



**DELHI SCHOOL OF BUSINESS**  
By Vivekananda Institute of Professional Studies - TC

**PGDM / PGDM (FINTECH) Program**  
**TRIMESTER - V (Batch: 2023-25)**  
**END-TERM EXAMINATION, DECEMBER 2024**

Course Name	Entrepreneurship and Family Business Management	Course Code	
Duration	Three Hours	Max. Marks	60

**Instructions:**

1. First question is compulsory. Attempt any five questions from Q.2 – 7.
2. Extra credits will be given for applying “Entrepreneurship” and “Family Business” concepts and theories, practical examples, and anecdotal evidence from case studies discussed in the class.

**Q. 1** Write short notes on (any five):

- a. Start Up India scheme
- b. Bird in hand principle in effectuation
- c. Sustainable entrepreneurship
- d. Business Model Canvas
- e. Affordable loss principle in effectuation
- f. Agency cost

**(10 Marks) CO 1-4**

**Q.2** How does the process of establishing a new enterprise unfold? Utilizing the TBL (Triple Bottom Line) model, describe the dilemma confronting Anjali Singh in the "Jute for Life" case study. Among the 17 UN Sustainable Development Goals (SDGs), discuss in detail which ones 'Jute for Life' is helping to achieve.

**(10 Marks) CO1,3**

**Q.3** How can one define the circular economy? In what ways does the circular economy framework connect to sustainable entrepreneurship (also known as eco-preneurship)? Provide an explanation of the various exit strategies accessible to entrepreneurs. Additionally, recommend which exit option would be most appropriate for Jheel, considering the Odds and Edge case study.

**OR**



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From the insights obtained from your "Go to Market" assignment done in the class elaborate on how can sustainable tourism entrepreneurs balance economic profitability with environmental and social responsibility? What are the potential challenges entrepreneurs face when trying to develop a sustainable tourism business in a highly commercialized market? What are some ways a tourism entrepreneur can engage and empower local communities in sustainable tourism initiatives?

**(10 Marks) CO2**

**Q.4. a.** How do the operations of a family-run enterprise, like Bikanervala (as described in the Bikanervala case study), contrast with those of a typical corporation managed by non-family professionals?

**b.** What criteria would you use to describe the process of professionalizing a family-owned enterprise? Has Bikanervala undergone professionalization throughout its history? If so, in what aspects?

**(10 Marks) CO4**

**Q.5** Explain the relevance of business model pivoting in case of Biziga's future growth and profit (from the case study - Decision dilemma at Biziga). What part of the business should they focus for pivoting? Use the business model canvas to explain the same.

**(10 Marks) CO 1-3**

**Q.6** With the emergence of the third and fourth generations and the retirement of the second-generation Zamil siblings, how would each party reconcile the group's requirements with those of individual family members? Is the Zamil organization guided by a "family-centric" or "business-centric" approach? Provide a detailed explanation of the Zamil group's succession planning strategy based on the information presented in the case study.

**(10 Marks) CO 4**

**Q.7** The Business Model (BMC) Canvas by Alexander Osterwalder is, simply said, a way of visually depicting business models. It is a broad tool that can also be used for already existing business models. What is interesting about this tool in particular is that it can be used both by startups and major enterprises. Create a BMC for Amazon, one of the largest E-commerce companies in the world. Amazon was founded by Jeff Bezos from his garage in Bellevue, Washington, on July 5, 1994. Initially an online marketplace for books, it has expanded into a multitude of product categories. You may choose, Amazon (E Commerce) or Amazon Prime (Subscription based OTT platform), for your BMC.

**(10 Marks) CO 3**