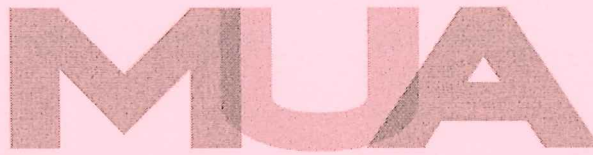


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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

MASTER OF MANAGEMENT AND LEADERSHIP AND MASTER OF ARTS IN
DEVELOPMENT STUDIES

MML 5203/ MDS 505: ENTREPRENEURIAL MANAGEMENT AND LEADERSHIP

DATE: 29TH NOVEMBER 2023

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:

GOOGLE INC.

Google Inc. is a search engine, an entrepreneurial venture by Sergey Brin and Larry Page. Google, initially named Backrub, was started as a research project by Sergey Brin and Larry Page. In 1997 they registered the domain name google.com derived from the word "googol," a mathematical term representing one followed by 100 zeros. It was named so as to reflect the immense volume of information that exists, and the scope of Google's mission. In 1998, it became a privately owned incorporate known as Google Inc. With use of state of the art technology and extensive research on search algorithms, Google successfully established its brand name in internet search engines. It now employs almost 20,000 employees world over with a management team which boasts of having some of the most experienced technology professionals in the industry. Google became successful because it was faster and better at finding the correct answer than other search engines at the time. Over the years Google has grown and expanded offerings from a single service to dozens. Its dedication to its users and belief in the possibilities of the Internet remain unchanged.

Mission: To organize the world's information and make it universally accessible and useful. (www.google.com); Products and Services offered: Online productivity software like the Gmail e-mail software, applications such as the web browser Google Chrome, social networking tools like Orkut and Google Buzz, the Picasa photo organization and editing software, Google Talk instant messaging and phone operating system like the Android mobile; Culture: Google is known for having an informal corporate culture. Google still maintains a small company feels even though it has grown a lot since its inception. Its commitment to innovation depends upon everyone feeling comfortable sharing ideas and opinions. No employee hesitates to directly pose questions to Larry or Sergey. When not at work, the employees pursue interests from wine tasting to flying Frisbee.

Entrepreneurial Orientation of Google Inc includes risk taking which involves embarking on new ventures like Google Green and Google Venture gives evidence that Google inc. is a risk taking firm as significant amount of resources were committed in these ventures without surety of their success. Google is the only company in the world which was bold enough to take the risky step of playing with the Company's logo by creating doodles. In 2011, Google launched Google TV which is a combination of TV, applications, search and entire web on TV. This is a risky venture considering that it was a direct competition to conventional TV.

Innovation: Even after having successfully established a brand name, Google Inc. has continued to invest heavily in innovation and launched many new products and designs over the years. They have kept the element of imagination that transforms designs from

simple to delightful alive and kept evolving products in new directions. Some of their innovative products include Google Translate which is the world's largest machine translation engine having more than 50 language pairs. Google Translate mobile version can transcribe one's voice, translating the content into any other language of choice and then speaking it back to the User; Android which is a mobile service which lets Users access information at will. Users can carry out various tasks like checking mail, online shopping etc from their mobile phones; Google Instant which predicts User's search and shows results instantly even before typing is finished; Google Books which allows users to manage a personal bookshelf, see what books friends are readings, share books etc; Google Chrome which is a modern browser designed to handle complex dynamic web. Chrome was built based on three ideas: simplicity, speed and security. Its powerful JavaScript engine helps Chrome handle complex web applications at lightning speeds. It includes features designed for efficiency and ease of use. For example, one can search and navigate from the same box. It has built in features like translation, built-in malware, phishing protection and auto updates to ensure the browser is up-to-date with the latest security updates;

On Service consciousness, Google Inc. is committed to providing best quality of services to the Users. The company knows that time is valuable for Users and therefore it aims to provide fast, accurate and easy-to-use services. Google's search interface is offered in more than 110 languages and translation tools are available to translate web pages to address the needs of people around the globe. On competitive aggressiveness, it is a fact that competition keeps Google Inc. on the toes. Google continuously invests in research & technology to keep ahead of competition. Owing to cut throat competition from rivals like Microsoft's Bing, Google has enhanced output potential of every internet search by introducing Google Instant which makes the search faster by almost 2 to 5 seconds.

Autonomy refers to the independent actions taken by entrepreneurial leaders or teams to start a new venture and seeing it succeed. Google Inc. has started various new ventures like Google Org & Google Green and worked hard to make them successful.

Required

- a) Propose the entrepreneurial traits that Sergey Brin and Larry Page, the Google inc. founders had (10 marks)
- b) Assess the role that innovation has played in Google Inc. (10 marks)
- c) "When disruption hits, in any industry, the incumbent can struggle to address the threat, aka the opportunity, because they're so stuck in what they are used to doing" Explain the essential steps that Sergey Brin and Larry Page must have undertaken to ensure that all those involved embraced change initiatives in their organisation (10 marks)

QUESTION TWO

XYZ was started as a medium enterprise two years ago. However, the management realised that there is need to start new programs to have the organisation be in tandem with other players in the international arena.

- A. Explain the strategies that can be put in place to install intrapreneurial activities in the business (10 marks)
- B. Examine the importance of organisational culture to an entrepreneur's venture (5 marks)

QUESTION THREE

A. Many entrepreneurs, even as they welcome the prosperity and flourish of Entrepreneurial Performance, do not want to miss "those momentous" days that brought their dream project alive. Discuss the 3 intrinsic entrepreneurial motivations as suggested by McClelland manifest need theory and show how they influence an entrepreneur in his business management (9 marks)

B. Critique the statement that "educated entrepreneurs are more likely to start an enterprise than un-educated entrepreneurs" (6 marks)

QUESTION FOUR

- A. Define a family business (3 marks)
- B. With reference to family business succession, propose reasons why most family businesses do not graduate to the next level after passing on of the founder of the business (12 marks)