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D Y PATIL UNIVERSITY

End Term Examinations (December 2018)

School: SOM

Program: MBA BIS

Course: Trend analysis and forecasting

Course Code: ATD602

Semester: III

Max Marks: 100

Duration (mins): 180 min (3 hours)

This question paper has two sections A and B.

Section A: 50 marks

A. This section has 10 questions. You need to answer any 5 of them.

B. Each question carries 10 marks.

1. Define Window of opportunity. Describe the opportunity identification process.
2. Describe the factors contributing to successful growth of a start-up enterprise. Explain the factors which lead to start-up business failure.
3. Describe the different elements of a business plan.
4. Explain Value chain.
5. Define Conceptual framework. Explain the steps in developing a conceptual framework.
6. Describe Scenarios. Explain Scenario planning process in detail
7. What is cognitive bias? Describe FAE.
8. Explain in details the techniques available to assess the industry attractiveness.
9. Entrepreneurs are made not born. Give your views. Narrate the outline for developing an entrepreneur.
10. Explain VALS framework.

Section B: 50 marks

A. This section consists of case studies.

B. All questions are compulsory.

1. Case study:

Happy Sequira was only 21 when she joined Palm Beach Resorts as a food and beverages (F&B) helper. She had just graduated from one of the premium catering colleges in the city. She was young, energetic and possessed a pleasant disposition.

Due to her experimenting nature she was not very successful with her F&B. however, when one of her managers tried her out in guest relations, she was an instant hit. From then on there was no looking back for her. She soon rose to the position of a Banquets Manager.

Even as a Banquets Manager she loved the Kitchen Section. She felt like cooking. Many a times she went to the Kitchen of one of the Palm Beach Resort Restaurants and experimented. Many a times she was successful, or this is what her Kitchen staff often told her. She was enjoying every bit of her life.

Unfortunately for her this was to be her glass ceiling. Due to a catering educational background not many in the Palm Beach Resorts Management thought that she could take up hardcore marketing assignments.

Happy was unhappy. She felt stifled. Her stagnation in position was making her feel truncated. She decided to go independent.

Over the years, being single, she had gathered enough money. Moreover, her father was a successful businessman and would love to fund any of his only daughter's ventures. Also being in guest relations, Happy herself knew a lot of influential people.

On the other hand, Happy Sequira was now 30. She had to seriously contemplate marriage due to parental pressures. Her rise at Palm Beach Resorts was meteoric, which implied that she was not used to serious failure. Besides Happy wondered what kind of a start up could she design to suit her needs?

Questions:

- (a) Should Happy Sequira go independent?
- (b) Should Happy follow her heart (F & B) or head (Guest relations)?

(c) If Happy decides to take up Guest Relations what kind of a start up do you suggest?

(d) If Happy decides to take up F & B what kind of a start-up do you suggest?

2. Case study:

Mr.Sundresh is a hardworking mechanical engineer working in the maintenance and repairs department of a reputed Indian automobile company for the last 10 years. He has developed a lot of understanding of the market needs and was aware that if his company did not use latest innovative techniques of maintenance to keep up with the market needs, they would face difficulties in the future. Mr.Sundresh tried to convince his seniors about his view point but no serious action was taken. Mr.Heshrun, Sundresh's friend who was working in the same company's sales department also felt the same. They both decided to do a proper feasibility study and prepare a business plan, to start their own enterprise, to serve the market needs but Mr.Sundresh was hesitant to leave the job.

- a) Will the new enterprise succeed? Should Mr.Sundresh leave the job?
- b) What are the various areas which needs to be studied in the new business plan.
- c) How should they build the corporate image of the new enterprise in the market?

3. Case study:

A small group of uneducated started a new venture of carrying tiffin boxes in Mumbai to office going people. The 'tiffinwallas' as they are commonly called in Mumbai is a household name for good reliable service. It has become a profit making industry and has grown over the years. The Mumbai Tiffinwallas are international figures now thanks to Forbes Global. The Forbes story details the efficiency with which they deliver the tiffins to their customers. Around 5,000 tiffinwallas deliver 1,75,000 lunch Boxes everyday and take empty back. They make ONE mistake in 1 month. This means there is one error on every million transactions (or 8 million deliveries of lunches). This is thus a Six Sigma performance (a term used in quality assurance — if the percentage of correctness is 99.999999—6 mines or more). That is within defect rate 3.4 in a million operations the performance which has made companies like Motorola world famous for their quality. Mumbai tiffinwallas have achieved a level of service to which Western Businesses can only

aspire. “Efficient Organisation” is not the first thought that comes to mind in India, but when the profit motive is given free reign, anything is possible. To appreciate Indian efficiency at its best, watch the tiffinwallas at work. These are the men who deliver 1,75,000 lunches (or tiffins) each day to offices and schools throughout Mumbai, the business capital of India. Lunch is in a container consisting of a number of bowls, each containing a separate dish, held together in a frame. The meals are prepared in the homes of the people who commute into Mumbai each morning and delivered in their own tiffin carriers. After lunch the process is reversed. And what a process—in its complexity, the 5,000 tiffinwallas make a mistake only once every two months, according to Raghunath Medge, President of the Mumbai Tiffinmen’s Association. That’s one error in every 8 million deliveries or 16 million if you include the return trip. “If we make 10 mistakes a month, no one would use our services, say the craggy handsome Medge. how do they do it? The meals are picked up and delivered home before the commuters return. Each tiffin carrier is, painted on its top, a number of symbols like square, rounds, triangles of different colour which identify where the carrier was picked up, the originating and destination stations and the address to which it is to be delivered. After the tiffin carriers are picked up, they are taken to the nearest railway station, where they are sorted according to the destination station. Between 10.15 a.m. and 10.45 a.m. they are loaded in crates into the baggage cars of trains. At the destination station they are loaded in crates into the baggage cars of trains. At the destination station they are unloaded by other tiffinwallas and re-sorted, this time according to the street address and floor. The 100 kgs crates of carriers, carried on tiffinwallas heads, hand wagons and cycles are delivered on time at 12.30 p.m. picked up at 1.30 p.m. and returned where they came from. The charge for this extraordinary services is just Rs. 150 per month, enough for the tiffinwallas, who are mostly self-employed, to make a good living. After paying Rs. 60 per crate and Rs. 120 per man per month to the Western railway for transport, the average tiffinwalla clears about Rs. 3,250. Of the sum Rs. 10 goes to the tiffinmen’s Association. It is a fruit of hard and demanding work of tiffinwallas. Coordination and minute to minute precision is the hallmark of the work, six days a week and all round the year. An eye on accuracy of work brings in the quality level. After minimal expenses, the rest of Rs. 50,000 a month that the association collects go to a charitable trust that feed the poor. Superb service and charity too. Can anyone ask for more?

Questions

- a. Elaborate on the volume of work involved in the job of Mumbai tiffin carrying service.
- b. Describe the entrepreneurial qualities /skills of 5,000 tiffinwallas?

- c. How tiffinwallas got fame as six sigma level service providers? Explain from the planning perspective?
