[This question paper contains 2 printed pages.]

**Your Roll No...............**

**Sr. No. of Question Paper : 5749** **L**

Unique Paper Code : 2924000019

Name of the Paper : Dynamics of Start Ups (GE)

Name of the Course : **Bachelor of Management Studies (BMS)**

Semester : IV / VI

Duration : 3 Hours Maximum Marks : 90

**Instructions for Candidates**

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. **All** parts of each question must be done together.
3. Attempt **FIVE** questions in all.

1. (a) Riya wants to launch a startup in the sustainable products market. Identify and explain the entrepreneurial traits and competencies she must develop to succeed. (9)

   (b) A founder wants to start an online food delivery platform focusing on healthy meals in metropolitan cities. Advise the most suitable form of ownership by comparing the risks, scalability, and capital requirements of each. (9)

2. A detailed feature in Forbes India highlighted how Nykaa disrupted the Indian beauty and lifestyle market by focusing on authenticity and consumer trust. Founded in 2012 by Falguni Nayar, Nykaa entered a market where consumers were hesitant to purchase cosmetics online due to concerns about counterfeit products and lack of guidance. Instead of relying on heavy discounting like other e-commerce platforms, Nykaa adopted an inventory-led model and invested heavily in content marketing, including tutorials, influencer collaborations, and product education. Over time, it expanded into offline retail, creating an omnichannel presence. The company maintained a strong focus on unit economics and profitability, which distinguished it from many loss-making startups. Its IPO success reflected investor confidence in its sustainable business model, though it continues to face competition from global and domestic players.

   (a) Entrepreneurs succeed by identifying gaps in the market and creating differentiated value propositions rather than replicating existing models. In the light of this statement and with reference to the case, explain the role of opportunity identification in building a successful startup. (9)

   (b) Examine the role and importance of scaling a venture in the light of the case. (9)

3. A group of young entrepreneurs is planning to launch a digital health-tech platform aimed at providing affordable healthcare access in Tier 2 and Tier 3 cities in India. The platform proposes to offer online doctor consultations, diagnostic test bookings, and AI-based preliminary health assessments. The founders believe there is a significant gap in access to quality healthcare in smaller cities, but they are concerned about several issues such as low digital literacy, trust in online consultations, availability of qualified doctors, and high initial technology investment. They also have limited financial resources and are exploring whether the idea is viable before approaching investors.

   (a) As a startup consultant, analyse the market feasibility of the proposed venture (9)
   (b) Evaluate the financial feasibility of the venture. Based on your analysis, recommend whether the founders should proceed with the idea or not. (9)

4. (a) A startup operating in the fitness and wellness app industry is struggling to develop new features. Explain how mind mapping and storyboarding can be used effectively to generate innovative ideas. (9)

   (b) The same startup has recently launched a premium subscription model, but is facing low user conversion and high customer drop-off rates. Analyse the key challenges the startup is facing at this stage and recommend practical strategies to improve user retention and revenue generation. (9)

5. (a) Analyse the industry and competitive environment for a startup entering the electric vehicle market in India. (9)
   (b) Discuss the role of government initiatives and policies in supporting startups in India. How are these policies applicable and useful in the electric vehicle market. (9)

6. Write short notes on any **three** of the following:

   (a) Venture Capital
   (b) VRIO
   (c) Business Idea vs. Business Opportunity
   (d) Franchising (3 x 6=18)