



Kasarani Campus
Off Thika Road
Tel. 2042692 / 3
P. O. Box 49274, 00100
NAIROBI
Westlands Campus
Pamstech House
Woodvale Grove
Tel. 4442212
Fax: 4444175

KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FOURTH YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 9th December, 2024
Time: 2.30pm – 4.30pm

KBA 2422 - ENTREPRENEURSHIP 11

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

ABC LTD

ABC Ltd. is a manufacturing company engaged in the manufacturing of valves. They have been in the business for last 3 years and have been manufacturing only one type of valves. They started their business initially with sales of 10,000 valves per month and now they have grown the volume to about 50,000 valves per month. They have been buying all the raw material for the valve and were doing all the manufacturing in house. Now they have established themselves in the market and are planning to expand and produce different varieties of valves. They have their plant in the main city and the total area of the plant is 50,000 sq. ft. Now if they want to expand and continue doing all the activities of manufacturing of all the varieties in house, they would need another 50,000 sq.ft. of the area. In the recent times, the land prices in the area have more than doubled in the last 3 years and still land is available with great difficulty. Mr. Mohan is the production head of ABC Ltd. and has been successful with the production and the level is continuously increasing.

But in recent times, he is facing the problem of quality complaints which have gone up from average 0.2 % in previous 2 years to 0.5 % this year. Also, he is finding that there is a high level of dissatisfaction among the workers regarding workload as well as salary levels. The workers are regularly complaining about the over work. Although, Mr. Mohan has found that the workers have been spending lot of time on tea breaks, lunch breaks and even in between the production spending lot of time talking to each other. But, due to insufficient workers and staff, he is unable to take strict action and the workers are taking advantage of this situation. For completing the work and delivering the products timely, he has to employ workers on overtime and his overtime cost has also increased 3 times. Mr. Mohan is worried about the new expansion plan of the management and is worried where the new workers would come from as he is already finding shortage of workers for the existing job.

- a) From the above case, explain the various types of advanced business models can ABC LTD adopt to enhance expansion. (6 Marks)
- b) You have been employed as the business manager ABC Ltd. Describe to the management the key strategies you will adopt to effectively manage Growth Challenges and Opportunities. (6 Marks)
- c) Discuss from the above case, key components of financial planning and analysis for scaling business that ABC LTD should adopt. (6 Marks)
- d) **Operational Excellence** is a philosophy and set of practices focused on improving efficiency, effectiveness, and quality within an organization. Advise the management of ABC LTD on the various steps they can undertake to improve operational efficiency and productivity. (6 Marks)
- e) Discuss the various techniques Mr. Mohan should employ to promote employee engagement and thus reducing the regular complains about the over work. (6 Marks)

QUESTION TWO (20 MARKS)

- a) Discuss the role of innovation in business growth. (6 Marks)
Understanding emerging issues and trends helps entrepreneurs adapt to new challenges, seize opportunities, and remain competitive in a rapidly changing world. Explain to a group of entrepreneurs the emerging issues and trends in entrepreneurship. (8 Marks)
- b) Explain the step-by-step guide to developing a customized business model. (6 Marks)

QUESTION THREE (20 MARKS)

- a) Digital transformation is a comprehensive, strategic process that involves leveraging digital technologies to fundamentally change how an organization operates, delivers value to customers, and achieves its strategic objectives. Briefly discuss the Key Components for digital transformation. (6 Marks)
- b) Effective contract management helps prevent disputes, ensures compliance, and maximizes business relationships. In support of the above statement, explain the key components of contract management. (6 Marks)
- c) Discuss the retention strategies you will adopt to ensure you retain the key employees in the organization. (8 Marks)

QUESTION FOUR (20 MARKS)

- a) Discuss the steps you will follow in developing a strategic plan for your business. (7 Marks)
- b) Mwangaza furniture ltd are intending to scale up their business. The manager has come to you for consultations on the potential technologies they may adopt to drive competitive advantage. Advice. (5 Marks)
- c) Explain the Emerging Issues and Trends in Entrepreneurship. (8 Marks)

QUESTION FIVE(20 MARKS)

- a) Competitive strategy involves making strategic choices to position the company advantageously relative to competitors and create value for customers.in support of the above statement, discuss the types of competitive strategies a business can adopt. (8 Marks)
- b) Discuss the various steps that can be undertaken to successfully leverage on technology. (5Marks)
- c) Explain the different funding options that a growing business can adopt to scale the business for success. (7 Marks)