? Explain using the framework for understanding the competition.
3. (a) How is working capital computed ? Explain using the checklist for working capital computation.
(b) What is Break-Even Analysis (BEA) ? Explain giving suitable example.

4. Explain the financial implications involved in business growth with reference to solvency, credibility, ability to raise funds, availability of resources and liquidity.
5. Write short notes on **any four** of the following :
 - (a) Stabilisation Strategies
 - (b) Market Share Analysis
 - (c) Training and Development
 - (d) Marketing Orientation
 - (e) Technical Feasibility

SECTION - B

6. "In the organised sector, the worker is not satisfied with the wages he receives. He expects to be protected against the galloping inflation. He wants to improve his standard of living by sharing in the gains of economic progress in the country." With reference to above statement, discuss wage fixation in SSE's/MSME's.
 7. Pricing is one of the key element of marketing mix. Discuss the common pricing methods and strategies adopted to meet the changes in a competitive environment.
-

No. of Printed Pages : 2

MS-093

MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

MS-093 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

- Note :** (i) *Attempt any three questions from Section - A carrying 20 marks each.*
- (ii) *Section - B is compulsory carrying 40 marks.*

SECTION - A

1. Briefly explain the Industrial Policy Resolution adopted from 1948 to 1991 with special emphasis on development of SSEs/MSMEs.
2. Explain the general procedure adopted for making locational decisions in the process of selecting a site.
3. List and explain the characteristics of partnership.
4. Explain the phases of Production Planning and Control. What are the control techniques adopted for Production Control ?

5. Write short notes on **any four** of the following :
- (a) Growth Strategies
 - (b) Inventory Control
 - (c) Break - Even Analysis
 - (d) Entrepreneurial Competencies
 - (e) Material Management

SECTION - B

6. Family business is the most traditional form of business enterprises. Despite the development of various other forms of enterprises, the family form of business enterprise still dominates. Explain the advantages and disadvantages of a family business.
7. What are the promotional tools available to an entrepreneur ? How are these tools used to influence customers ? Explain.

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MS-093

01585
58510

MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

MS-093 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

- Note :** (i) There are two sections : Section-A and Section-B.
(ii) Attempt any three questions from Section - A carrying 20 marks each.
(iii) Section - B is compulsory carrying 40 marks.

SECTION - A

1. Explain the concept of entrepreneurial competencies. Discuss the terms competence, skill and body of knowledge.
2. Explain how does an entrepreneur identifies an opportunity related to business she/he wishes to establish ?
3. Briefly discuss the important components of a business plan.
4. What is Market Segmentation ? Describe the commonly used variables for market segmentation.
5. Discuss importance of Production Schedule for evaluation and control of production operations.

SECTION - B

6. Read the case given below and answer the questions given at the end of the case :

Around the world, entrepreneurial businesses are challenging big businesses by effectively addressing the social concerns of consumers.

Jim Ross, a business graduate from Babson College, has brought out a revolutionary new product. Ross is the founder of Seahorse Power the Westborough, Massachusetts. The company that designs, markets, distributes, and soon will license Big Belly which is a trash compactor which doubles up as a trash container.

The 4-foot tall Big Belly can hold upto 300 tonnes of garbage. In contrast, a normal garbage bin can hold only about 30 tonnes.

Each Big Belly is fitted with an electronic sensor which transmits when the bin is about to get full. This kind of warning signal eliminates the need for predictive software that is used to schedule the runs of trash collecting trucks. Overall, Ross estimates that using Big Belly will cut down trash collection runs to a fourth of current levels. The trash compactor in the bin is solar powered, so that eliminates the need to have an external power source.

It is estimated that trash collecting trucks in the US get about 3 miles per gallon. The problem of fuel inefficiency is coupled with the toxic exhaust fumes because of using diesel. Using Big Belly would mean fewer garbage collection run by trucks, less drivers and collection crews and lesser exhaust fumes.

Ross envisages that this product will be in demand in a number of highly populated areas and municipal bodies will really like the cost savings and the fact that this method of trash collection is environmentally friendlier too.

He also sees a possibility of marketing this product to resorts and other such communities. To market Big Belly, Ross installed two bins in Chinatown and Tribeca in New York. This was part of a free, two week trial which was designed to demonstrate to NY city officials that the product can do what it claims to do. This trial generated a lot of positive publicity and Ross had enquiries for the product from Netherlands, Denmark, Germany, and Japan.

During the trials in New York, some concerns emerged, which Ross and his team have set out to address immediately :

- The Big Belly does not look like an ordinary garbage bin. So, a lot of people had trouble in identifying it as such. Many thought that it is a mail-collection box. Ross has tackled this issue by having very clear visuals and messages printed on it.
- Even though the municipal authorities are convinced of the long-term cash savings and the environmental benefits, they are unable to come up with the immediate cash needed to buy the Big Bellies. At a price of \$4,500, it seems to be priced a little out of the reach of cash strapped civic authorities, who struggle even to meet their monthly salary obligations.

- There is likely to be a lot of opposition from workers currently involved in collection of solid waste. This is a labour saving device and it will result in significant job loss. This is a unionised sector and Ross expects to face significant opposition.

Ross's venture has been funded by friends and family and he hopes to achieve financial breakeven very soon. Only time will tell if Big Belly is a good idea or not.

Questions :

- (a) Differentiate between Big Belly garbage bin from normal garbage bin.
- (b) Explain how does Big Belly garbage business meets the social concerns of consumers ?
- (c) Evaluate how Ross and his team addressed the problems faced by people.
- (d) Do you agree that Big Belly is an environment friendly business initiative ? Substantiate.

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MS-093

01437

MANAGEMENT PROGRAMME

Term-End Examination

December, 2017

MS-093 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

Note : (i) There are two sections. Section - A and Section - B.

(ii) Attempt any three questions from Section - A, carrying 20 marks each.

(iii) Section - B is compulsory which carries 40 marks.

SECTION - A

1. List and explain the major competencies that contribute towards top performance of a successful entrepreneur.
2. Explain the process of zeroing to select the final project by an entrepreneur.
3. List and explain the important dimensions for preparing a checklist for location and site selection.
4. Describe the commonly used marketing strategies by a marketer to meet the competitive situation faced by small firms. Explain with examples.

5. Describe family business. Explain whether family business is a viable proposition of firm ownership in the present context.

SECTION B

6. Read the case given below and answer the questions given at the end of the case :

Suhag Khemlani was a psychology student in Mumbai's Mithibai College and was on the lookout for a business idea. While visiting a trade exhibition, she came across a stall put up by a foreign company specializing in window cleaning. She thought that window cleaning had a lot of potential in India. She noticed that recently a number of high - rise commercial and residential buildings had come up in the major metros and the building boom was likely to continue for long. Once her final examinations were over, she systematically went about to make a career in this strange new field. She went to London for a training course on professional cleaning. She learned mopping, polishing, emptying garbage cans and vacuuming.

She returned to India and started Technoclean India Pvt. Ltd. Realizing that she does not have the maturity to get the contracts from the big companies, she persuaded her father to join her business. Next, she and her father realized that they needed the credentials to attract top clients. They entered into a joint venture with One Complete Solution, a cleaning services MNC with a presence in over 45 countries, having a turnover in excess of 600 million pounds and over 50,000 employees.

She was able to move fast and capture a number of big high - profile clients. Today, Hotel Leela, Grand Hyatt, Workhardt, DLF, and various government branches are amongst her clients. Her company also has the contract to clean International Technology Park Ltd.(ITPL) building in Bangalore, which has the largest glass facade in the country.

Technoclean is currently headquartered in Delhi and has branch offices in Pune, Chennai, Bangalore, and Mumbai.

Next, she decided to train herself to become a 'Spiderwoman'. Spidermen are cleaners who slide down the exteriors of buildings using a rope instead of using a lift or cradle. She got training in Bangkok and became India's first 'Spiderwoman'. Her achievements have found space in the Limca Book of Records. It gave her additional publicity and it was good for business. Now, whenever any company thinks of cleaning exteriors of a high rise, 'Spiderwoman' Khemlani immediately comes to mind. Technoclean dominates this niche market in India and it is very difficult for others to compete with it in this highly specialized service.

Questions :

- (a) What were the factors which influenced Suhag Khemlani in setting up 'Technoclean' ?
- (b) Explain the challenges faced by the entrepreneur in pursuing a new business idea.
- (c) What were the skills she acquired to excel in her business ?

- (d) Analyse the opportunities created for the entrepreneur by the residential and commercial construction boom.

7. "The unique feature of entrepreneurship is that it is a low cost strategy of economic development, job creation and technical innovations. This is accomplished by setting up enterprises, initially on a small scale. For entrepreneurs are individuals who bear the costs and risks of launching a new venture, developing a new product, commercializing an invention, adapting a technology and developing a new market". With reference to the statement given above discuss the role of entrepreneurship in development of Micro, Small and Medium Enterprises (MSMEs).

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MS-093

MANAGEMENT PROGRAMME

Term-End Examination

June, 2018

00486

MS-093 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

Note : (i) *There are two sections. Section - A and Section - B.*

(ii) *Attempt any three questions from Section - A carrying 20 marks each.*

(iii) *Section - B is compulsory carrying 40 marks.*

SECTION - A

1. Explain the contribution of Micro Small and Medium Enterprises (MSME) in the development of the economy. How does MSME creates employment potential ?
2. Discuss the role which market demand analysis plays in market assessment. Explain the elements which determine market demand.
3. What is Break Even Analysis (BEA) ? What are the cost components involved in BEA ? Discuss how is Break Even Point calculated.
4. How is training and development conducted for employees in a MSME ? What are the types of training available to employees ?

5. Write short notes on any four of the following :
- (a) (Liberalisation, Privatisation and Globalisation) LPG Model
 - (b) Entrepreneurship
 - (c) Partnership
 - (d) Recruitment
 - (e) Stages of Growth of MSME

SECTION - B

6. Define a family business. What are the positive and negative side of family business ? Explain giving examples.
7. What is a Product ? Explain various types of products, product mix and product attributes. Explain how is branding different from packaging.

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MS-093

MANAGEMENT PROGRAMME

Term-End Examination

December, 2018

01053

MS-093 : MANAGEMENT OF NEW AND SMALL ENTERPRISES

Time : 3 hours

Maximum Marks : 100

Note : (i) There are two sections. Section - A and Section - B.

(ii) Attempt any three questions from Section - A carrying 20 marks each.

(iii) Section - B is compulsory carrying 40 marks.

SECTION - A

1. Identify the Associations, Societies and Non-Government Organizations (NGOs) related to MSMEs and discuss their contribution in the development of MSME sector.
2. Discuss the various aspects of marketing orientation and differentiate between the selling and marketing concept.
3. Briefly explain the characteristics of Partnership form of Business organization. Describe the duties and rights of partners.
4. Explain the three phases of the process of Production Planning. How is Production Control examined and changed ?

5. What are the initiatives taken by Government for Internationalization of small business ? Discuss briefly the National Manufacturing Competitiveness Programme.

SECTION - B

6. Read the case given below and answer the questions given at the end of the case :

Dave Kapell was a guitarist and songwriter who played in funk and heavy metal bands in Minneapolis. His bands were popular locally, but he still worked at other jobs doing clerical work for nonprofits and driving a cab. Problem was, he often suffered from writer's block (an especially bad ailment for a lyricist!) and was constantly looking for things to inspire him so that he could write more songs. He happened to see a documentary on the life of David Bowie and learned that Bowie used a technique that Kapell found very intriguing. Following Bowie's suggestion, he began to cut up magazine stories, entries from journals, and even letters from family members and rearrange these small bits of paper to try to spark inspiration for songs. He would often have all these pieces laid out in a room, or across the front seat of his cab. There was just one problem.

Dave suffered from allergy attacks that caused him to sneeze, and when he sneezed, he would send the pieces of paper scattering all over the room or the seat of his car. He thought about gluing them to cardboard backing, but then he would have to put them away and take them out again whenever he wanted to use them. This is when opportunity met need.

One of Dave's roommates was an employee at a pizza restaurant, and the restaurant had a batch of refrigerator magnets it had intended to give to customers as advertising. But the magnets were misprinted and could not be used. Dave's friend brought these magnets home, and Dave came up with the idea of gluing the words to them. He then put the word magnets on a cookie sheet and kept them there so that he wouldn't have to put them away every day. It could have ended there. After all, Dave had solved the problem of the disrupted word collection. But one day someone in the house wanted to actually use the cookie sheets for what they were intended for-bake cookies! Now Dave had the problem of what to do with the magnets, so he casually put them on the refrigerator.

As Dave's roommates and friends came through the kitchen, Dave noticed that they all stopped by the fridge and played with the magnets-rearranging the words the magnets were holding to the fridge into phrases that were funny and bizarre. Dave would say that, while he never intended to start a business, this was a lightbulb experience. His friends started asking for sets of these words, and Dave saw an opportunity. He recalled, "I told everyone that I could make a kit for seven bucks, and I was earning seven dollars an hour in my job at the time and my student loans were coming due, so I made up a bunch of kits. I took 100 kits to my first craft show, and I figured that would be enough for the whole weekend. They sold out in three hours. I knew I was on to something".



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That was 1993, the year Dave's company, Magnetic Poetry, was born. As the idea took off, Dave realized he could no longer make the kits himself. He saved \$5,000 from craft fairs and began visiting local screen-printing and die shops in Minneapolis. He paid for 1,000 prototype sets. But the road was not smooth yet. Dave knew next to nothing about distribution. He also learned that retailers are not interested in amateur packaging, and Dave's kit looked like a cardboard jewellery box. Pam Jones, a manager of a local art museum gift shop, gave Dave lots of tips on product presentation. In three weeks, he developed a clear plastic package that Jones thought would fit on her gift shop's shelves. By the end of that first day, she sold the 12 kits Dave gave her. The new packaging was attractive to retailers such as Borders Bookstores, gift shops in the Guggenheim and Whitney museums in New York City, and Signals catalogs. By 1994, Dave's kits were selling in the Museum Company in the eastern part of the United States, and at the San Francisco Museum of Modern Art on the West Coast.

As time went on, Dave decided to do his own manufacturing, since he felt he wasn't getting quick enough turnaround from his manufacturer. He went back to Murray Condon, who had helped him with his prototypes, and the two formed a separate company called Screen D'or Graphics, Inc. Kapell funded the company with the goal of a three-days order-to-delivery turnaround. He now had a number of employees in production, sales, administration, inventory control, and shipping and was looking for other opportunities for his kits, such as introducing them in foreign languages. Today, the Magnetic

Poetry product line features over 100 products. Its word kits include everything from the Shakespearean, Artist, and Genius kits to the Dog Lover, Romance, and College kits. (The Original kit remains wildly popular, too.) Magnetic Poetry also has new products that go beyond the magnetic word tile genre, including a Poetry Beads kit, magnetic travel games, and Writers Remedy, a cookie jar filled with words to help cure writer's block. The Web site (www.magneticpoetry.com) also offers more than a dozen kits for online play.

Polished versions of the hand-glued magnets that once decorated Dave's refrigerator door in his Minneapolis home now can be found on millions of such doors and metal surfaces across the country. Since Dave Kapell invented Magnetic Poetry in 1993, more than 3 million kits have been sold. Magnetic Poetry, a cultural phenomenon, has appeared in the movies *Conspiracy Theory*, *City of Angels*, and *Notting Hill*, as well as on Jerry Seinfeld's refrigerator on the TV show *Seinfeld*.

Questions :

- (a) How did Dave Kapell face the challenges like writer's block that came his way? How did he discover the idea which led to creation of business opportunity?
 - (b) How did Dave Kapell learn the art of product packaging, presentation and distribution?
 - (c) What were the circumstances which forced Dave Kapell to start his own manufacturing unit?
 - (d) List the final products which were offered to the market? How did his products gain popularity?
-

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No. of Printed Pages : 3

MS-093

MANAGEMENT PROGRAMME (MP)

Term-End Examination

June, 2019

**MS-093 : MANAGEMENT OF NEW AND SMALL
ENTERPRISES**

Time : 3 Hours

Maximum Marks : 100

*Note : (i) There are two Sections : Section-A and
Section-B.*

*(ii) Attempt any three questions from
Section-A, carrying 20 marks each.*

*(iii) Section-B is compulsory carrying
40 marks.*

Section—A

1. Explain the main features of comprehensive policy package for SSI and Tiny Sector 2000. What were the measures taken to address the issues raised by MSME association ?

[2]

MS-093

2. Define a business opportunity. Explain how a business opportunity is identified.
3. What are the sources of finance for MSME ? Explain the types of financial needs of a MSME.
4. How does a MSME manages its assets ? Discuss the role of trade debts in increasing sales of a MSME.
5. Write short notes on any *four* of the following :
 - (a) Securities and Exchange Board of India
 - (b) Entrepreneurship
 - (c) Plant Layout
 - (d) Industrial Engineering
 - (e) Total Performance Index

Section—B

6. Explain the various forms of internationalization of MSMEs. How does exports differ from Foreign Direct Investment (FDI) route of internationalization ?

[3]

7. "When the quantum of business is expected to be moderate and the entrepreneur desires that the risk involved in the operation be shared, he may prefer a partnership."

With reference to the statement given above explain the features of partnership.



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MS-92

MANAGEMENT PROGRAMME

Term-End Examination,

December 2019

MS-92 : MANAGEMENT OF PUBLIC ENTERPRISES

Time : 3 Hours]

[Maximum Marks : 100

(Weightage : 70%)

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- Note :** (i) *There are two sections: Section-A and Section-B.*
(ii) *Attempt any three questions from Section-A, carrying 20 marks each.*
(iii) *Section-B is Compulsory which carries 40 marks.*
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Section-A

-
1. Briefly discuss the different organizational forms of public sector enterprises.
 2. Discuss the different ways in which government exercises control over public enterprises.
 3. How can public enterprises performance be evaluated? Discuss the criteria used for evaluating public sector.
 4. Discuss the origin and history of collective bargaining. Explain the features of collective bargaining.

(2)

5. Write short notes on **any four** of the following :
- a) Estimates committee
 - b) Turnaround strategies
 - c) Public enterprises selection board
 - d) Restructuring
 - e) Energy conservation measures

Section-B

6. Discuss the development of the public sector enterprises in its formative years i.e. from 1951-1975.
7. Explain the scope of financial functions of public sector enterprises.



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No. of Printed Pages : 3

MS-092

MANAGEMENT PROGRAMME (MP)

Term-End Examination

June, 2020

**MS-092 : MANAGEMENT OF PUBLIC
ENTERPRISES**

Time : 3 Hours

Maximum Marks : 100

Note : (i) There are two Sections : Section A and

Section B.

(ii) Answer any three questions from

Section A.

(iii) Section B is compulsory.

Section—A

1. Briefly explain the various organizational forms of Public Sector Enterprises.

[2]

MS-092

2. Explain the role played by three legislative committees in enforcing desired legislative accountability and control over public enterprises.
3. Discuss the performance of transport sector in India. Explain whether transport system in India has been able to keep pace with the development in transport services.
4. Define collective bargaining. Explain the origin of collective bargaining in India.
5. Write short notes on any *four* of the following :
 - (a) Finance function of Public Enterprises
 - (b) Performance of ports
 - (c) Narrative dispensation
 - (d) Voluntary Retirement Scheme
 - (e) Retraining

[3]

Section--B

6. Social audit has been defined as “a commitment to systematic assessment of and reporting of some meaningful definable domain of a company’s activities that have social impact.”

With reference to the statement given above explain social audit and its distinguishing features.

7. Briefly explain the need and objectives of the formation of State Level Public Enterprises (SLPEs).