



Investing in Africa's Future

COLLEGE OF BUSINESS PEACE LEADERSHIP AND GOVERNANCE

NEIC503: MANAGING ENTREPRENEURIAL VENTURES

END OF FIRST SEMESTER EXAMINATIONS

NOVEMBER 2022

DR MASHINGAIDZE

DURATION: 3 HOURS

INSTRUCTIONS TO CANDIDATES

1. ANSWER QUESTION 1 IN SECTION A AND ANY THREE (3) QUESTIONS FROM SECTION B
2. QUESTION ONE (1) CARRIES 40 MARKS AND ALL OTHER QUESTIONS CARRY 20 MARKS EACH
3. AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES
4. START EACH QUESTION ON A FRESH PAGE
5. CREDIT WILL BE GIVEN FOR LOGICAL, SYSTEMATIC, AND NEAT PRESENTATIONS.

SECTION A: COMPULSORY

Read the case study below and the questions that follow

Innovate or idea, expert tells companies

COMPANIES in Zimbabwe need to embrace innovation and technology lest they were condemned to death, National University of Science and Technology director of the Technopark, Eli Mtetwa, has said. The government, non-governmental organisations and civil society need to harness the power of multimedia techniques to reach a wider audience.

Speaking during the Alpha Media Holdings Conversations in Bulawayo on Friday, Mtetwa said there was need for companies and universities to collaborate. AMH are the publishers of NewsDay, The Zimbabwe Independent, The Standard and Southern Eye.

“Our companies in Zimbabwe, whether in Bulawayo or elsewhere in the country need to embrace innovation or involvement of innovation is what is going to render the country and companies uncompetitive because we are in a world of competition,” he said.

“The most important tool to use in competition is innovation. A study of small to-medium enterprises (SMEs) in India established that SMEs had linkages with universities survived most and SMEs that had no linkage to universities were highly prone to failure and to closure.”

Mtetwa said institutions of higher learning were offering companies affordable lines of innovation.

“I know companies in our country operate in a survival mode because of shortage of capital, short-term credit lines, high interest rates and because we are using the US\$ denominated currency, high labour costs, so they cannot afford to invest in innovation but let me assure you that these institution of higher learning, these universities and polytechniques they provide you with easy and affordable lines of innovation,” Mtetwa said.

“Innovation essentially resides in young people. Innovation capacity in young people, in student, is easy to tap into and with very small sums of seed money ranging from \$500 to \$5000 you can actually trigger innovation that can work in favour of your business by utilising students in universities.”

“You people have no vested interests in things which resemble the status quo. They don’t fear to dismantle the status quo and that’s what you need to do. You need to dismantle the status quo through innovation process,” he said.

Many companies in Zimbabwe are operating under subdued capacity due to a plethora of challenges such as lack of innovation, obsolete machinery among others. As a result, manufacturing sector’s capacity utilisation dropped 2.3% from 47.4% in 2016 to 45.1% in 2017, according to the Confederation of Zimbabwe Industries 2017 manufacturing sector survey report.

Courtesy of News February

QUESTION ONE

a. Identify and discuss the external variables which make it necessary for companies to innovate?

(20 marks)

b. Discuss the approaches being recommended for companies to innovate and why these can be considered entrepreneurial.

(10 marks)

c. Discuss the factors that might be barriers to innovation in Zimbabwean companies?

(10 marks)

d. Suggest ways in which these can be overcome?

(10

marks)

SECTION B: (ANSWER ANY THREE QUESTIONS)

QUESTION TWO (20 marks)

“Creativity in organisations can be likened to a crime.” Ford (1995) Using illustrative examples drawn from creative companies present a critical discussion of this view. (100 marks).

QUESTION THREE (20 marks)

Illustrate how entrepreneurial firms in Zimbabwe can use the Timmons Model of Entrepreneurial Process to grow their entrepreneurial ventures?

QUESTION FOUR (20 marks)

“Dynamic capabilities should be considered as the primary sources of value creation which enable firms to identify opportunities/threats in the market and to exploit/neutralise them by firms’ resources and capabilities’. Critically examine the strategies that a young and *strong* entrepreneurial firm can implement in an *unfavourable* environment.

QUESTION FIVE (20 marks)

Examine the role of leadership in the management of a high growth venture in the twenty first century.

QUESTION SIX (20 marks)

Discuss how young entrepreneurial companies in Zimbabwe are managing operational risks

END OF PAPER