



**DEPARTMENT OF BUSINESS MANAGEMENT**  
**ENTREPRENEURSHIP 2B01**  
**EMT / INT 2B01**  
**FINAL WRITTEN ASSESSMENT (EXAMINATION)**

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<b>COURSE:</b>	<b>BCom (Intrapreneurial Management)</b>
<b>DATE:</b>	<b>10 November, 2015</b>
<b>TIME:</b>	<b>150 minutes</b>
<b>MARKS:</b>	<b>125</b>
<b>EXAMINER:</b>	<b>Mr J Davids</b>
<b>MODERATOR:</b>	<b>Dr D Groenewald</b>

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**(This paper consists of 6 pages)**

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**INSTRUCTIONS:**

1. Read the questions carefully and answer only what is required.
  2. Answer all the questions.
  3. Make use of applicable practical examples to support your answers.
  4. Number your questions clearly.
  5. Write neatly and legibly. Systematic exposition is a prerequisite.
  6. Structure your answers by using appropriate headings and sub-headings.
  7. The general University of Johannesburg policies, procedures and rules pertaining to close book assessments apply to this assessment.
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## QUESTION 1

[24]

1.1 **Describe** corporate entrepreneurship.

(3)

Read the following scenario and answer question 1.2.

Sam James has recently completed a three year degree in Entrepreneurship and is keen to start a new venture. James is very passionate about swimming and holds senior championship titles in various disciplines. He is also a qualified swimming instructor and would like to provide mobile swimming lessons to his community. This means he will travel to the clients and provide the lessons in the client's pool.

James' research shows that the only traditional swimming school in Oakview has closed down a year ago due to operational problems and has since not re-opened. Most of the respondents indicated that they now travel more than 15km to get their children to the nearest swimming school, which is very inconvenient. Most of them also indicated that they prefer home swimming instruction for their children.

Satisfied with the opportunity that he has identified, Sam is ready to start his new business venture.

1.2 **Apply** the six (6) stage entrepreneurial process to the scenario to demonstrate your understanding of the steps Sam James will go through whilst creating the new venture.

(15)

1.3 **List** six (6) similarities between entrepreneurship and corporate entrepreneurship.

(6)

## QUESTION 2

[35]

Read the following scenario and answer question 2.1 and 2.2.

### **SABMiller: Growing around the globe**

SABMiller set out a vision to develop a balanced, global spread of businesses. A decade of major deals saw this dream become a reality. An important next step was to move into Latin America, in 2005 through the acquisition of Colombia's Bavaria S.A. In 2007 Koninklijke Grolsch N.V was acquired, and in 2008 saw the combination the Miller Brewing Company with the US business of Molson Coors, to create the MillerCoors joint venture. Later, in 2011 the Foster's Group in Australia was also acquired. This period confirmed Graham Mackay as one of the business world's most remarkable chief executives. By 2011, he had led SABMiller to become the second-largest brewer in the world, and had delivered a staggering 430% share price growth since the London listing in 1999.

Source: Adapted from <http://www.sabmiller.com/about-us/history>

2.1 The seminal work of Griener (1972) on the one hand, suggests that organisational structures evolve over time and on the other hand the work of Slevin and Covin (1990) explain patterns that occur in organisations over time as illustrated in their model of Entrepreneurial Leadership, Structure and the Concept of Cycling. **Integrate** the work of Griener (1972) and that of Slevin and Covin (1990) and then explain why an organisation such as SABMiller is able to align its structural form with the phase-related requirements of the innovation process. (13)

2.2 **Apply** the expectancy model (include a diagram in your answer) to the scenario to show how Graham Mackay is motivated to exhibit entrepreneurial behaviour in his job. (22)

#### QUESTION 4

[34]

Read the following scenario and answer question 4.1 and 4.2.

##### **Comair sets a new trend with innovative revamped ticket counters**

Comair operated airlines, kulula.com and British Airways have leaped ahead in creativity and innovation with the reveal of their revamped ticket counters at O.R. Tambo International Airport. The previous non-descript ticket area has been creatively transformed into an aesthetically pleasing space from which staff can best serve customers.

Shaun Pozyn, Marketing Manager of kulula.com and British Airways (operated by Comair) says, "The main motivation for the upgrade was to give our dedicated staff a place that they will love working in, which will increase their overall happiness and job satisfaction, and in turn result in an enhanced customer experience."

These are no longer standard ticket counters but rather aviation-themed creative hubs that communicate kulula and British Airways' (operated by Comair) love of flying. The inspiration for these ticket counters came from the Boeing 737-800 fleet. Aircraft elements were singled out and made into design focal points. At select airports, customers visiting the ticket counters can marvel up close and personal at the Boeing engine mounted to the wall.

Walls are lined with custom-designed wallpaper inspired by the flight path which contains the radar map and landing strip, specific to each airport location. The drawers behind the counters are not your usual credenzas but rather likened to Comair's galley catering trolleys used by cabin crew onboard.

The ceiling is painted blue with cloud-lights to give staff the feeling of working outside. Even the snapper frames which hold information and policies are designed to look like windows of an aircraft.

The design of the counters was conceptualised by kulula and British Airways' in-house marketing and design department since they know the brands best.

Erik Venter, chief executive officer (CEO) of Comair, officially opened the new customer service area at O.R. Tambo Airport.

Source: Adapted from <http://www.kulula.com/press-room/comair-sets-a-new-trend-with-innovative-revamped-ticket-counters>, Johannesburg, 19 February 2014:

4.1 Comair seems to encourage an entrepreneurial culture. **List** the seven (7) elements of an entrepreneurial culture. (7)

4.2 Use the Model of Middle-Level Managers' Entrepreneurial Behaviour as a guideline to **discuss** the actions that middle managers such as Shaun Pozyn, (Marketing Manager) must take to ensure that entrepreneurship contributes to the success of organisations such as Comair. (12)

4.3 **List** any five (5) shortcomings of corporate entrepreneurs that can hold back entrepreneurial initiatives. (5)

4.4 Corporate entrepreneurs should develop a personal style or approach that they bring to any entrepreneurial opportunity. **Identify** and **explain** any five (5) principles around which the corporate entrepreneur can design his/her personal model. (10)

**END OF ASSESSMENT**

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