



Name:

Enrolment No:

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**End Semester Examination, December 2023**

**Course: Business Model Innovation and Entrepreneurial Strategy**

**Semester: III**

**Program: MBA Strategy & Consulting**

**Time : 03 hrs.**

**Course Code: STGM8025P**

**Max. Marks: 100**

**Instructions:**

**SECTION A  
10Qx2M=20Marks**

S. No.	Statement of question	Marks	CO
Q 1	What is the purpose of a business model canvas in entrepreneurship? A) Detailed business planning B) Rapid prototyping and testing of business models C) Ignoring key business elements D) Avoiding market research	2	CO1
Q 2	What is the primary focus of disruptive innovation in entrepreneurial strategy? A) Maintaining existing markets B) Creating new markets and value networks C) Avoiding experimentation D) Ignoring technological advancements	2	CO1
Q 3	How can entrepreneurs effectively manage risk and uncertainty in strategic decision-making? A) Avoiding experimentation B) Ignoring market trends C) Embracing agility and adaptability D) Sticking to a rigid plan	2	CO1
Q 4	Which business model archetype involves offering a basic product or service for free while charging for premium features? A) Subscription model B) Freemium model C) Platform model D) Licensing model	2	CO1
Q 5	What is a key advantage of platform business models? A) Reduced reliance on external partners B) Limited scalability opportunities C) Lower customer engagement D) Network effects and ecosystem growth	2	CO1
Q 6	Why is strategic partnership crucial in certain business models? A) To limit growth opportunities B) To avoid external dependencies C) To enhance value proposition	2	CO1

	D) To minimize the impact of competitors		
Q 7	Disruptive innovation typically leads to: A) Incremental improvements in existing products B) Sustaining the status quo in the industry C) Radical changes in industry dynamics and market share shifts D) A focus on traditional business models	2	CO1
Q 8	What is the purpose of a minimum viable product (MVP) in lean startup methodology? A) To have a fully developed and feature-rich product B) To test the fundamental viability of a product with minimal features C) To avoid market testing D) To launch a fully polished product	2	CO1
Q 9	What is a potential drawback of relying solely on a cost leadership strategy in entrepreneurship? A) Limited market share B) Reduced profitability C) Increased competition D) Inability to attract investors	2	CO1
Q 10	What is the primary focus of the "pivot" concept in lean startup methodology? A) Maintaining the original business model B) Making rapid adjustments based on feedback C) Ignoring market trends D) Avoiding changes to the product or service	2	CO1
<b>SECTION B</b> <b>4Qx5M= 20 Marks</b>			
	Statement of question		
Q 11	Why is understanding customer needs crucial for entrepreneurial opportunity recognition?	5	CO2
Q 12	Define the term "monetization" in the context of business models.	5	CO2
Q 13	Briefly explain the role of strategic partnerships in certain business models.	5	CO2
Q 14	Describe the role of disruptive technologies in the context of disruptive innovation.	5	CO2
<b>SECTION-C</b> <b>3Qx10M=30 Marks</b>			
	Statement of question		
Q 15	Describe the role of disruptive technologies in the context of disruptive innovation.	10	CO3
Q 16	Explain how the concept of "minimum viable product" (MVP) is crucial in the context of lean startup methodology. Provide specific examples of how an entrepreneur can effectively apply the MVP approach to test and validate a business idea. Additionally, discuss the benefits and potential	10	CO3

	<p>challenges associated with implementing an MVP in the early stages of a startup.</p> <p style="text-align: center;">OR</p> <p>Describe various challenges in scaling entrepreneurial ventures internationally.</p>		
Q 17	<p>Explain the concept of a "value proposition" in the context of business models. Provide an example of a company with a compelling value proposition and discuss how it contributes to the company's competitive advantage.</p>	<b>10</b>	<b>CO3</b>
<p><b>SECTION-D</b> <b>2Qx15M= 30 Marks</b></p>			
	Statement of question		
Q 18	<p>Imagine you are an entrepreneur planning to launch a tech startup in the e-learning industry. Develop a comprehensive business model for your startup, considering the following aspects:</p> <p><b>Value Proposition:</b></p> <ul style="list-style-type: none"> <li>• Clearly define the unique value your e-learning platform will provide to users.</li> <li>• Identify the key features that differentiate your platform from existing ones in the market.</li> </ul> <p><b>Revenue Model:</b></p> <ul style="list-style-type: none"> <li>• Outline the revenue model for your e-learning platform.</li> <li>• Consider pricing strategies, subscription models, or any other innovative approaches to generate revenue.</li> </ul> <p><b>Customer Segments:</b></p> <ul style="list-style-type: none"> <li>• Identify and describe the target customer segments for your e-learning platform.</li> <li>• Consider demographics, psychographics, and any specific niches you aim to serve.</li> </ul>	<b>15</b>	<b>CO4</b>
Q 19	<p>Imagine you are advising a traditional retail company that is considering a business model innovation to stay competitive in the rapidly evolving digital landscape. The company currently operates brick-and-mortar stores and sells products through traditional channels. Develop a comprehensive business model innovation strategy for the company, addressing the following any <b>two key components out of 4 components mentioned below:</b></p>	<b>15</b>	<b>CO4</b>

**Digital Transformation:**

- Propose a digital transformation strategy for the company, outlining how it can leverage technology to enhance its operations and customer interactions.
- Discuss specific digital technologies, such as e-commerce platforms, mobile apps, or data analytics, that can contribute to the transformation.

**Value Proposition in the Digital Age:**

- Redefine the company's value proposition to align with the expectations of digital-savvy consumers.
- Consider how the company can differentiate itself in the digital space and offer unique value to customers.

**Data-driven Decision Making:**

- Explore how the company can leverage data analytics to make informed business decisions.
- Discuss potential sources of data, analytics tools, and the insights that can be gained to enhance operational efficiency and customer engagement.

**Competitive Positioning:**

- Analyze the competitive landscape and propose strategies to position the company effectively against digital-native competitors.
- Consider how the business model innovation can create a sustainable competitive advantage.