[This question paper contains **4** printed pages.]

Your Roll No________________

Sr. No. of Question Paper : **3317**

Unique Paper Code : 2413090015

Name of the Paper : BUSINESS INCUBATION

Type of the paper : DSE

Semester : VI

Programme : B. Com. (P.) UGCF

Duration: **3 hours** Maximum Marks: **90 Marks**

Instruction for Candidates

1. Write your Roll No. on the top immediately upon receipt of this question paper.
2. All questions carry equal marks.

Q 1. (a)) Define business incubation. Discuss the concept and principles of business incubation, highlighting its importance in fostering entrepreneurship. (9 Marks)

(b) What is virtual business incubation? Explain its features, advantages, and challenges compared to physical incubation centres. (9 Marks)

OR

(c) Examine the relationship between government programmes and the growth of business incubation. Cite examples of Indian government schemes that support incubation. (9 Marks)

(d) How do business incubation models vary across sectors? Discuss with special reference to technology, social enterprise, and agribusiness incubation. (9 Marks)

Q 2. (a) Describe the complete process of business incubation from idea generation to post-incubation. What role does the 'Idea Lab' play in this process? (9 Marks)

(b) What are the key elements of a value proposition? How should an incubatee craft a value proposition to attract customers and investors? (9 Marks)

OR

(c)) Explain the concept of pre-incubation and post-incubation. How do these stages contribute to the overall success of a start-up? (9 Marks)

(d) How does the incubator leverage its network during the incubation process to provide value-added services to resident start-ups? (9 Marks)

Q 3. (a) How is a business incubator financed? Discuss the various sources of financing available to incubators, both public and private. (9 Marks)

(b) Explain the types of angel financiers and the procedures they follow while investing in early-stage start-ups nurtured by incubators. (9 Marks)

OR

(c) Compare and contrast seed funding and venture capital as sources of finance for business incubators. Which is more suitable for early-stage start-ups? (9 Marks)

(d) Discuss the management practices required to maintain a productive and well-functioning business incubator environment. (9 Marks)

Q 4. (a) What is a feasibility study? Explain the components of a feasibility study for an agribusiness incubator to be set up in a semi-urban area. (9 Marks)

(b) Explain stakeholder management in the context of planning a business incubator. Who are the key stakeholders, and how should their interests be managed? (9 Marks)

OR

(c) Explain in detail how an incubator assists entrepreneurs in understanding and preparing for an investor's perspective while evaluating a business plan. (9 Marks)

(d) Discuss the concept of marketing for a business incubator. How should an incubator build its brand identity and attract quality start-ups? (9 Marks)

Q 5. (a) Case Study: TechSpark Incubator-A University-Based Model

TechSpark is a university-based business incubator operating out of a leading management institution in Bengaluru. It was set up to commercialize research output and support student-led ventures. The incubator currently houses 20 start-ups across fintech, edtech, and health-tech sectors. Despite strong ideation support, TechSpark struggles with: inadequate legal guidance to start-ups on compliance and IP protection, difficulty in employee management as incubator staff often juggle academic responsibilities, and an unclear incubation structure that creates confusion about graduation timelines. The director wishes to overhaul the management framework.

Questions:

(i) What incubation structures should TechSpark adopt to provide clarity on tenure, graduation, and post-incubation pathways? (5 Marks)

(ii) Discuss the legal issues and other formalities that TechSpark must address to protect its incubatees. (4 Marks)

(iii) Propose a model for managing incubator employees at TechSpark that balances academic and professional demands. (9 Marks)

OR

(b) Case Study: Villgro Innovations Foundation -Social Incubator

Villgro is a social enterprise incubator that supports health, agriculture, and education start-ups targeting low-income communities in rural India. It provides seed grants, mentoring, and market access support to around 15–20 start-ups per cohort. Villgro's challenges include: measuring social impact alongside financial performance, retaining experienced mentors who are attracted to higher-paying roles in corporate or venture-backed incubators, creating a legal framework for collaborative IP ownership between Villgro and the incubatee, and designing an incubation structure suited to the slow-growth nature of social enterprises.

Questions:

(i) Design a social impact measurement framework for Villgro that captures both financial and non-financial outcomes. (9 Marks)

(ii) Suggest an incubation structure for Villgro that accommodates the slower growth pace of social enterprises. (5 Marks)

(iii) Recommend a legal framework for collaborative IP ownership between Villgro and its incubatees. (4 Marks)