

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 06/12/2019

11.30 A.M. – 1.30 P.M.

INSTRUCTIONS:

- **Answer question 1 (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) Strategic entrepreneurship is a growing field that focuses on entrepreneurship strategies. Define entrepreneurial strategy and set out the hindrances that entrepreneurs encounter in adopting strategic entrepreneurship. (5 marks)
- (b) Highlight the strategic issues that an international entrepreneur needs to address in running his/her venture across different countries. (5 marks)
- (c) Explain the window of opportunity in searching for new entry opportunities and the errors that the entrepreneur has to trade off in this process. (5 marks)
- (d) Greiner argues that organizations grow in various stages necessitated by crisis which the entrepreneur must resolve to advance to the next stage. Discuss. (15 marks)

QUESTION TWO

- (a) Discuss in detail how resources can be applied to secure competitive advantage with reference to Wernerfelt's resource based view. (10 marks)

- (b) Fast-second movers do not simply wait for a dominant design in the market but rather they apply certain actions to ensure their products dominate the market. Explain any five tactics that may be applied by such entrepreneurs. (10 marks)

QUESTION THREE

- (a) In a bid to reduce the risks associated with entering new markets, some entrepreneurs choose to adopt imitation strategies. Set out the advantages that an entrepreneur can derive from imitation strategies. (10 marks)
- (b) Despite the entrepreneur's best effort, the business sometimes fails. Due to this, the entrepreneur may also need to think through his options for exiting the business. Distinguish between transfer and harvesting exist strategies and set out the options that an entrepreneur can adopt in harvesting. (10 marks)

QUESTION FOUR

- (a) It is common to find entrepreneurs who do not like being invested too much in the foreign markets. Non-equity arrangements provide a viable mode of entry and operation for such entrepreneurs. Discuss non-equity arrangements showing the forms they can take. (10 marks)
- (b) "Even when the new enterprise is growing, the entrepreneur cannot afford to relax and enjoy his success. Enterprise growth presents new challenges for the entrepreneur." Discuss. (10 marks)
-