PVP24

Code No: **24BA2T6**

I MBA - II Semester – Regular / Supplementary Examinations
JULY 2026

ENTREPRENEURSHIP DEVELOPMENT AND BUSINESS MODELS

Duration: 3 Hours Max. Marks: 70

Note: 1. This question paper contains two Parts: Part-A and Part-B.
2. Part-A contains 5 essay questions with an internal choice from each unit. Each Question carries 12 marks.
3. Part-B contains one Case Study for 10 Marks.
4. All parts of Question paper must be answered in one place

BL – Blooms Level CO – Course Outcome

PART - A

			BL	CO	Max. Marks
UNIT – I					
1.	a)	Compare the functions of an entrepreneur in a small business versus a large corporation.	L4	CO1	6 M
	b)	Assess the importance of leadership in entrepreneurial success.	L4	CO1	6 M
OR					
2.	a)	Identify the role of technological advancements in promoting entrepreneurship.	L3	CO1	6 M
	b)	Differentiate the internal and external factors affecting entrepreneurship.	L2	CO1	6 M
UNIT – II					
3.	a)	Identify the impact of poor financial planning on a company's growth.	L3	CO2	6 M

	b)	Differentiate about short-term and long-term financial planning.	L3	CO2	6 M
		OR			
4.	a)	Interpret the role of financial planning in ensuring business sustainability.	L3	CO2	6 M
	b)	Illustrate the effectiveness of budgeting as a financial planning tool for successful entrepreneurship.	L3	CO2	6 M
		UNIT-III			
5.	a)	Explain how an ineffective business model can lead to business failure.	L4	CO3	6 M
	b)	Assess the importance of innovation in business model design.	L4	CO3	6 M
		OR			
6.	a)	How would you apply customer segmentation in developing a business model?	L3	CO3	6 M
	b)	Analyze the strengths and weaknesses of a subscription-based business model.	L4	CO3	6 M
		UNIT – IV			
7.	a)	Apply the concept of profit maximization to a small business scenario.	L3	CO4	6 M
	b)	Evaluate the impact of high operational costs on a company's profitability.	L4	CO4	6 M
		OR			
8.	a)	Compare tangible and intangible resources in terms of their VRISA potential.	L4	CO4	6 M
	b)	Analyse how a company's failure to leverage its rare resources can impact competitiveness.	L4	CO4	6 M

UNIT – V					
9.	a)	How would you apply the core value of "continuous improvement" in a manufacturing company?	L3	CO5	6 M
	b)	Differentiate the relationship between core values and employee engagement.	L4	CO5	6 M
OR					
10.	a)	Analyze the role of customer focus in the Baldrige Excellence Framework.	L4	CO5	6 M
	b)	Assess the effectiveness of the CII-EXIM model of India in driving innovation.	L4	CO5	6 M

PART – B

11.	**CASE STUDY**	L5	CO5	10 M

Medicare Hospital, a mid-sized healthcare provider, faced challenges in patient satisfaction, operational efficiency and employee engagement. To address these issues, the hospital adopted the Baldrige Excellence Framework, focusing on leadership, strategic planning and customer engagement. Over two years, the hospital implemented a performance measurement system, improved communication channels and invested in staff training. As a result, patient satisfaction scores increased by 30%, employee turnover reduced by 15%, and the hospital's operational efficiency improved significantly. However, leadership is now facing challenges in sustaining these improvements and ensuring continuous innovation in patient care.

Questions:

i) What key criteria of the Baldrige Excellence Framework did Medicare Hospital focus on?

ii) How did the implementation of the framework improve Medicare Hospital’s performance?

iii) What challenges might the hospital face in maintaining excellence over the long term?

iv) What additional strategies could the hospital implement to ensure continuous improvement?

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I MBA – II SEMESTER REGULAR EXAMINATIONS
JULY – 2026
ENTREPRENEURSHIP DEVELOPMENT AND BUSINESS MODELS

SCHEME OF VALUATION

PART – A			
Q.No.		Question	Marks
		UNIT – I	
1.	(a)	Functions of Entrepreneurs in Small Business	3 Marks
		Functions of Entrepreneurs in Large Business	3 Marks
	(b)	Concept of Leadership	2 Marks
		Importance of Leadership for Entrepreneurs	4 Marks
2.	(a)	Concept of Entrepreneurship	2 Marks
		Technological Advancements in promoting Entrepreneurship.	4 Marks
	(b)	Internal factors affecting the Entrepreneurship	3 Marks
		External factors affecting the Entrepreneurship	3 Marks
		UNIT – II	
3.	(a)	Financial Planning	2 Marks
		Effects of Poor Financial Planning	4 Marks
	(b)	Short – term and Long – term Financial Planning	2 Marks
		Short – term vs. Long – term Financial Planning	4 Marks
4.	(a)	The role of Financial Planning in ensuring Business Sustainability	6 Marks
	(b)	Effectiveness of budgeting as a Financial Planning tool for successful entrepreneurship.	6 Marks
		UNIT – III	
5.	(a)	Ineffective business model can lead to business failure	6 Marks
	(b)	Importance of innovation in business model design	6 Marks
6.	(a)	Customer Segmentation in developing a business model	6 Marks
	(b)	Strengths of a subscription-based business model	3 Marks
		Weaknesses of a subscription-based business model	3 Marks
		UNIT – IV	
7.	(a)	Profit Maximization to a Small Business scenario	6 Marks
	(b)	Impact of high operational costs on a company's profitability.	6 Marks
8.	(a)	Tangible and Intangible resources in terms of their VRISA potential	6 Marks
	(b)	Company's failure to leverage its rare resources can impact competitiveness.	6 Marks
		UNIT – V	
9.	(a)	The core value of 'continuous improvement' in a manufacturing company	6 Marks
	(b)	Relationship between core values and employee engagement	6 Marks
10.	(a)	Customer focus in the Baldrige Excellence Framework	6 Marks
	(b)	The effectiveness of the CII-EXIM model	6 Marks
		PART – B	

11.	(a)	Key criteria of the Baldrige Excellence Framework	3 Marks
	(b)	The implementation of the framework improves Medicare Hospital's performance*	3 Marks
	(c)	Challenges might the hospital face in maintaining excellence over the long term*	2 Marks
	(d)	Additional strategies could the hospital implement to ensure continuous improvement*	2 Marks

** As per the discretion of the examiner*

PART – A			
Q.No.	**Question**		**Marks**
	UNIT – I		
1.	(a)	**Functions of Entrepreneurs in Small Business** **1. Planning and Organization** • **Idea Generation**: Finding a unique product or service gap in the local market. • **Business Plan**: Writing a clear roadmap with goals, costs, and steps to make a profit. • **Resource Assembly**: Gathering raw materials, tools, location, and hiring workers. **2. Finance and Management** • **Securing Capital**: Raising initial money from personal savings, banks, or loans. • **Operations**: Overseeing daily production, sales, and customer service. • **Decision Making**: Making fast choices about pricing, suppliers, and problem-solving. **3. Risk and Growth** • **Risk Bearing**: Accepting the financial uncertainty and responsibility if the business struggles. • **Innovation**: Adding small upgrades or new ways to serve local customers better	**3 Marks**
		Functions of Entrepreneurs in Large Business • **Corporate Innovation:** Launching new product lines, adopting advanced technologies, and exploring untapped markets within the existing corporate framework. [• **Strategic Risk-Taking:** Vouching for high-stakes, unproven projects, absorbing potential financial setbacks, and navigating market uncertainties. • **Resource Reallocation:** Mobilizing large-scale human, financial, and technological assets to optimize efficiency and lower production costs. • **Opportunity Recognition:** Scanning macro-economic trends and consumer shifts to pivot or expand the corporation's business portfolio.	**3 Marks**
	(b)	**Concept of Leadership** Leadership is the ability of a manager to induce subordinates (followers) to work with confidence and zeal. Leadership is the activity of influencing people to strive willingly for mutual	**2 Marks**

		objectives. Leadership is the ability to awaken in others the desire to follow a common objective.	
		Importance of Leadership for Entrepreneurs 1. **Employee Empowerment:** One of the main responsibilities of a leader is to empower their team members. Empowerment involves providing the necessary tools, resources, and support to enable employees to take ownership of their work and make decisions. An empowered workforce is more engaged, motivated, and likely to contribute innovative ideas that can drive the business forward. 2. **Setting Clear Expectations:** Leaders should set clear expectations for performance and hold everyone accountable, including themselves. Clearly defined goals and expectations provide a roadmap for success and ensure that everyone is aligned and working towards the same objectives. 3. **Promoting Professional Development:** A culture of continuous learning and development is essential for the growth and success of both individuals and the organization. Leaders should encourage and facilitate professional development opportunities for their team members, helping them to develop new skills and improve existing ones. 4. **Recognizing and Rewarding Performance:** Recognition and rewards are powerful motivators. Effective leaders regularly acknowledge and appreciate the efforts of their team members and reward outstanding performance. This not only boosts morale but also fosters a culture of excellence.	**4 Marks**
2.	(a)	**Concept of Entrepreneurship** Entrepreneurship has been in vogue right from ancient times in India. During the medieval and early modem periods, it did not have the same vigour that was experienced in the contemporary period in the Western countries. Rather, the people who took to entrepreneurship during the British rule had to face insurmountable problems.	**2 Marks**
		Technological Advancements in promoting Entrepreneurship **Market Access and Digital Platforms** • **E-commerce reach**: Global storefronts on platforms like Shopify and Amazon let small businesses sell worldwide without physical shops. • **Remote work tools**: Cloud computing and video software cut office overhead and ease team collaboration. • **Drop-shipping models**: Automated fulfillment systems remove the need for large warehouses or heavy inventory. **Artificial Intelligence and Efficiency** • **Task automation**: AI and machine learning handle repetitive jobs, customer chats, and data processing. • **Smart planning**: Predictive analytics tools forecast sales	**4 Marks**

		trends and lower early business risks. • **Content creation**: Generative AI assists with fast marketing, social media design, and basic drafting. **Funding and Financial Tech** • **Crowdfunding access**: Online peer-to-peer lending and digital funding platforms make raising capital easier. • **Secure transactions**: Blockchain ledgers offer safe, open, and fast online payments. • **Digital accounting**: Mobile apps simplify invoicing, tax tracking, and credit card processing.	
	(b)	**Internal factors affecting the Entrepreneurship** **Personal and Psychological Traits** • **Motivation:** The inner drive to achieve success, independence, and personal goals. • **Risk Tolerance:** The willingness to face financial and career uncertainties. • **Self-Efficacy:** Belief in one's personal ability to execute tasks and handle challenges. • **Resilience:** The mental strength to recover quickly from setbacks and business failures. **Skills, Knowledge, and Experience** • **Business Acumen:** Understanding core concepts like finance, marketing, and budgeting. • **Creativity and Innovation:** The ability to generate unique concepts and novel problem-solving methods. • **Prior Experience:** Past work background that builds management confidence and industry insight. **Organizational and Firm-Level Resources** • **Financial Capital:** Personal savings or internal funds available to launch and sustain operations. • **Human Resources:** The quality, skill level, and dedication of the founding team and employees. • **Business Strategy:** Clear mission, vision, and internal operational structures.	**3 Marks**
		External factors affecting the Entrepreneurship **Economic Factors** • **Capital availability**: Easy access to loans, low interest rates, and venture funding fuel startup growth. • **Inflation and purchasing power**: High inflation reduces consumer spending, lowering product demand. • **Raw materials and labor**: Affordable and steady supplies of local materials and skilled workers dictate production capabilities. **Political and Legal Factors** • **Government policies**: Tax incentives, subsidies, and ease of business registration foster new ventures. • **Regulatory compliance**: Strict labor laws, licensing requirements, and environmental mandates add operational	**3 Marks**

		costs. • **Political stability**: A stable government builds investor confidence, while instability increases commercial risk. **Social and Cultural Factors** • **Consumer preferences**: Shifting buyer habits and trends dictate what products succeed or fail in a market. • **Social attitudes**: Cultural acceptance of risk-taking and business failure determines local entrepreneurial drive. • **Demographic shifts**: Population growth or aging trends alter target customer bases. **Technological Factors** • **Digital infrastructure**: Access to fast internet, modern software, and automation tools lowers entry barriers. • **Innovation pace**: Rapid tech changes require continuous adaptation to avoid product obsolescence.	
		UNIT – II	
3.	(a)	**Financial Planning** Financial planning is responsible for framing effective financial policies of an organisation regarding the administration, procurement, and investment of funds. It determines the funding requirements. It also sets suitable policies, programmes, and budget to ensure the adequate financial health of the firm can be maintained.	**2 Marks**
		Effects of Poor Financial Planning Financial and Debt Problems • **Unmanageable Debt:** Overspending leads to high-interest loans and credit card balances that grow out of control. • **Bankruptcy Risk:** Severe cash flow shortages can force individuals into legal bankruptcy. • **No Emergency Savings:** Unexpected medical bills or job loss become crises without cash reserves. • **Long-Term Security Issues** • **Retirement Shortfalls:** Failing to invest early means working much longer than desired or coming up short on funds. • **Missed Growth:** Poor allocation prevents wealth building through compound interest or tax-advantaged accounts. • **Health and Personal Stress** • **High Stress Levels:** Constant money worries trigger anxiety, depression, and sleep problems. • **Relationship Strain:** Financial fights and instability often cause family friction or separation.	**4 Marks**
	(b)	**Short – term and Long – term Financial Planning** Short-term financial planning focuses on managing cash flows, daily expenses, and financial goals over a period of 12 months or less. Key elements include building a monthly	**2 Marks**

budget, setting up an emergency fund, and paying off small debts.

Long-term financial planning is a strategic process that ensures your future financial independence. It involves setting actionable goals calculating the impact of inflation, diversifying investments, managing risk via insurance, and planning for retirement. Building a long-term roadmap safeguards against unexpected financial emergencies.

Short – term vs. Long – term Financial Planning

Aspect	Short-Term Planning	Long-Term Planning
Time Frame	1-5 years	10+ years
Goals	Immediate needs, emergencies, short-term goals	Retirement, wealth building, legacy planning
Risk Tolerance	Low risk	Higher risk (for higher potential returns)
Focus	Liquidity and stability	Growth and wealth accumulation
Investment Type	Cash, savings accounts, low-risk bonds	Stocks, property, pensions, diversified portfolios

4 Marks

4. (a) **The role of Financial Planning in ensuring Business Sustainability**

- **Cash Flow and Liquidity**
- **Predicts shortages:** Tracks money coming in and going out so a business can pay bills on time.
- **Protects operations:** Keeps daily activities running smoothly even if profits fluctuate on paper.
- **Builds reserves:** Sets aside emergency funds for slow sales periods.
- **Resource Allocation and Budgeting**
- **Optimizes spending:** Directs funds to areas that drive value and cuts unnecessary costs.
- **Supports growth:** Frees up capital for new technology, equipment, or hiring.
- **Prioritizes projects:** Matches investments with core business goals to avoid financial strain.
- **Risk Management and Resilience**
- **Prepares for shocks:** Anticipates market downturns or sudden expense spikes.
- **Manages debt:** Aligns loan repayments with real cash availability.

Ensures compliance: Keeps the business aligned with tax and industry rules to avoid fines.

6 Marks

(b) **Effectiveness of budgeting as a Financial Planning tool for successful entrepreneurship**

Core Benefits for Entrepreneurs

6 Marks

<table>
<tr><td></td><td></td><td>• Cash Flow Clarity: Maps out expected cash inflows and outflows to prevent sudden liquidity crises.
• Resource Optimization: Directs capital efficiently toward high-priority projects and profitable product lines.
• Expense Control: Sets clear spending caps to minimize waste and avoid unnecessary debt.
Strategic Decision-Making and Growth
• Performance Tracking: Serves as a baseline to compare real financial results against projected targets.
• Risk Mitigation: Highlights upcoming shortfalls early, allowing founders to adjust operations before a crisis hits.
• Investor Confidence: Demonstrates accountability, clear vision, and professional financial management to external stakeholders.</td><td></td></tr>
<tr><td colspan="4"><u>UNIT – III</u></td></tr>
<tr><td rowspan="2">5.</td><td>(a)</td><td>Ineffective business model can lead to business failure
Core Problems in a Bad Model
• Wrong value: Products do not solve real customer needs.
• Bad pricing: Charging too much or too little ruins profit.
• No cash: Running out of money before making a profit.
How to Fix or Avoid Failure
• Test the market: Ask real users if they want your product.
• Check the cash: Keep enough money saved for slow months.
• Change fast: Update your plan when customer habits shift.</td><td>6 Marks</td></tr>
<tr><td>(b)</td><td>Importance of innovation in business model design
Core Benefits of Business Model Innovation
• Competitive Advantage: Distinctive business structures make it difficult for rivals to copy your approach, setting your brand apart.
• New Revenue Streams: Changing how you sell (such as moving from one-time purchases to subscriptions) creates steady and predictable income.
• Market Disruption: Re-engineering operations allows smaller or forward-thinking firms to outmaneuver rigid industry giants.
• Enhanced Resilience: Flexible designs help companies pivot quickly during economic shifts, crises, or sudden technological changes.
Key Areas of Focus
• Value Proposition: Redefining what you offer to match shifting customer expectations.
• Operational Logic: Streamlining key activities,</td><td>6 Marks</td></tr>
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<tr><td></td><td></td><td>resources, and partnerships to lower costs.
• Customer Interface: Utilizing digital tools and direct channels to improve user experience and loyalty.</td><td></td></tr>
<tr><td rowspan="3">6.</td><td>(a)</td><td>Customer Segmentation in developing a business model
Key Segmentation Types
• Demographic: Grouping by age, gender, income, education, or occupation.
• Psychographic: Grouping by lifestyle, values, social class, or personality.
• Behavioral: Grouping by purchasing habits, brand interactions, or product usage rates.
• Geographic: Grouping by physical location, region, or urban/rural settings.
Role in the Business Model
• Value Proposition: Helps tailor specific product features to solve exact customer pains.
• Channels & Marketing: Directs the right message through preferred communication mediums for each unique group.
• Revenue Streams: Aligns pricing models with the economic capacity and willingness-to-pay of specific segments</td><td>6 Marks</td></tr>
<tr><td rowspan="2">(b)</td><td>Strengths of a subscription-based business model
Financial Stability
• Predictable cash flow: Regular payments make it easy to forecast future income.
• Easier budgeting: Stable funds help companies plan long-term investments and expansion.
• Higher value: Customers pay over a long time, increasing their total lifetime value.
Customer Connection
• Strong loyalty: Regular contact builds trust and keeps buyers coming back.
• Better insights: Usage data shows what buyers like so companies can improve.
• Easy upselling: Trusted relationships make it simple to offer extra features or upgrades.
Growth and Operations
• Low extra costs: Serving a new user often costs very little once the system is set up.
• Steady demand: It helps protect the business from slow or changing seasonal markets</td><td>3 Marks</td></tr>
<tr><td>Weaknesses of a subscription-based business model
• High Churn Risk: Customers can easily cancel if they stop seeing regular value, find a cheaper alternative, or experience payment failures.
• Upfront Acquisition Costs: Marketing and advertising expenses required to win a new subscriber often exceed the revenue collected in the first few billing cycles,</td><td>3 Marks</td></tr>
</table>

		straining cash flow. • **Subscription Fatigue:** As more industries adopt recurring payments, consumers grow tired of managing multiple commitments, leading to higher resistance against new sign-ups. • **Value Retention Pressure:** Companies must continuously update and improve their product or service to justify an ongoing, recurring fee, which raises operational and development costs.	
UNIT – IV			
7.	(a)	**Profit Maximization to a Small Business scenario** • **Optimize Pricing:** Raise the price of specialty drinks slightly based on strong customer demand, increasing per-unit revenue. • **Cut Wasteful Costs:** Negotiate bulk supply terms with a local dairy vendor to lower the variable cost per cup. • **Focus on High-Margin Items:** Promote high-margin pastries alongside coffee to boost average transaction value through cross-selling.	**6 Marks**
	(b)	**Impact of high operational costs on a company's profitability.** • **Power Margins:** Deducting high daily expenses (like rent, wages, and utilities) from total revenue leaves a smaller operating profit. • **Reduced Returns:** Elevated costs drive down key performance metrics like Return on Assets (ROA) and Return on Equity (ROE). • **Cash Flow Strain:** Heavy fixed or variable overhead leaves less cash available for emergencies or unexpected market drops. **Strategic and Long-Term Consequences** • **Pricing Pressure:** Companies may raise product prices to cover costs, which can push customers toward cheaper competitors. • **Stunted Growth:** Spending heavily on basic upkeep means less money is left for research, marketing, and expansion. • **Financial Distress:** Uncontrolled expenses can turn minor sales slumps into heavy losses or corporate debt. [1, 2, 3, 4, 5]	**6 Marks**
8.	(a)	**Tangible and Intangible resources in terms of their VRISA potential** Tangible resources are physical, measurable assets like machinery, cash, buildings, and inventory. • **Value:** Moderate. They are essential for day-to-day operations and basic production, but rarely drive unique market wins. • **Rareness:** Low. Competitors can easily buy identical	**6 Marks**

		equipment, real estate, or raw materials on the open market. • **Inimitability:** Low. Physical items can be bought, copied, or substituted with equivalent technology without major barriers. • **Non-Substitutability:** Low. Standard factories or capital can often be replaced by outsourced manufacturing or alternate financing methods. • **Appropriability:** High. Because ownership is clear and legally registered, the firm easily captures the financial returns generated by these physical assets.	
	(b)	**Company's failure to leverage its rare resources can impact competitiveness.** **Strategic Consequences** **Eroded Advantage:** Unused rare assets reduce market differentiation. **Competitor Entry:** Rivals fill gaps left by unexploited capabilities. **Value Loss:** Assets lose relevance during industry shifts **Corrective Actions** **Internal Audits:** Map and evaluate unique tangible and intangible assets. **Process Alignment:** Structure organizational policies to exploit strengths. **Dynamic Adaptation:** Reconfigure core competencies to match market changes.	**6 Marks**
		UNIT – V	
9.	(a)	**The core value of 'continuous improvement' in a manufacturing company** **Key Benefits** **Waste Reduction:** Removes non-value-added activities, excess materials, and wasted time from the production line. **Higher Quality:** Refines product specifications and processes to consistently deliver defect-free goods. **Employee Empowerment:** Encourages workers on the shop floor to share ideas, boosting job satisfaction and morale. **Main Practices** **Kaizen:** The foundational philosophy of making continuous, positive, and small daily changes. **Lean and Six Sigma:** Structured methods used to streamline workflows and measure operational precision. **Root Cause Analysis:** Investigating the true source of an error instead of just fixing the immediate symptom.	**6 Marks**
	(b)	**Relationship between core values and employee engagement** □ **Value Alignment:** Employees feel loyal and attached when company principles match their own personal standards. □ **Sense of Purpose:** Clear, active values give staff a deeper reason to care about their work beyond basic tasks. □ **Behavioral Trust:** When leaders live by these values every	**6 Marks**

		o Uses the **Plan–Do–Check–Act (PDCA)** approach to regularly monitor and improve performance. o Encourages innovation and learning across all business functions. 6. **Provides Benchmarking Opportunities** o Enables organizations to compare their performance with national and international best practices. o Facilitates learning from award-winning organizations and industry leaders. 7. **Improves Business Competitiveness** o Enhances operational efficiency and reduces waste. o Strengthens an organization's ability to compete in domestic and global markets. 8. **Ensures Long-Term Sustainability** o Balances financial performance with customer, employee, and societal outcomes. o Encourages sustainable growth through responsible business practices.	
PART – B			
11.	(a)	Key criteria of the Baldrige Excellence Framework	**3 Marks**
	(b)	The implementation of the framework improves Medicare Hospital's performance*	**3 Marks**
	(c)	Challenges might the hospital face in maintaining excellence over the long term*	**2 Marks**
	(d)	Additional strategies could the hospital implement to ensure continuous improvement*	**2 Marks**

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		day, it builds a safe and fair workplace that encourages high motivation. □ **Risk of Misalignment:** If written values do not match actual daily actions, workers quickly become unhappy and disengaged.	
10.	(a)	**Customer focus in the Baldrige Excellence Framework** **Customer Listening and Market Understanding** **Identifying groups:** Segmenting current, potential, and competitor customers. **Listening posts:** Deploying active methods to gather feedback across the entire customer lifecycle. **Anticipating needs:** Using collected insights to predict future requirements and market shifts. **Customer Engagement and Relationships** **Building loyalty:** Creating channels to foster lasting relationships and trust. **Complaint management:** Using refined service recovery systems to resolve issues quickly. **Measuring satisfaction:** Tracking satisfaction, dissatisfaction, and engagement to gauge marketplace success. **Strategic Integration** **Driving action:** Feeding customer intelligence directly into product development and strategy. **Closing gaps:** Treating ignored customer complaints or unused feedback as critical organizational failures.	**6 Marks**
	(b)	**The effectiveness of the CII-EXIM model** 1. **Improves Overall Organizational Performance** o Helps organizations identify strengths and areas requiring improvement. o Encourages continuous improvement in business processes and outcomes. o Aligns business strategies with organizational objectives. 2. **Enhances Customer Satisfaction** o Focuses on understanding customer needs and expectations. o Promotes higher product and service quality, leading to improved customer loyalty. 3. **Strengthens Leadership and Strategy** o Encourages visionary leadership and effective strategic planning. o Ensures that leadership drives a culture of excellence throughout the organization. 4. **Promotes Employee Engagement** o Encourages employee participation, training, empowerment, and recognition. o Improves employee motivation, productivity, and organizational commitment. 5. **Supports Continuous Improvement**	**6 Marks**