

# KIBABII UNIVERSITY



## UNIVERSITY EXAMINATIONS

**2019/2020 ACADEMIC YEAR  
FOURTH YEAR SECOND SEMESTER  
SPECIAL/SUPPLEMENTARY EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE**

**COURSE CODE: BCE 456E**

**COURSE TITLE: CORPORATE ENTREPRENEURSHIP**

**DATE: 09/02/2021**

**TIME: 11.00AM-1.00PM**

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### 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

**Read the following excerpt and answer the questions that follow**

Knowledge resources include the understanding of how to start up new organization, how to manage people and processes, how to attain growth and competitive position, and how to stage technology and new product development (Brush and Hart 2001, Wilund and Shepherd 2003). They are critical in new ventures accumulates. Both schumpeter (1934 and Penraji (1959) characterized entrepreneurship, or entrepreneurial management as the understanding of new possibilities. Before a new venture begins to hire staff, purchase equipment, create alliances, or sell its products or services, the founders must brave a rationale or logic in mind for taking these steps.

The founders will have developed some understanding of the opportunity space for a competitive position in the market place that ultimately leads to such actions! Likewise, before new venture founders begin to seek or develop additional resources that will facilitate going to market or provide competitive insulation, they must have some understanding of the types and configurations of resources that the opportunity calls for. Thus, new ventures rely on whatever knowledge resources are brought to the table by the founders (Brush, Greene and Hart, 2001). In contrast, a "shoot first, aim later" approach, taking actions without sufficient knowledge about an opportunity, often results in misdirection and a waste of resources. Many of the dot.com startups of the late 1990s and early 2000's suffered this fate.

The accumulation of knowledge resources at its inception also lays a foundation for the new venture's sustainability. Having accumulated knowledge through their own idiosyncratic experiences and processes, founders will have a unique view of opportunity in the market that cannot be appropriated by potential competitors. Thus, knowledge can be described using the characteristics that confer sustainable advantage (Barney 1991). The knowledge view therefore has implications not only for new venture start-up performance, but also for longer-term growth.

- a) Are Kenyan organization firms predisposed to leverage knowledge for their corporate entrepreneurship (CE) activities? Illustrate with a practical example (10 Marks)
- b) What kind of knowledge resources would be needed to enter successful strategic alliance as a corporate entrepreneurship (CE) strategy for a firm (10 Marks)



- c) How relevant is this abstract to corporate entrepreneurship in the context of social entrepreneurship (10 Marks)

### QUESTION TWO

- a) In details Elucidate the difference between organizational rejuvenation and domain redefinition in light to the strategic management process (4 Marks)
- b) 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)
- c) Briefly highlight any four (4) theoretical and or conceptual framework that undergird entrepreneurship and clearly explain the framework that explains corporate entrepreneurship (CE) (8 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) Identify a firm or organization in Kenya that has recently engaged in what you consider to be corporate entrepreneurship activity and write a report on it (5 Marks)
- c) 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 any four dimensions of entrepreneurship orientation in relation to corporate entrepreneurship (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) Citing examples, explain any four core corporate entrepreneurship measuring instruments (4 Marks)

### **QUESTION FIVE**

- a) Explain in details the pitfalls and barriers in implementing corporate entrepreneurship in larger institution like Kibabii University (8 Marks)
- b) Discuss the Discovery Driven Planning process in managing corporate ventures in corporate entrepreneurship (8 Marks)
- c) Explain how the concept of disruptive innovation can assist an organization achieve a competitive edge in the industry (4 Marks)