

IMBA (CSM) Sem.-9 Examination
CSM-MBA-505

New Enterprise and Innovation Management

Time : 2-30 Hours]

November-2025

[Max. Marks : 70

Question 1 Answer the following questions:

- i. Analyse how Elon Musk's risk-taking in ventures like Tesla and SpaceX illustrates the difference between a habitual entrepreneur and a necessity-driven entrepreneur. 7Marks
- ii. Evaluate how Biocon's growth under Kiran Mazumdar-Shaw reflects the role of entrepreneurship in enhancing India's global competitiveness in pharmaceuticals. 7Marks

OR

- i. Elon Musk faced multiple failures before success. How does his persistence reflect entrepreneurial traits, and what can startups learn from this? 7Marks
- ii. Kiran Mazumdar-Shaw built Biocon into a global biopharmaceutical company despite challenges. Discuss how her journey shows the role of strategic planning and innovation in entrepreneurship. 7Marks

Question 2 Answer the following questions:

- i. Airbnb and Zomato both started with small-scale solutions. Compare their approaches to opportunity recognition and feasibility testing. 7Marks
- ii. Critically assess the role of environmental scanning in Zomato's pivot from a menu aggregator to a global food delivery ecosystem. 7Marks

OR

- i. Airbnb started with a simple idea of renting spare rooms. How did feasibility analysis help them grow into a global platform? 7Marks
- ii. Zomato began by uploading scanned menus. How did competitor and industry analysis contribute to its evolution? 7Marks

Question 3 Answer the following questions:

- i. Critically analyse the benefits and risks of Zerodha's decision to avoid venture capital funding while scaling its business. 7Marks
- ii. Lenskart used data-driven marketing and contingency plans during COVID-19. Discuss the role of contingency planning in ensuring business continuity. 7Marks

OR

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- i. Zerodha grew with a functional organizational structure. How did this support its bootstrapped journey? 7Marks
- ii. Boat strategically planned for hypergrowth. Evaluate how projected financials can support funding negotiations with investors. 7Marks

Questions 4 Answer the following questions:

- i. Evaluate how Razorpay's focus on IPR demonstrates the link between legal strategy and competitive advantage. 7Marks
- ii. Stayzilla failed due to poor growth strategy. Identify two mistakes they made and suggest preventive measures for startups. 7Marks

OR

- i. Razorpay secured patents early in its journey. How did IPR strengthen its business model? 7Marks
- ii. Chumbak expanded through licensing. How did this model help, and what were the legal safeguards? 7Marks

Questions 5: Attempt any Seven out of Twelve.

14 Marks

1. Define intrapreneurship.
2. Which company used licensing for growth?
3. What is environmental scanning?
4. Mention one creative problem-solving tool.
5. What does break-even analysis mean?
6. Name two ownership forms of business.
7. Define necessity-driven entrepreneurs with an example.
8. What is opportunity recognition?
9. State two tools of creative problem-solving.
10. What is working capital management?
11. Which entrepreneur is an example of intrapreneurship?
12. List two common causes of startup failure.

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