KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2017/2018

FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

BBA 872: ENTREPRENEURIAL ENVIRONMENTS

DATE: FRIDAY 9TH FEBRUARY 2018 **TIME: 5.30 P.M. - 8.30 P.M.**

INSTRUCTIONS: Answer question **one** and any other **three** questions.

Question one

Intrapreneuring Concepts

There is a general consensus in the literature about the meaning intrapreneuring. Intrapreneuring can be seen as the exercise of entrepreneurship, but within a large company. In this view, the role of an intrapreneur can be compared with the role of an entrepreneur. hereby, it is very important to create a balance between allowing him the freedom to make his own decisions and while working between the strategic boundaries of the firm. Mostly some current managers are denoted to work as intrapreneurs in order to identify new business opportunities, because they often already possess entrepreneurial competences. These individuals form entrepreneurial groups and try to persuade others to reproduce their behavior. In this way the intrapreneurs hope to create new corporate resources. To create successful intrapreneurship, top management of companies has to ensure that managers (intrapreneurs) feel supported by them when searching for new innovation opportunities. Otherwise intrapreneurship will not be effective. Besides that, management has to take care that they provide intrapreneurs enough freedom to work on the things they like with sufficient resources and failing oppotunities. Accordingly, corporate entrepreneurship often involves internal partners. The resources of the parent company and the internal teams of the company are usually managing the projects. Corporate entrepreneurship is also more than the development of new projects; it also implies innovations to existing products or brands. Scott, Rosa and Klandt (1998), as describes by Kenney and Mujtaba (2007), define the concept corporate entrepreneurship as the process of stimulating innovative ideas and processes. The common goal of the concept is creating wealth. This definition differs from the other two definitions above in the sense that it doesn't mention the protection of an established firm as a characteristic of corporate entrepreneurship.

(a) Explain the different models of developing corporate entrepreneurship as exemplified in the case above.

(b) Explain the key assumptions behind the development of corporate entrepreneurship in firms.

(c) What are the other factors (not mentioned in this case) that can be conducive to the development of Corporate Entrepreneurship.

Question Two

SMEs can easily reorganize tasks and processes and adapt to changing environments. Besides, it is also easier for SMEs to respond to rapidly changing environments due to the organizational structures of the businesses. Explain at least four types of organizational structures that are appropriate for SMEs growth and development. (10 marks)

Question Three

SMEs often lack the time and resources to identify and use external sources of scientific and technological expertise and advice. Discuss roles of at least two technology institutions towards the development of entrepreneurship. (10 marks)

Question Four

Discuss the challenges of small business management and provide solutions to the challenges. (10 marks)

Question Five

Explain at least three initiative by the government of Kenya to improve SMEs funding. (10 marks)

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