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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2020/2021 ACADEMIC YEAR
FOURTH YEAR SECOND SEMESTER
MAIN EXAMINATION**

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCB 456E

COURSE TITLE: CORPORATE ENTREPRENEURSHIP

DATE: 12/01/2021

TIME: 2.00PM-5.00PM

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE

- a) In details Elucidate the difference between organizational rejuvenation and domain redefinition in light to the strategic management process (4 Marks)
- b) Discuss any FOUR dimensions of entrepreneurship orientation in relation to corporate entrepreneurship (8 Marks)
- c) Citing examples, explain any THREE core corporate entrepreneurship measuring instruments (6 Marks)
- d) Identify any FOUR cultural and personal factors that have been identified as having implications for success in entrepreneurship and critically discuss the relevance of each of those factors to corporate entrepreneurship (8 Marks)
- e) Explain how the concept of disruptive innovation can assist an organization achieve a competitive edge in the industry (4 Marks)

QUESTION TWO

- a) Explain in details the pitfalls and barriers in implementing corporate entrepreneurship in a larger institution like Kibabii University (8 Marks)
- b) As a Bachelor of Commerce graduate of Kibabii University discuss some of the corporate entrepreneurial development programmes that you can instill to spur intrapreneurship (8 Marks)
- c) Explain the meaning of 'entrepreneurial 'mindset' and identify the inherent resistance that may counteract corporate entrepreneurial change in organizations (6 Marks)

QUESTION THREE

- a) In the context of corporate entrepreneurship strategy, a firm has decided to expand its operations through an acquisition. You have been approached to advice on what to be considered in order to ensure a successful acquisition. Clearly provide the required advice (8 Marks)
- b) By making references to any relevant theory (or framework) discuss how corporate entrepreneurship can be effectively implemented by organization you may choose a Kenyan organization as a point of reference (7 Marks)

QUESTION FOUR

- a) Discuss why corporate entrepreneurship has become a necessity in today's business environment (8 Marks)
- b) Explain "Strategic Renewal" in the context of corporate entrepreneurship distinguishing it from "Corporate Venturing" (6 Marks)
- c) Discuss any FOUR entrepreneurial structural configurations according to Mizerberg in corporate entrepreneurship (8 Marks)

QUESTION FIVE

- a) What kind of knowledge resources would be needed to enter successful strategic alliance as a corporate entrepreneurship strategy for a firm (6 Marks)
- b) Explain the critical aspects related to corporate entrepreneurship strategy in corporate management (8 Marks)
- c) Discuss why having Management Control Systems (MCSs) is a prerequisite in Corporate Entrepreneurship (6 Marks)