

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.*
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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).
