



IV Semester M.B.A. Degree Examination, July 2018

(CBCS Scheme)

MANAGEMENT

4.7.3 : Management of Startups

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following, **each** question carries **5** marks : (5×5=25)

1. Explain the importance of talent management in a business organization.
2. Write a brief note on 'infrastructure building' for a new business.
3. What are the ways to use technology for marketing of new products ? Elucidate.
4. How do you create and maintain organization structure ? Explain.
5. What are the goals of team building ? Explain its importance in startups venture.
6. What is digital marketing ? Explain its importance for startups.
7. How is organizational culture important to startups ? Explain.

SECTION – B

Answer **any three** of the following, **each** question carries **10** marks : (10×3=30)

8. Describe in detail the segmentation of markets for new products along with strategies for distribution.
9. Explain the different approaches to organization structure with their importance.
10. What are vision and mission ? Discuss the process of formulating mission and objectives.
11. Discuss the challenges of startups in India after demonetization.

P.T.O.



## SECTION - C

12. **Compulsory** case study :

(1×15=15)

Hemalatha Annamalai refuses to disclose how old she is despite numerous requests. "You really need this data ? "asks the founder and CEO of Ampere Vehicles Pvt. Ltd. (AMPVL). Set up in 2008, the Coimbatore based company, which counts Ratan Tata and Infosys co-founder Krish Gopaalakrishanan as investors. The company manufactures electric cycles (where one can switch between a pedal and battery mode), scooters and three wheelers. There's something else she's not willing to divulge : AMPVL's revenues and profits. "We are in advanced discussion to raise funds. So I can't share these details" she says.

While Annamalai fiercely guards such information, what cannot stay hidden in her entrepreneurial streak." Hema is not financially savvy, but she has built the foundations of a valuable game-changing enterprise, "says Hemchandra Javery co-founder and MD, Forum Synergies (India) PE Fund Managers. The fund was the first big investor to back AMPVL in 2013, "as we believed in Hema and identified her as a pioneer with a disruptive model in e-bikes market," adds Javeri.

After much goading, Annamalai relents, but only just. "I have crossed my half century, okay," she says of her age. And they have been a productive 50-plus years during which she co-founded four companies across domains such as embedded software tools, ticketing services, talent acquisition and technology training services. She has since exited them.

"I was tired of the series business-writing code and selling software. I wanted to do something different," says Annamalai. Her husband, Bala Pachayappa, who is CTO of AMPVL, was at a conference in Japan in June 2007 where a unit head of automotive giant Toyota spoke of the "end of era for internal



combustion engines". Immediately after the forum, he called up Annamalai. "I didn't know what he was talking about," she confesses. But after much research and a trip to the International Mobility Conference in Geneva in December 2007, Annamalai saw a future in building electric vehicles.

With two facilities in Coimbatore, AMPVL has an installed capacity of 60,000 vehicles a year. The fund rising that Annamalai speaks of is meant to scale up production and R&D capabilities "Currently, we are focused on developing our own integrated battery vehicle management system," she says. The company has also developed an electric three wheeler named Trisul for the need of women mill workers in Tamil Nadu.

"Hema has extraordinary passion and perseverance, with a strong sense of purpose and the dream of providing affordable mobility solutions for the masses in India", says Javery. The strong goal and objectives of business can lay strong foundation for growth with well managed strategy is the base of today's startups.

(Source : India Forbes, March, 2018 edition)

- 1) How important is vision, mission and objectives in a startup ?
- 2) What should be the plan to develop infrastructure in this case ?
- 3) Analyse the case with marketing perspective.