

FINAL EXAMINATION

June 2026

P-20C(ENTS)

Syllabus 2022

ENTREPRENEURSHIP AND STARTUP

Time Allowed: 3 Hours

Full Marks: 100

*The figures in the margin on the right side indicate full marks.
All Sections are compulsory. Each Section contains instructions regarding
the number of questions to be answered within the Section.*

*All working notes must form part of the answer.
Wherever necessary, candidates may make appropriate assumptions
and clearly state them in the respective answer.*

Section-A

This Section contains Question No. 1. All parts of this question are compulsory.

- 1. (a) Choose the correct answer from the given four alternatives:** **2×10 = 20**
- (i) _____ can be defined as the strength of one's belief that they are able to successfully perform the role and task of an entrepreneur.
- (A) Entrepreneurial self-efficacy
(B) Entrepreneurial vision
(C) Entrepreneurial psychology
(D) Entrepreneurial motivation
- (ii) The term TRIPS stands for _____.
- (A) Traffic-Related Intellectual Property Systems
(B) Transport-Related Intellectual Property Systems
(C) Trade-Related Intellectual Property Systems
(D) Tariff-Related International Promotion Scheme
- (iii) _____ entails analyzing the relationship between dependent variables to determine how a change in one may affect the change in another.
- (A) Regression analysis
(B) Factor analysis
(C) Time Series Analysis
(D) Cohort Analysis

- (iv) In startup world, _____ is a powerful tool for honing in on a real consumer need and bypassing costly hours resources hypothesizing and experimenting with different solutions.
- (A) Startup thinking
 - (B) Planned thinking
 - (C) Design planning
 - (D) Design thinking
- (v) Which of the following is not a constituent of macro environment?
- (A) Legal environment
 - (B) Suppliers
 - (C) Demographics
 - (D) Socio-cultural environment
- (vi) _____ analytics is the combination of Artificial Intelligence (AI) and Big Data.
- (A) Descriptive
 - (B) Prescriptive
 - (C) Predictive
 - (D) Diagnostic
- (vii) _____ are firms that are able to command a high market share in an industry dominated by low growth?
- (A) Stars
 - (B) Dogs
 - (C) Question marks
 - (D) Cash cows
- (viii) An actuarial concept used in risk pooling does not include:
- (A) The law of averages
 - (B) The law of sampling
 - (C) The law of large numbers
 - (D) The laws of probability

- (ix) _____ is the practice of selling a product or service at a negligible price, intending to throw competitors out of the market, or to create barriers to entry.
- (A) Predatory pricing
 - (B) Perceived value pricing
 - (C) Big rigging
 - (D) Skimming pricing
- (x) Micro Enterprise should have annual turnover less than _____.
- (A) ₹ 1 crore
 - (B) ₹ 3 crores
 - (C) ₹ 5 crores
 - (D) ₹ 10 crores

(b) Read the following Scenario (Case Study) and answer the following questions. 2×5=10

EcoGlow, a startup offering eco-friendly skincare products, adopted new age marketing strategies to expand its market presence. Instead of traditional promotion, it focused on inbound marketing by publishing blogs and short videos on sustainable skincare, attracting environmentally conscious consumers. It collaborated with micro-influencers on Instagram as part of its social media and influencer marketing strategy, generating authentic engagement.

To enhance visibility, EcoGlow implemented search engine marketing (SEO and PPC), ensuring higher rankings in search results. The company also adopted multi-channel marketing, integrating its website, social media, and email campaigns for a seamless experience. Through conversational marketing tools like chatbots, it enabled real-time interaction.

Additionally, EcoGlow emphasized relationship marketing by sending personalized emails, loyalty rewards, and exclusive offers to existing customers, fostering long-term engagement and retention. As a result, the company witnessed increased brand loyalty, repeat purchases, and significant growth in online sales within a year.

Choose the correct answer from the given four alternatives based on the above scenario:

- (xi) Which strategy focuses on attracting customers through relevant and valuable content?
- (A) Outbound marketing
 - (B) Inbound marketing
 - (C) Telemarketing
 - (D) Direct selling

- (xii) Collaborating with social media personalities to promote products is known as:
- (A) Email marketing
 - (B) Search engine marketing
 - (C) Social media and influencer marketing
 - (D) Content marketing
- (xiii) Real-time interaction with customers through chatbots and messaging refers to:
- (A) Outbound marketing
 - (B) Conversational marketing
 - (C) Print marketing
 - (D) Event marketing
- (xiv) Using multiple platforms like email, social media, and websites together is called:
- (A) Niche marketing
 - (B) Multi-channel marketing
 - (C) Mass marketing
 - (D) Relationship marketing
- (xv) Creating and distributing informative blogs and videos primarily relates to:
- (A) Content marketing
 - (B) Guerrilla marketing
 - (C) Telemarketing
 - (D) Trade marketing

Section B

Answer any five questions from Question No. 2 to Question No. 8.

Each question carries 14 marks.

14×5=70

2. (a) “While every entrepreneur aims to follow their passionate approach and convert it into successful business, many barriers block the path to success.” – **In the light of the given statement, align** the various barriers to entrepreneurship. 7
- (b) “IT with its different features and capabilities have contributed significantly towards flexibility in the field of entrepreneurship.” – **In the light of the given statement, analyse how** IT features and capabilities have improved flexibility in the field of entrepreneurship. 7

3. (a) "The macro-economic environment in India consists of various macro-level factors related to the means of production and distribution of wealth" – **in this context, briefly analyse and align the various** factors of macro-economic environment. 7

- (b) **YOKON Ltd.**, a newly formed manufacturing Company, has applied to SMART Bank for the first time for financing its working capital requirements. The following information is available about the projections for the current year.

	₹ in Lakhs
Sales	300
Less : Expenses :	
Direct Materials	120
Direct Wages & Salaries	45
Other overheads	45
	210
Profit	90

The Company is required to give 3 months Credit to its customers. On the other hand creditors allow credit for 1½ Months from the date of delivery of raw materials.

Stock of material has to be kept for 3 months Consumption. The work-in-progress would be represented by material 1 month and other expenses 1½ Months.

Finished goods will stay in warehouse for 1 month.

Additional Information :

The following are holding norms accepted by the Smart Bank for the said Industry.

Stock of Material	2 ½ Months
Work-in-progress	1 Month
Receivables (Book debts)	1½ Months
Finished goods	2½ Months
Payables (Payment to Suppliers)	2½ Months

Required :

- (i) **Assess** the need of working Capital requirement of the Company .
- (ii) **Analyze** how much of above (i) the Bank is likely to finance (Permissible Bank Borrowings) considering 25 % of current Assets as margin Money. 7

4. (a) "A good project report is like a road map. A firm can follow it to execute its strategies and fulfil its objectives." – **In this context, suggest the contents** of a good project report. 7
- (b) "Crowdfunding is a great alternative way to fund a venture, and it can be done without giving up equity or accumulating debt." – **In the light of the given statement, align** the advantages of Crowdfunding. 7
5. (a) "Design thinking is all about observation, being curious as to how things are, why they are a certain way, and trying to come up with solutions." – **In the light of the given statement, demonstrate** the steps in design thinking. 7
- (b) "Positioning Process is the continuous & reiterative process which companies do to ensure strong, positive & stable positioning in a consumer's mind." – **In this context, briefly demonstrate** the basic positioning steps. 7
6. (a) "Startup valuations provide insight into a company's ability to use new capital to grow, meet customer and investor expectations, and hit the next milestone." – **In the given context, assess and align** any four startup valuation methods. 7
- (b) "The ERM framework by the Commission of Sponsoring Organizations of the Treadway Commission (COSO) provides a more disciplined and consistent standard against which to implement and assess a company's ERM programme." – **In this context, summarize** the benefits of effective Enterprise Risk Management as per the COSO. 7
7. (a) **Assess** the different ethical issues in the domain of marketing. 7
- (b) **Review and append** the various social enterprise business models. 7

8. **Case study :**

MR. MINAB and MR. KUNTAL both are qualified Cost Accountant and are first generation entrepreneurs who started an organic food brand of Herbal tea named MJK. After carefully observing that there is a rise in health-conscious consumers, they source their product from small scale farmers and market them online. The company works directly with thousands of small farmers, providing them training in organic farming and ensuring fair prices for their product. This farmer-partnership model has helped build trust and maintain high product quality. During the first year of their entrepreneurship traction was promising and there was steady growth. However as their business scaled they faced several challenges. Small and marginal farmers could not meet the growing demand, resulting in delays in fulfilling orders. Multinational brands started offering organic product at lower prices making

it difficult for MJK to stand out in the market. Delayed payments from customers and operational cost affected their working capital. The brand positions itself as a premium and health-focused company, targeting health-conscious consumers in India and abroad. The company works directly with farmers and often pays them promptly to maintain trust and long-term relationships. However, sales revenue may not be received immediately because products are sold through online platforms that operate on credit terms. This creates a gap between cash outflow (payments to farmers, packaging, transportation, certification costs) and cash inflow (payments from retailers and customers).

Based on the scenario (case study) stated supra

You are required to :

- (i) **Analyze and Suggest** the strategies to Minab and Kuntal so that they can overcome the challenges and take MJK to the next level.
- (ii) **Advice** the possible alternatives and recommend a mechanism to ensure growth of MJK in today's competitive corporate world.

