

**ENTREPRENEURSHIP AND INNOVATION  
IN THE 4IR (CORE MODULE)****FINAL EXAMINATION****MODULE CODE: EIR9X02****EXAMINATION PERIOD: FOURTH QUARTER 2021**

<b>Date:</b>	Tuesday, 16 November 2021
<b>Time:</b>	07:00 – 08:30: read the provided case study 08h30 – 11h30: examination 11:45 submit examination
<b>Total Marks:</b>	100 (Weighting 50% of the total exam mark)
<b>Internal Moderator:</b>	Prof Herman Singh
<b>External Moderator:</b>	Prof Mikael Samuelsson

**Please read these instructions carefully**

- This is an open-book examination.
- Please answer **ALL** questions provided in the exam
- The exam has two sections A and B
- Ensure that your questions are numbered correctly and start each question on a new page
- Type in your name, student number, and date on the first page of your answer booklet.
- This question paper consists of 9 pages including the cover page
- Zomato case study consist of 11 pages

**Students must use the naming convention given for their answer book as follows.**

- Last Name \_Initial\_ Student Number \_MBA Exam Module Title \_Date (dd\_mm\_yy)
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- Example: Nkosi\_M\_201036829\_ MBA Innovative Marketing \_01\_ 09\_ 20)
- Please make sure that your **laptops are fully charged** before the exam window period.
- We advise students to be at a location that has **reliable internet access.**
- Use font Arial 12, line spacing 1.5.
- All answer books and relevant attachments must be uploaded on **Blackboard**

**Plagiarism**

**Please note that all exam answers will be submitted through the Turnitin similarity index to establish if there is a similarity. As this is an open book exam, you are required to use the APA academic referencing style. Where you quote verbatim from any source, the quotation must be in double inverted commas and the page number given as part of the reference.**

**Section A:**

- a. This section is counting for 40 marks
- b. Multiple choice.
- c. 20 Questions
- d. Each question counts for 2 marks

**Instructions:**

Answer ALL questions please. Please mark the SINGLE statement that is FALSE. All submissions with more than a single selection will be marked as an incorrect answer.

1. The key Digital definitions are:
  - a. Digital transformation is the overall business or societal effects of digitisation
  - b. Digital strategy is about the Fifth Industrial revolution
  - c. Digital talks to the pervasive use of technology in business operations and strategy
  - d. Digitalisation is the creation of digital processes using digitised artefacts
  - e. Digitisation is the conversion of analog items to digital versions or artefacts
2. The Innovators dilemma describes the following situation:
  - a. Disruptive innovations start at the bottom with simple products and services.
  - b. Sustaining innovation can be dangerous if practiced for too long
  - c. The fact that non-consumers can be an attractive market
  - d. A disruptor enters the market with far more features and benefits
  - e. Existing firms over-innovate on features
3. Patents are:
  - a. Only valuable if they allow you to charge more than the competitive price
  - b. Redundant once they expire or lapse
  - c. A guarantee of unicorn status
  - d. Often the result of Research and Development
  - e. Not proof of a successful innovation

4. Creative disruption is:
  - a. About otherwise fine firms perishing because they could not weather a particular storm
  - b. At the heart of Innovation
  - c. The concept created by Joseph Schumpeter
  - d. About the replacement of old solutions with new ones
  - e. About the changes in the world of the creative arts
  
5. Some possible early stage start-up funding sources are:
  - a. Friends, Family and Fools
  - b. Listing on a stock exchange
  - c. Angel investors
  - d. Debt
  - e. Crowdsourcing
  
6. The key elements of the Business Model canvas are:
  - a. Channels
  - b. Revenue streams
  - c. Costs
  - d. Strategy
  - e. Partners
  
7. The lean start-up approach seeks to solve the problem of:
  - a. Investing too much too early
  - b. Investing money in a wasteful manner
  - c. Testing riskiest assumptions early
  - d. Ensuring faster learning
  - e. Raising enough capital to ensure a launch runway

8. The Entrepreneurs approach to risk can be:
  - a. Risk tolerant
  - b. Balancing risk and reward
  - c. Risk ambitious
  - d. Risk Seeking
  - e. Risk Averse
  
9. Some Start-Up exit mechanisms are:
  - a. Ceding of shares to a Bank
  - b. IPO
  - c. Acquisition
  - d. Management Buyouts
  - e. Sale to a strategic investor
  
10. Key models describing the benefits of scale and technology progress are:
  - a. Moore's law
  - b. The S Curve
  - c. Metcalfe's law
  - d. The experience Curve
  - e. The learning curve
  
11. The key elements of design thinking are:
  - a. Synthesis
  - b. Analysis
  - c. Empathize
  - d. Ideate
  - e. Artistic

12. The key new measures of scale-up acceleration are
  - a. Acquisition
  - b. Activation
  - c. Retention
  - d. Referral
  - e. Awareness
  
13. Multi-sided marketplaces:
  - a. Are the basis of the platform economy
  - b. Are driven by eco-systems
  - c. Have a buy and a sell side
  - d. Tend to result in dominant players
  - e. Have a dependence on the Rule of 40
  
14. The key elements of VUCA are:
  - a. Chaotic
  - b. Volatility
  - c. Uncertainty
  - d. Ambiguity
  - e. Complexity
  
15. Digital Disruption occurs because:
  - a. Governments are intervening to reduce competition
  - b. Killer apps are filling the disruption gap
  - c. Customer expectations so service are rising exponentially
  - d. Consumers are adopting technology at a faster rate
  - e. Technology is changing faster than firms can adapt

16. The similarity and difference between a start-up and a scale up are:
- a. A start up does not have product-market fit
  - b. They both have business models that can scale exponentially
  - c. The both have teams with high ambition
  - d. Start-ups are more structured than Scale Up's
  - e. Scale-ups have bigger teams than start-ups
17. Entrepreneurs are:
- a. Able to balance opportunity, resources and team
  - b. Willing to assume all the business risk
  - c. Good at operating inside a large corporate
  - d. Determined and resourceful team builders
  - e. Visionary innovators
18. The Doblin model emphasises innovation in these areas:
- a. Delivery
  - b. Process
  - c. Offerings
  - d. Finance
  - e. Strategy
19. The key reasons for using Cohort analysis are:
- a. Assessing change in retention over user lifetime
  - b. Assessing change in retention over product lifetime
  - c. In order to perform behavioural analytics
  - d. Helps to determine an MVP
  - e. Helps to assess Lifetime value of customer

20. The S Curve illustrates:
- a. The impact of emerging over existing technology
  - b. The risks of relying only on incremental innovation
  - c. The Innovator's Dilemma
  - d. Illustrates the power of customer's persona
  - e. The impact of disruptive technology

### **Section B: Case study: Zomato**

- a. This section is counting for 60 marks
- b. Five essay questions
- c. Each question counts for 12 marks

#### **Instructions:**

- a. Answer **ALL** questions
  - b. Answer questions using the course's theory base, examples, and the case study itself.
  - c. Please read the case study on **Zomato** and answer the 5 questions below:
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1. Explain how COVID impacted the Food ordering and booking business strategically in India and South Africa. Use the Business Model Canvas to motivate your answer.
  2. How could the Zomato lessons in managing the platforms and ecosystems in this crisis be extended to South Africa? Use the Platform model of two-sided marketplaces and the Network effect to illustrate this.
  3. Evaluate the Zomato operating model for growth and the impact of its strategic pivots. Use the Flywheel model to illustrate effects. How would this apply to SA?



4. Assess the metrics used in the assessments of Zomato to measure success. Were they appropriate? Use the AARRR model to critique this and make recommendations on changes.
5. What strategic growth challenges will Zomato have to deal with going forward? Use the theory of Digital Disruption to assess the extent to which Zomato could be open to attacks and disruption in the future. Would these recommendations be relevant for South Africa?