

The
Management
University
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CERTIFICATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
CERTIFICATE IN ENTREPRENEURSHIP

CES 105: POLICY ISSUES IN ENTREPRENEURSHIP

DATE: 30TH JULY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the case study below and answer the questions that follow:

POLICY IMPLEMENTATION AT GREENHARVEST ORGANICS LTD

GreenHarvest Organics Ltd, a growing agribusiness firm in Kenya specializing in organic food production, realized that rapid expansion had created operational inconsistencies across departments. To improve coordination and ensure compliance with industry standards, the management initiated the development of comprehensive policy documents. The company introduced five key policies: a Human Resource Policy to standardize recruitment and performance management; a Financial Policy to guide budgeting and expenditure controls; a Procurement Policy to ensure transparency in sourcing; a Health and Safety Policy to protect employees and promote food safety; and a Customer Service Policy to maintain consistent service quality. These policy documents aimed to streamline decision-making, eliminate duplication of tasks, and enhance accountability within the organization.

However, while developing these policies, GreenHarvest faced multiple challenges. Managers encountered resistance from employees unaccustomed to formal systems, and the dynamic regulatory environment in the agribusiness sector made it necessary to continuously review compliance requirements. Limited technical expertise in policy drafting and the high cost of engaging consultants further delayed implementation. Despite these challenges, the policies eventually helped GreenHarvest achieve operational efficiency, stronger internal controls, and improved customer confidence, demonstrating that well-developed policies can significantly enhance organizational performance when properly implemented and periodically reviewed.

Required:

- a) Clearly Five ways policy documents can be employed to streamline business operations

(10 Marks)

- b) Enumerate Five challenges likely to encountered when developing policies for a new business enterprise

(10 Marks)

- c) Propose five sources of information for developing policy document for an enterprise

(10

marks)

QUESTION TWO

- a) Discuss five challenges Small and Micro Entrepreneurships have to overcome in developing countries.

(5 Marks)

- b) Discuss five aspects that differentiate various sizes of enterprises.

(5 Marks)

QUESTION THREE

- a) Discuss five challenges likely to be faced by Micro Small Enterprise Authority (MSEA) in supporting Entries in Kenya.

(5 Marks)

- b)** Highlight the responsibilities by MSEA in promoting Micro Small Enterprises in Kenya

(5 Marks)

QUESTION FOUR

- a) Propose three tax incentives that governments may offer to encourage the growth of startups and small enterprises.

(6 marks)

- b)** Elucidate two tax obligations that startups must comply with in order to operate smoothly in Kenya.

(4 marks)

QUESTION FIVE

- a) Explain three ways start -ups can benefit from Intellectual Property policies.

**(6
marks)**

- b)** Identify and briefly explain three main types of Intellectual Property Rights.
(4 marks)

QUESTION SIX

- a)** Discuss five ways technology can aid in Small and Medium Enterprises Development in Kenya
(5 Marks)
- b)** Propose Five ways the Kenyan government has assisted in the growth of SMES
(5 Marks)