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63/2 (SEM-3) MBA 3-2

2021

(held in 2022)

MBA

(Theory Paper)

Paper Code : MBA-3.2

**(Entrepreneurship and Small Business  
Management)**

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks  
for the questions.

**SECTION – A**

1. Answer any *five* of the following questions :

2×5=10

- (i) What is internal source of fund ?
- (ii) What do you understand by competitive analysis framework ?
- (iii) What do you understand by business plan ?

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- (iv) What is co-operative form of business ?
- (v) State the critical elements of entrepreneur.
- (vi) Define a small scale industry.
- (vii) What is the importance of market feasibility ?

### SECTION – B

2. Answer any *four* of the following questions :

5×4=20

- (i) How micro environment impacts the functioning of a business ?
- (ii) Why a business needs to undertake a technical feasibility analysis before commencing a project ?
- (iii) Discuss in detail the major component of a financial plan.
- (iv) What are the benefits to a small scale industry in procuring the provisional registration certificate from the Director of industries ?
- (v) Explain the various types of entrepreneurs with example.
- (vi) What are the unethical or unfair practices to watch out for when venturing into new business ?

### SECTION – C

3. Answer any *four* of the following questions :

7×4=28

- (i) Discuss in detail the different source of finance available to a small business. 7
- (ii) Critically analyse the technique of SWOT analysis for the success of a business. 7
- (iii) Discuss in detail the procedure an industry needs to follow for obtaining the consent to establish/operate under the Welt. Act/Air Act in Assam. 7
- (iv) Explain the role of entrepreneur in economic growth. 7
- (v) What do most of the EDP programmes provide to a prospective entrepreneur ? Explain. 7
- (vi) (a) Explain how a business opportunity differ from a business idea. 4
- (b) What are the five roots of opportunity in the market place ? 3

## SECTION - D

### 4. Case study :

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According to the Urban Decay Website, "Our story opens 15 years ago, when pink, red and beige enslaved the prestige beauty market. Heaven forbid you wanted purple or green nails, because you, either have to whip out a market, or risk life and limb with that black alley drug-store junk."

Urban Decay launched in 1996 with 12 nail enamels and 10 lipsticks inspired by seedier facets Smok, Rust, Oil stick and Acid Rain.

Today the company described itself as, "Urban Decay is beauty with an edge. It is feminine, dangerous and fun ... appealing to any one who relishes her individuality and dares to express it."

Even after the 90's grunge style faded, Urban Decay thrived. The company became a global organization; it is a popular full cosmetic line at major retailers such as Sephora, Macy's and Ulta and is found on the internet through Beauty.com.

Urban Decay is sold by retailers in the Middle East, the United Kingdom, Italy, Canada, France, Singapore and Spain. After several transitions, it is currently owned by L'Oreal Cosmetics and Zomnir continues to work in the company.

Urban Decay notes factors contributing to its success: "And although UD fairs around the world might approach our products in wildly different ways, we've noticed they share an independent spirit that unites them. May be this hunger for something unique explains the passionate support, we've received over the years."

Clearly, Lerner and her cofounder saw opportunity in beauty.

### Questions :

- (a) What unmet needs of the consumer contributed to the success of Urban Decay ?
- (b) Was founding Urban Decay an expected next step after leaving Cisco systems for Sandy Lerner ? Why or why not ?
- (c) Is there any future for Urban Decay ? What might the future look like ?