The Management University of Africa

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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT STUDIES AND SOCIAL SCIENCES (SADS)/ SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP/

DEGREE OF MASTER OF ARTS IN DEVELOPMENT STUDIES/

MML 5203/ MDS 505: ENTREPRENEURIAL MANANGEMENT AND LEADERSHIP/

DATE: 3RD AUGUST 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

ENTREPRENEURIAL MANAGEMENT AND LEADERSHIP

Entrepreneurial management and leadership play a critical role in the success and sustainability of businesses. Entrepreneurial management focuses on identifying opportunities, organizing resources, managing risks, and creating value, while entrepreneurial leadership involves inspiring and guiding individuals toward achieving organizational goals. Successful entrepreneurs combine innovation, strategic thinking, and effective leadership to overcome challenges and drive business growth. This case study examines how entrepreneurial management and leadership contributed to the success of a growing agribusiness enterprise in Kenya.

Green Harvest Agribusiness was established in Kajiado County by a young entrepreneur named James Mwangi. After observing the increasing demand for organic vegetables in urban areas, James identified an opportunity to supply fresh produce to supermarkets, hotels, and households. However, he faced numerous challenges at the beginning, including limited capital, inadequate farming technology, and strong competition from established suppliers. Despite these obstacles, James demonstrated strong entrepreneurial management skills by conducting market research, understanding customer preferences, and developing a clear business strategy. One of the key entrepreneurial management practices employed by James was effective resource mobilization.

Since he lacked sufficient capital to purchase large parcels of land, he partnered with local farmers and introduced contract farming

arrangements. Through this approach, farmers produced vegetables according to agreed quality standards while Green Harvest handled marketing and distribution. This strategy reduced operational costs and enabled rapid expansion without significant investment in land ownership. James also embraced modern irrigation technologies and organic farming methods to improve productivity and product quality.

Leadership played a vital role in the growth of Green Harvest Agribusiness. James demonstrated a transformational leadership style by motivating employees and farmers to embrace innovation and continuous improvement. He communicated a clear vision of becoming a leading supplier of organic produce in Kenya. Through regular training sessions, he empowered workers with knowledge on modern farming practices, quality control, and customer service. As a result, employees became more committed and productive, contributing to improved business performance. The entrepreneur also exhibited strong decision-making skills. During a prolonged drought that affected agricultural production in the region, many competitors experienced severe losses.

James responded by investing in water harvesting systems and greenhouse technology. These strategic decisions enabled the company to maintain production throughout the dry season and meet customer demand when competitors could not. Consequently, Green Harvest gained new customers and strengthened its market position. Another important aspect of entrepreneurial leadership demonstrated in this case was relationship management. James established strong partnerships with suppliers, customers, financial institutions, and agricultural extension officers.

These networks provided valuable information, technical support, and access to financing opportunities. By building trust and maintaining effective communication, he created long-term relationships that enhanced business stability and growth. His leadership fostered collaboration among stakeholders, leading to mutual benefits and sustainable business

development. Innovation was also central to the company's success. Recognizing the growing use of digital technologies, James introduced an online ordering platform and mobile payment systems. Customers could conveniently place orders and receive deliveries at their preferred locations. This innovation improved customer satisfaction and expanded the company's market reach beyond Kajiado County. Entrepreneurial management enabled the business to adapt to changing market conditions and consumer preferences, ensuring continued competitiveness.

As the business expanded, James faced challenges related to managing a larger workforce and maintaining consistent product quality. To address these issues, he introduced formal management structures, delegated responsibilities to supervisors, and implemented performance monitoring systems. These managerial practices improved operational efficiency and accountability within the organization. His ability to balance entrepreneurial creativity with sound management principles contributed significantly to the company's long-term success.

Required:

a) Argue for Entrepreneurial Management and Leadership as an essential program to be taught to all upcoming entrepreneurs in Kenya

(10 marks)

b) Articulate how James demonstrated effective entrepreneurial leadership in his Green Harvest Agribusiness

(10 marks)

c) Studies have shown that over 75% of all new businesses do not live to enjoy their third birthday. Propose programs that James should implement in his agribusiness to enhance his business sustainability

(10 marks)

QUESTION TWO

a) Intrapreneurship has been recommended as a means through which organisations can enhance their competitiveness. Propose how Kenyan

entrepreneurial organizations could create an atmosphere that encourages intrapreneurship within the organization

(10 marks)

b) Assess Challenges that upcoming entrepreneurs face from their peers at initiation

(5 marks)

QUESTION THREE

a) Many scholars have argued that without innovation, organisations are bound to fail in the long run. Assess any five types of innovation that Kenyan SMEs can adopt

(10 marks)

b) Amina has won herself one million Kenya shillings from the presidential working party as an affirmative action to promote businesses in Northern Kenya. Propose any five Approaches that Amina can use to start a camel meat enterprise

(5 marks)

QUESTION FOUR

a) Though a costly endeavour, SMEs cannot strive in the midst of existing business giants without innovation. Propose the innovative steps that an upcoming entrepreneur can use to instil to his employees the willingness to accept new activities amid prevailing resistance to change common to most employees

(10 marks)

b) Argue for finances from the mainstream banks as a source of working capital for small businesses

(5 marks)