

MPS02

Roll No

Total number of printed pages: 01

Total number of questions : 07

Maximum marks : 60

Duration (hrs): 03

- Notes: 1. Question No 1 and 7 are compulsory
2. Answer any three from the remaining five.
3. Figures to the right indicate full marks.

- Q1 (a) Read the Case study attached and answer the questions given at the end. 20
- Q 2(a) Discuss the Timmons model of the Entrepreneurial process. 05
(b) You are the Senior Manager of a Business Development Consultancy. 05
An entrepreneur wants you to assess his business plan. Explain how you will assess it using the Timmons Model.
- Q 3(a) What are the attributes required for a successful entrepreneur. Give 05
specific examples for each.
(b) As a CEO, how will you identify and motivate entrepreneurs in your 05
organization.
- Q 4(a) Describe the six thinking hats as enumerated by Edward De Bono 05
(b) Explain how you would use the six thinking Hats model for decision 05
making in respect of choosing a new training system for Senior
executives in your organization.
- Q 5(a) Describe the process of creative problem solving giving examples. 05
(b) Give at least five specific ways to improve creative thinking among 05
members of your team as a team leader.
- Q 6(a) Enumerate the constituents of a business plan and describe them in detail. 05
(b) Formulate a business plan as an entrepreneur in any selected area of 05
Business. Give the generic idea and do not go into financial details.
- Q 7 Write short notes on (any two) 10
(a) Entrepreneurial process.
(b) Leadership skills for entrepreneurs
(c) Problem solving techniques.
(d) Lateral thinking.

Stew Leonard—The Great American Milkman

Stew Leonard was a second-generation milkman with a home delivery route until 1968 when state highway construction forced him to relocate. Because of this change coupled with the realization that home milk delivery was going the way of buggy whips, Stew Leonard built a barnlike retail dairy store with glass viewing windows separating his customers and milk cows. The dairy plant provided milk so fresh that the only way to get fresher milk was to of Excellence," Stew Leonard was heralded as one of the nation's most innovative companies alongside Disney, McDonald's, and Apple.

The genius of Stew Leonard is making customers happy through quality service and innovative marketing. His "Rock of Commitment" credo is "Rule 1: The customer is always right. Rule 2: If the customer is ever wrong, reread Rule 1." Leonard says he wants to make customers say "Wow!" and then return—again and again. A trip to Stew Leonard's store is an experience that reinforces his credo and his policies. Disneylike farm characters play music, perform, and mingle with customers. Live farm animals give children up-close encounters with egg-laying chickens, milk-producing cows, friendly rabbits, ducks, geese, and other domestic animals. On any given day, there is likely to be a live band, free gifts, and ice cream for youngsters. Stew Leonard and his family will be there every day, talking with customers, soliciting suggestions, and managing the business with one clear objective: Make customers happy.

His success is dependent on the sincerity of his policies and the attention to planning that result in what Leonard calls "action-based policies." These include "If you wouldn't take it home to your mother, don't put it out for customers"; "Only happy customers come back"; "A customer who complains is our best friend because we get the opportunity to improve"; "When in doubt, throw it out"; "Do it right the first time"; and "If you're training someone to be even better at your job than you are, then you're one of the most valuable people in our company."

Leonard often generates ideas from customers who are involved in his weekly creative brainstorming sessions. About a dozen customers are chosen at random and invited to sit down with Leonard's family and staff to explore ideas for the store. Meetings can last for several hours, and the results are often quite stunning.

own a cow. After 26 additions, the small barn has become an 8-acre complex with more than 600 employees in Norwalk, Connecticut.

In a White House ceremony in 1986, Leonard received the Presidential Award for Entrepreneurial Achievement from President Ronald Reagan, and Leonard was featured in Tom Peters' best-seller *A Passion for Excellence* as one of America's best-run companies. Featured in the television special "In Search of Excellence," Leonard's store has become a model of customer service. A complaint about strawberries always being prepackaged so that customers could not see whether they were getting their money's worth led to an open-bin arrangement where customers could pick and choose. The result was that, on average, customers bought more strawberries, and total sales nearly tripled. Another suggestion was that friendly cashiers be openly rewarded. Leonard started a daily program of "stopping the line" to announce and reward the best cashier in a fanfare manner. Customers periodically win free shopping sprees. There are two fish counters—one with prepackaged seafood and another with "morning fresh" seafood on ice. Leonard conducts classes through his employees for customers on cooking, and he periodically hires specialists in nutrition and diet control both to train employees and to guide customer purchases.

In Leonard's view, creativity is "listening" to others and building a business around the total environment rather than just a merchandise line. Consequently, his store sells more than food and more than service, it sells the idea of food preparation as a fun concept. Customers are on his organizational chart as participants in the store and its environment.

Success is reflected in more than 100,000 customers a week and more than \$100 million in annual sales, making Stew Leonard's the largest retail dairy in the world. In fact, he sells more of each item that he stocks than any other store in the world, including 10 million quarts of milk, or about 18,000 quarts per hour. Annual sales also include 100 tons of cottage cheese, 800 tons of salad, 1,000 tons of hamburger meat, 1,800 tons of poultry products, a million ice cream cones, nearly 3 million quarts of orange juice, 250 tons of butter, 5.6 million bananas, and 7.8 million ears of corn. These are a few of Stew Leonard's 800 record-setting products epitomizing a record-setting family business.

Questions on case study :

Q.1 Critically appraise the "Rock of Commitment" credo.

Q.2 Comment on the Entrepreneurial qualities of Stew Leonard

Q.3 Discuss the significance of the creativity and innovation for an entrepreneurial venture with reference to the given case.

Q.4 'A satisfied customer is the best advertisement' How did Stew ensure this ?