



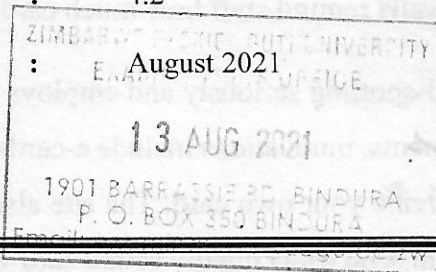
ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

COURSE CODE : CEN 404
COURSE TITLE : Corporate Entrepreneurship
SPECIAL REQUIREMENTS : None
DURATION : 3 Hours
LEVEL : 4.2
DATE : August 2021



INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. **Section A is compulsory**
3. **You are required to answer any Three Questions in Section B**
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets []

Section A

Case study: Hallmark

The well-known US greeting cards company Hallmark was founded in 1910 when Joyce Clyde Hall started selling from two shoeboxes of postcards in Kansas City. Hallmark now designs about 19 000 new greeting cards every year. Each card costs about \$40 000 to produce and is expected to generate some \$85 000 in sales. Hallmark takes creativity and innovation seriously. Their philosophy, work environment and development programmes are designed to encourage creative thinking. Their global headquarters is still in Kansas and their 800 in house creative staff is based there. They have access to the world's biggest creative library with some 20 000 volumes and 175 current periodicals. They also have a programme of visiting speakers, including writers, photographers and artists. Their staff development programme is diverse with courses on working with Hallmark's colour management process but also classes on sculpting and even doll-making. They have a creative renewal programme for staff who feel they are losing their edge which is based at their own creativity retreat, Kearney Farm, an old farmhouse set in a 172 acre estate. It boasts its own art studio and regular creative brainstorming sessions are held there. Hallmark also organizes research visits to overseas countries so that staff keeps in touch with emotions in different countries. However there is a hard edge and slogans on some office walls remind staff how much card that does not sell will cost.

The company takes trend-spotting seriously and employs staff to constantly scan environment to monitor new developments, innovations include e-cards that can be sent via Hallmark's own website. You can even create your own card. The site also has a hugely popular "Say-it-with-music" line where you can send a CD quality sound card with a choice of more than 100 music artists as well as dialogue and themes from popular movies and television shows. With over 250 designs they feature the original artists and songs and link to the captions and sentiment of the card. The cards even appear on websites such as YouTube, with people lip-synching along to the cards 45 second music clips.

Source: Burns, P 2013 Corporate Entrepreneurship Innovation and Strategy in Entrepreneurship, New York, Palgrave, McMillan

Required

- a. Citing examples from the case study, briefly discuss whether Joyce Clyde Hall meets characteristic of an entrepreneurial mind-set. [7 marks]
- b. Explain any rules for fostering an innovative environment as applied at Hallmark. [8 marks]
- c. Explain characteristics displayed that are associated with an entrepreneurial individual. [10 marks]

Section B

Answer Any Three Questions

Question Two

Entrepreneurship can be manifested in companies through corporate venturing. Discuss the models of corporate venturing. [25 marks]

Question Three

Discuss how the following factors could hamper or constrain corporate entrepreneurship.

- a. Systems [6 marks]
- b. Structures [6 marks]
- c. Policies and procedures [6 marks]
- d. Culture [7 marks]

Question Four

Evaluate the role of the Zimbabwean government in promoting growth and development of entrepreneurship. [25 marks]

Question Five

Citing practical examples discuss the key capabilities that would contribute towards an organization achieving a sustainable competitive advantage. [25 marks]

Question Six

Describe the role of creativity and innovation in relationship to entrepreneurship. [25 marks]