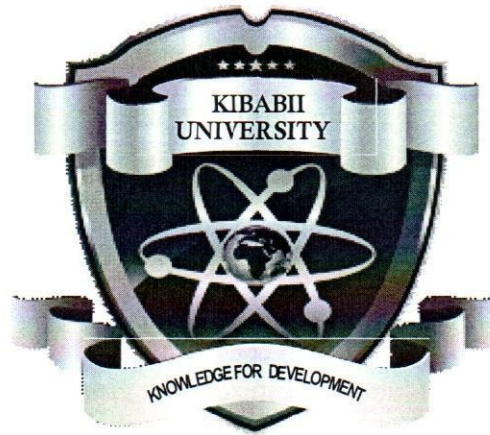


**KIBABII UNIVERSITY**



**UNIVERSITY EXAMINATIONS**

**SPECIAL/SUPPLEMENTARY EXAMINATION**

**2020/2021 ACADEMIC YEAR**

**FOURTH YEAR SECOND SEMESTER**

**FOR THE DEGREE OF BACHELOR OF COMMERCE**

**COURSE CODE: BCE 456E**

**COURSE TITLE: CORPORATE ENTREPRENEURSHIP**

**DATE: 21/01/2022**

**TIME: 2.00 – 4.00PM**

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**INSTRUCTIONS TO CANDIDATES**

**Answer Question ONE (compulsory) and ANY OTHER TWO questions**

### QUESTION ONE

- a) The central themes in corporate entrepreneurship are creativity and innovation;
  - i). Discuss any THREE hindrances attempts to creativity and innovation by an employee in an organization and suggest ways or overcoming them (6 Marks)
  - ii). By referring to any THREE organizational dynamics; for example, structure, culture, technology or any other, illustrate how the three chosen dynamics/variables can enhance or hinder creativity and innovation; and how the situation can be improved (6 Marks)
- b) The life cycle concept suggests that businesses should be constantly innovating to ensure that new introductions are ready when replacements are needed, to further ensure a constant and growing revenue stream. Discuss why Corporate entrepreneurship is sensitive and strategic responses to the different business life cycle (BLC) situations (10 Marks )
- c) Explain the meaning of 'entrepreneurial 'mindset' and identify the inherent resistance that may counteract entrepreneurial change in organizations (8 Marks)

### QUESTION TWO

- a) Most organizations employ corporate entrepreneurship to steer them into long-term prosperity in the future. With examples, explain some of the key areas that such organizations may establish their long-term objectives using corporate entrepreneurship. (8 Marks)
- b) Briefly discuss any TWO core theories (or models) relevant to contemporary corporate entrepreneurship practice and research in Kenya (8 Marks)
- c) Discuss the reasons why organizations that instill corporate entrepreneurship can gain and sustain competitive advantage at all levels of the business (6 Marks)

### QUESTION THREE

- a) Discuss why the balanced score card is a pre-requisite management control in corporate entrepreneurship (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 (6 Marks)

- c) Explain in details the main disciplines of Discovery Driven Planning in managing corporate ventures in corporate entrepreneurship (8 Marks)

#### **QUESTION FOUR**

- a) Discuss the 4 P's of innovation which describe the space in which corporate entrepreneurship takes place (8 Marks)
- b) Briefly explain any FOUR frequently used management control systems in corporate entrepreneurship (8 Marks)
- c) Elucidate the organizational structural factors that will enable corporate entrepreneurship to flourish (6 Marks)

#### **QUESTION FIVE**

- a) Discuss why the senior level managers are critically important in the corporate entrepreneurship process (8 Marks)
- b) Briefly explain the concept of discovery driven planning in corporate entrepreneurship (8 Marks)
- c) Elucidate the steps that will help innovative people develop a corporate entrepreneurial mindset (6 Marks)