

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF
ENTREPRENEURSHIP AND ENTERPRISE MANAGEMENT

BEEM 214: STRATEGIC ENTREPRENEURSHIP MANAGEMENT

STREAMS: BEEM (Y2S1)

TIME: 2 HOURS

DAY/DATE: FRIDAY 26/03/2021

2.30 P.M. – 4.30 P.M.

INSTRUCTIONS:

- Answer question ONE and any other TWO questions
- Marks will be awarded for clarity and originality of ideas
- Do not write on the question paper

QUESTION ONE

- (a) An entrepreneur with limited experience in international entrepreneurship can greatly benefit from non-equity arrangements. Explain this statement showing the options that such an entrepreneur can apply with this mode of entry and operation [10 marks]
- (b) Discuss the conditions necessary for an opportunity to exist and the window of opportunity in searching for new entry opportunities showing the errors that the entrepreneur has to trade of in this process. [8 marks]
- (c) Greiner argues that organizations grow in various stages necessitated by crisis which the entrepreneur must resolve to advance to the next stage. Discuss [12 marks]

QUESTION TWO

- (a) International entrepreneurship differs in certain critical ways from domestic entrepreneurship. With practical illustrations from entrepreneurial ventures in Kenya, discuss this statement. [10 marks]
- (b) Strategic entrepreneurship is a growing field that focuses on entrepreneurial strategies. Define entrepreneurial strategy and set out the hindrances that entrepreneurs encounter in adopting strategic entrepreneurship. [10 marks]

QUESTION THREE

- (a) One of the greatest challenge for a first mover is creating lead time which enables the business enjoy the first mover advantages for longer. With practical examples from Kenyan businesses, demonstrate how entrepreneurs create lead time. [10 marks]
- (b) Explain what an entrepreneurial resource is and the characteristics of resources that can be applied to secure competitive advantage with reference to Wernerfelt's resource based view. [10 marks]

QUESTION FOUR

- (a) Selecting between the market scope strategies greatly depends on the risk that the entrepreneur wishes to reduce. With the aid of businesses pursuing contrasting market scope strategies, discuss this statement. [10 marks]
- (b) In a bid to reduce the risks associated with entering new markets, some entrepreneurs choose to adopt imitation strategies. Explain five reasons why imitation may not be the best entry strategy. [10 marks]
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