MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

MAIN CAMPUS

UNIVERSITY EXAMINATIONS

2023/2024 ACADEMIC YEAR

THIRD YEAR

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCB 347

COURSE TITLE: CORPORATE ENTREPRENEURSHIP

DATE: TUESDAY, 19TH /12/2023 TIME: 3:00 – 5:00PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE AND ANY OTHER TWO QUESTIONS

TIME: 2 Hours

(b) State and explain forms of corporate entrepreneurship in modern large firms in Kenya. (10 marks)

QUESTION FIVE

(a) State and explain how a modern business organization facilitates an entrepreneurial culture within departments and among employees? (10 marks)

(b) A number of researchers in the field of corporate entrepreneurship have confirmed that for large firms to prosper and survive, they need to embrace corporate entrepreneurship. However, some of these firms attempt to inculcate this culture but fail. In this regard discuss any barriers of corporate entrepreneurial culture in existing firms in Kenya. (10 marks)

QUESTION ONE (Compulsory)

(a) The organizations that will truly excel in the future will be the organizations that will discover how to tap peoples' commitment and capacity to learn at all levels in the organization. How can an organization achieve this? (10mks)

(b) Bring out five elements of organizational process of creating Corporate Entrepreneurial culture.
(10mks)

(c) There is a proven importance of using individual entrepreneurial ideas in an organization in contrast of institutionalization of entrepreneurial skills of individuals. Elaborate how individual entrepreneurship talent contributes to the corporate entrepreneurship strategy of an organization. **(10 marks)**

QUESTION TWO

(a) The entrepreneurial organization is a simple organizational form that typically includes one large operational unit, with one or a few individuals in top management. An intrapreneur is someone within a company that takes risks in an effort to solve a given problem. Describe the key roles an intrapreneur should play in an organization to stimulate entrepreneurial. **(10 marks)**

(b) Corporate entrepreneurship decisions can be broadly classified into three categories: strategic, tactical, and operational according to the time horizon of the decisions. Explain the main stages of adopting an entrepreneurship concept into a new organization. **(10 marks)**

QUESTION THREE

The guiding principles in a traditional corporate culture are follow the instructions given, do not make any mistakes, do not fail, do not take initiatives but wait for instructions.

(a) On the basis of the statement above, argue out characteristics of a traditional organization. **(10mks)**

(b) Suggest five ways in which an entrepreneurial organization can reverse the feature in (a) above.
(10mks)

QUESTION FOUR

(a) Modern Firms are experiencing a general lack of long-term control of their external environments since there is turbulence that is beyond their control. As a new CEO, identify any challenges faced, what impact they have in your organization and how are you planning to counter or adapt to them? (10 marks)