



UNIVERSITY
OF
JOHANNESBURG

DEPARTMENT OF BUSINESS MANAGEMENT

ENTREPRENEURSHIP 2B01

EMT / INT 2B01

SUPPLEMENTARY WRITTEN ASSESSMENT (EXAMINATION)

COURSE:	BCom (Intrapreneurial Management)
DATE:	December 2015
TIME:	150 minutes
MARKS:	125
EXAMINER:	Mr J Davids
MODERATOR:	Dr D Groenewald

(This paper consists of 5 pages)

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.
-

QUESTION 1

[42]

Read the following scenario and answer question 1.1 and 1.3.

South Africa: Cwele Extends Post Office Administrator's Term

By Gareth Van Zyl

The man tasked with turning around the beleaguered South African Post Office (SAPO) has been given another extended term by government.

SAPO was put under administration in November 2014 after a protracted four-month illegal strike that dented postal services.

Dr Simo Lushaba was subsequently made the Post Office's administrator in light of a tough financial situation at the parastatal as well.

Earlier this month Minister of Telecommunications and Postal Services, Siyabonga Cwele, revealed in a response to a Parliamentary question that Sapo owes almost R245m to more than 2 000 suppliers, and is in arrears of over six months.

In light of all these problems, Minister Cwele has extended Dr Lushaba's term to September 30. This follows Lushaba's term being extended in February of this year as well.

The department confirmed that Cabinet has approved a 'strategic turnaround plan' (STP) during this period and that Cwele has "considered the need to have a seamless transition at the top leadership level of the SA Post Office as it implements the STP". The department also noted that Dr Lushaba is expected to continue overseeing the implementation of the STP, assist in the handover process to the new board, and "orientate the new board on the STP".

Source: adapted from <http://allafrica.com/stories/201508031292.html>

- 1.1 Consider the discussion in Kuratko et al. (2011) about the recognition and management of triggering events for corporate entrepreneurship. **Apply** this knowledge to the above scenario. Clearly show how entrepreneurship can be sustained in the SAPO after turnaround. (22)

1.2 List five (5) differences between start-up entrepreneurship and corporate entrepreneurship. **Note the mark allocation: one mark (1) for each corresponding aspect of comparison** (10)

1.3 A number of suggestions can be made regarding how government organisations must be transformed into entrepreneurial organisations. **Explain** ten (10) ways according to Osborne and Gaebler (1992) in which the South African Post Office can be transformed into an entrepreneurial organisation. (10)

QUESTION 2

[34]

Read the following scenario and answer question 2.1.

Local transport start-up gets going

25 August 2014: Moneyweb staff

What started as a pilot project for Metrorail back in 2012 has quickly evolved into “the world’s first contextual transit mobile app and service” according to Justin Coetzee, the start-up’s founder and CEO of Go Metro. “In a way, we’re very similar to Google Transit but for emerging markets and emerging regions.

We use multiple data sources to create real time transport alerts and announcements for mobile users, the majority of whom are working class commuters.”

Those data sources didn’t exist before Coetzee and his team began their journey, at least not in a digital storage system that could be easily accessed. “We asked Metrorail and similar organisations for their data sets which were not digitised, so over the last two years we’ve been digitising public transport operations” added Coetzee.

"It's the first real attempt to transform public transport data processing in South Africa, so it's an ongoing process, and something that will probably take us another three years to complete."

Adding a layer of entrepreneurial thinking and an element of risk to social problems is an approach that Coetzee is excited about, despite his concerns over the sector's ability to find and integrate sustainable business models into the quest to improve the process of commuting on a global scale.

"So far Go Metro has relied on advertising to generate revenue, which is something we want to move away from eventually because it does hamper your growth (depending on how you do it) and it isn't really sustainable. The other option is to participate in the transport transaction side of things."

So what's next for Go Metro? "International expansion into new markets and territories" Coetzee tell us. "The world is urbanising at an incredible pace, and there are over a thousand cities globally that don't fall into the first-world category that are struggling with the exact same dilemmas that we are. So our first port of call is to go where we're most wanted, like Indonesia, India, Malaysia, Nigeria and Turkey - hopefully one of those will click in the next 12 months."

Source: <http://www.moneyweb.co.za/moneyweb-technology-news/local-transport-startup-gets-going>

2.1 Develop a strategy for Go Metro by using the six (6) most salient decision areas for developing a strategy for entrepreneurship. (12)

2.2 Strategy does not exist in a vacuum. Even the most entrepreneurial of strategies will fail unless coupled with management practices that support and reinforce the strategy. **Discuss** the factors that contribute to a well-conceptualised entrepreneurial strategy. (14)

2.3 Discuss the concept “cycling” under structuring the organisation for entrepreneurship. (8)

QUESTION 3 [24]

3.1 Summarise the key responsibilities of top-level-, middle-level- and frontline managers that enhance successful entrepreneurial efforts. (11)

3.2 List any five (5) generally accepted characteristics associated with the entrepreneurial personality. (5)

3.3 Explain how the underlying characteristics of an organisation’s control system can facilitate entrepreneurial behaviour. **Make use of an illustration.** (8)

QUESTION 4 [25]

4.1 Discuss critically ten (10) crucial elements of an entrepreneurial philosophy of control. (10)

4.2 Discuss comprehensively the “dark side” of entrepreneurship. (15)

END OF ASSESSMENT
