

**BBA/IMBA in ITF (NEP) Sem.-4 Examination****DSC-M-ITF-242T****Fundamentals of Entrepreneurship Development****Time : 2-00 Hours]****May-2025****[Max. Marks : 50****Instructions:**

- **Figures to the right indicate Full Marks.**
- **Do not write anything on the question paper.**

Q.1 What are the key factors influencing entrepreneurship development, and how do they contribute to the growth of start-ups and small businesses? 10

**OR**

What are the primary functions of entrepreneurship, and how do they contribute to business success and economic growth?

Q.2 How does innovation drive entrepreneurship, and what are some real-world examples of innovative entrepreneurial ventures? 10

**OR**

Explain Social Enterprises and their significance

Q.3 Write a note on evolution of the term 'entrepreneurship'. 10

**OR**

What are the essential characteristics of a successful entrepreneur, and how do they contribute to business growth and innovation?

Q.4 What is entrepreneurship ideation, and what are the key steps involved in generating and developing innovative business ideas? 10

**OR**

Write a note on phases of a project in entrepreneurship

Q.5 Case study: Entrepreneurship Management – The Story of Zappos 10

1. Introduction

Entrepreneurship management refers to the strategic processes involved in launching and running a business effectively. It combines innovation, risk-taking, and business planning. This case study focuses on **Zappos**, an online shoe and clothing retailer that disrupted the traditional retail model with its customer-first philosophy and innovative culture.

2. Background of the Entrepreneur

**Tony Hsieh**, a Harvard graduate, joined Zappos in 1999 as CEO after selling his previous start up, Link Exchange, to Microsoft for \$265 million. His leadership philosophy emphasized employee happiness and customer satisfaction as core business strategies.

### 3. Business Idea and Innovation

Zappos started with a simple yet risky idea: **selling shoes online**. At the time, this was unconventional, as consumers were hesitant to buy footwear without trying it on. Zappos differentiated itself through:

- **Free shipping and returns**
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- **Outstanding customer service**

### 4. Entrepreneurial Challenges

Zappos faced several early-stage challenges:

- **Logistics Management:** Handling returns and shipping at scale.
- **Customer Trust:** Convincing users to shop online.
- **Funding:** Raising capital in the dot-com bust era.

### 5. Strategic Decisions and Growth

To address these issues, Hsieh made bold moves:

- Focused obsessively on customer experience, even if it cost more.
- Built a company culture that encouraged creativity and transparency.
- Raised multiple rounds of funding and eventually sold Zappos to **Amazon in 2009 for \$1.2 billion**, while maintaining independence.

### 6. Entrepreneurial Management Practices

Zappos used several key entrepreneurial management practices:

- **Holacracy:** A non-traditional management system without job titles or hierarchy.
- **Core Values:** Hiring and firing based on cultural fit and alignment with the company's 10 core values.
- **Customer Delight:** Employees encouraged to go above and beyond for customers without scripts or time limits.

### 7. Impact and Legacy

Zappos redefined customer service in e-commerce. Hsieh's book, *Delivering Happiness*, became a business classic, emphasizing the value of a people-first approach in entrepreneurship.

### 8. Lessons in Entrepreneurship Management

- **Culture can be a competitive advantage.**
- **Customer loyalty is built through trust, not discounts.**
- **Innovation doesn't always mean technology—it can be in the business model.**

### 9. Conclusion

Zappos stands as a benchmark in how entrepreneurial vision, combined with sound management practices, can drive long-term success. It highlights the importance of aligning business operations with a clear mission and value system.

Solve case study in detail.