

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS

POST GRADUATE DIPLOMA IN DEVELOPMENT STUDIES

ENTREPRENEURSHIP DEVELOPMENT AND ENTERPRISE MANAGEMENT [PGDDS 4205]

FINAL EXAMINATIONS: 17 MAY 2010

TIME ALLOWED: 3 HOURS

1. Answer question 1 any 3 questions
2. All questions carry equal (25) marks.
3. Questions may be answered in any order
4. Credit will be given for use of appropriate examples

QUESTION 1(Compulsory)

Read the story below and answer the questions that follow.

You are a small business advisor for an international organization and one of your clients call you for advice on how to prepare for the continuity of his chain of butchery and bar outlets beyond his time. He has been running the enterprises for the past five years. Interestingly, he has always wanted to transform his business from a sole trader to more of a family business that a corporate! The two branches have a combined staff complement of 15 and realizing substantial profits every year. His wife is a nurse and disinterested in the nature of the business. She spends most of her off duty time at her mother's nursery school. She also appears a bit irritated by the way her brother-in-law who tended to influence business decisions particularly at the bar. Their only two children are all teenagers and still in secondary school but likely to pursue different interests later in life.

- (a) To what extent does your client exhibit entrepreneurial characteristics? **[5 Marks]**
- (b) Explain how the situation in this case can illustrate the potential or possibility of 'intergenerational incongruity' occurring in the event of the founder 'letting go' the business of the family. **[5 Marks]**
- (c) Provide **CRITICAL STEPS** your client should follow to plan for the business continuity or sustainability beyond his time considering the challenges illustrated above. **[10 Marks]**

QUESTION 2

- (a) State the five critical success factors for entrepreneurial orientation. **[10 Marks]**
- (b) Identify the key steps in the innovation process. **[15 Marks]**

QUESTION 3

- (a) What are the key features that differentiate 'entrepreneurs' from 'intrapreneurs'? **[10 Marks]**
- (b) To what extent can succession function as either the 'dearth' or 'death' of entrepreneurship? **[15 Marks]**

QUESTION 4

Explain by use of examples the relationship between the three domains of entrepreneurship to the stages of business growth. **[25 Marks]**

QUESTION 5

- (a) Identify and explain the critical success factors for controlling and planning business growth. **[10 Marks]**
- (b) Discuss the challenges facing entrepreneurs and SMMEs in Zimbabwe **[15 Marks]**

QUESTION 6

- (a) Explain the following concepts and their relative contribution to business start-up or growth.
- (i) window of opportunity **[5 Marks]**
 - (ii) opportunity evaluation assessment **[5 Marks]**
 - (iii) risk management **[5 Marks]**
 - (iv) push and pull factors **[5 Marks]**
 - (v) innovation and creativity **[5 Marks]**

END OF PAPER