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Reg. No.

M B 2 0 7 2 1 4

III Semester M.B.A. (Day & Evening) Degree Examination, March/April - 2022

MANAGEMENT

Corporate Entrepreneurship & New Venture Creation

Paper : 3.5.3

(CBCS Scheme 2019 onwards)

Time : 3 Hours

Maximum Marks : 70

*Instructions to Candidates:*

All sections are compulsory.

**SECTION - A**

Answer any **five** questions from the following each question carries **5** marks. (5×5=25)

1. Explain different Views of Corporate Entrepreneurship and need for corporate entrepreneurship?
2. List and explain internal factors influencing corporate entrepreneurship.
3. Briefly explain Corporate Growth strategy Matrix.
4. List and explain organizational structure.
5. Determine the impact of International Corporate Entrepreneurship (ICE) efforts on firm performance.
6. What has Entrepreneurship to do with Leadership?
7. Define international trade and explain barriers to Corporate Entrepreneurship in international trade?

**SECTION - B**

Answer any **three** questions from the following each question carries **10** marks.(3×10=30)

8. How Corporate Entrepreneurship (CE) is managed, sustained, and encouraged with the automobile industry?
9. How does the hierarchal structure of an organization influence or affect the decision making role of middle management?
10. Briefly explain establishing intrapreneurship in the organization.
11. List and explain difference between international and domestic entrepreneurship.

[P.T.O.]





## SECTION - C

## 12. Compulsory Case Study :

(1×15=15)

Entrepreneur was the 37-year-old general director of an insurance company in Rostov - on - Don. He had law degrees from two Russian universities, an MBA from a UK university, and practical training in the U.S. and the UK. Additionally, he was active in business and insurance trade group in the Rostov region, including serving as chairman of the chamber of commerce. In 2010, he became the general director of the company that had been founded in the previous year. The company sold its many insurance products in more than 30 branches throughout Russia, and its diversified into related auditing and consulting services, as well as mortgages. The company's growth by 2015 had seen the number of employees in the previous few years increase to nearly 500.

He stated, "An entrepreneur is someone who is capable of generating ideas, implementing them profitably, and being able at the same time to reach compromises between himself, employees, society, and the state". He added that his key values were "intuition, goal - orientation, openness, and ethics in relations with people".

He focused on key company principles of democracy, independence in making decisions, delegation, and incentives for developing new projects for employees, which were initiated by the employees themselves. He spoke with pride about taking an individual approach to every employee as he discussed the company's motivation, evaluation, and training systems. "Employees not only have a benefits package guaranteed by legislation, but additional benefits as well, including many social programs. Our company has an annual creativity competition for children of employees, we award prizes annually to the Employee of the Year, and to the Insurer of the Year with nominations coming from employees". He described the corporate culture as business - like and friendly, with all employees having regular training in horizontal communications so they could work effectively not only with managers and subordinates but interdepartmentally as well, "We have monthly meetings to share information on where we are going". He concluded that regarding management style, "You need to have charisma to carry through your own ideas to others, and you should believe in these ideas yourself, so that others will also believe in them".

Referring above case answer below question :

- a) What leadership style will be applied by this entrepreneur?
  - b) Under this leadership style is it difficult to take businesses to the next stage of growth? Indicate reasons if Yes/No.
  - c) With competition getting intensified, will the company be able to sustain its current rate of growth if it expands across the globe? What possible challenges could the company face?
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