



**UNIVERSITY OF RUHUNA**

**FACULTY OF MANAGEMENT AND FINANCE**

**Bachelor of Business Administration Degree Programme 4000 Level Semester I**

**End Examination (February 2021)**

**Academic Year 2019/2020**

**ENT 4120 – Corporate Entrepreneurship**

**Duration : Three hours**

**The Question Paper contains Five (05) questions.**

**Answer only four (4) questions including question number One (1)**

**Question No. 1**

Read the case titled on “A Woman Corporate Leader” and answer the questions given below.

**A Woman Corporate Leader**

Mrs. Ramya Weerakoon, Chairperson of Ramya Holdings, the parent company of Trendywear (Pvt.) Ltd., entered the business world after the tragic death of her husband in 1971. As a widow and mother of two infant daughters, she was determined to rise by herself and set up a small batik workshop at her parents’ residence in Kurunegala with four employees. It proved to be a good source of income at that time and has grown over the years due to her hard work and sheer perseverance. She ventured into the export market in 1976 by attending trade fairs in Europe. In 1988, she diversified the business into the garment industry and incorporated as Ramya Apparels with 35 machines and 54 employees. In 1994, she established her first outstation factory in Katupotha and the business was incorporated as Trendywear (Pvt.) Ltd. in 2003. The company continued with establishments of several factories located in Delgoda, Adhikarigama and Wellawa. In 2009, she further diversified the business into horticulture and export ornamental foliage and plants. With horticulture, she went into the local market under the label of *Amari*, because she could see a lot of potential especially with many people presently interested in landscaping and going green. *Amari* also provides decorative plans for office premises.

With over 75% of the workforce of the company being female, a difference is made to their lives by fostering pride in their job, as well as an appreciation of their place in the organization, and the community. Further, a safe and secure work environment is provided to them to thrive in their careers and their personal lives. She says *“Staff is our biggest strength. They have to be looked after, motivated and guided to remain. There is no difference between employer and employee. We treat them as members of our family where even a minor staff employee could approach the management easily to solve a problem they face. This mutual understanding enables us to build up a good relationship among our employees and they have immense trust in us. We take great care of them in their needs and work to improve their living standards. This brings us immense satisfaction as we consider social values over monetary gains. The passion, dedication and commitment of our staff cannot be measured and it is a new dimension in our business journey which is a success story for aspiring entrepreneurs to follow”*.

Employees are driven by continuous learning, valuing and nurturing the potential of each individual to enhance talent, knowledge and performance. As a people intensive business, great emphasis is placed on the development of skills, as well as the motivation of all workers. The process of empowering the workers from the factory floor right up to the Board Room consists of challenging the status quo, expression of ideas, use of innovative thinking and decision making to inspire the pursuit of excellence. Innovation is a creative science engaged by the company, wherein products are developed to create a unique demand in the global market place, through the combination of an innovative spirit and modern technology while focusing on financial planning and cost management. The company has implemented a mandatory framework to become an eco-friendly organization and to advance sustainability, through clear guidelines for the prevention, reduction and elimination of harmful effects to the environment and natural resources.

*“Our Company appreciate honesty and integrity, flexibility, accountability, intrapreneurship and team work. We promote ethics, good governance and social values for a life beyond the materialistic path. This is to enable a sustainable and meaningful life that will become a fulfilled journey”* She said.

Today, it has a workforce of over 5000 and an equal number of indirect employees as sub-contractors and suppliers. Trendywear (Pvt.) Ltd. owns five garment factories in a rural environment away from Colombo. It already owns four retail shops in major commercial cities in Sri Lanka and has expanded itself in the upcoming super luxury shopping malls in Colombo while

initiated its first overseas retail business in Australia and web-based business in Europe. Trendywear serves customers in the USA, UK, EU countries, Australia and the Middle East. Company has achieved excellence in business aspects related to health, safety and human ethics by acquiring certifications such as ISO 9001-2008 and Wrap Platinum.

- (i) Discuss the core competencies of Trendywear (Pvt.) Ltd.  
(06 Marks)
  - (ii) Which Leadership Style practices by Mrs. Ramya Weerakoon for directing employees to the right pathway? Justify.  
(06 Marks)
  - (iii) Describe the nature and type/s of organizational culture inculcated in Trendywear (Pvt.) Ltd. for successfully managing the business.  
(06 Marks)
  - (iv) Which dimensions of the Entrepreneurial Orientation can be revealed through Ramya Holdings? Provide evidence from the case.  
(07 Marks)
- (Total 25 Marks)

**Question No. 2**

- (i) Define the term “Entrepreneurial Management”.  
(03 Marks)
  - (ii) Explain the “Strategic Integration Framework of Corporate Entrepreneurship”.  
(06 Marks)
  - (iii) “There is a curvilinear relationship between Risk and Innovation, and the degree of risk varies with the types of innovation”. Do you agree with this statement? Explain your answer.  
(06 Marks)
- (Total 15 Marks)

**Question No. 3**

- (i) Distinguish between “Administrative domain” and “Entrepreneurial domain” of organizational control.  
(05 Marks)
  - (ii) Explain the concept of “Open Book Management” and briefly describe its principles.  
(05 Marks)
  - (iii) List out five elements in an organization’s control system with brief explanation.  
(05 Marks)
- (Total 15 Marks)

**Question No. 4**

- (i) Suppose that you are working as a manager of a corporate business organization and focusing on assessing the Frequency of Entrepreneurship (FOE) in your organization for the last three years. What factors do you consider to assess FOE?  
(05 Marks)
  - (ii) “Higher level of Entrepreneurial Intensity can be reached by an organization when it manages the ideal balance between the Individual vs. Collective culture”. Validate this statement.  
(05 Marks)
  - (iii) Why companies are increasingly choosing open innovation models? Discuss.  
(05 Marks)
- (Total 15 Marks)

**Question No. 5**

- (i) Explain what is mean by “Human Resource Value Proposition”.  
(03 Marks)
  - (ii) With a practical example, classify “Financial Rewards” and “Non- Financial Rewards” which are offered by organizations to foster entrepreneurial behaviour of its employees.  
(06 Marks)
  - (iii) Identify the entrepreneurial activities perform by the Middle Level Managers in organizations.  
(06 Marks)
- (Total 15 Marks)

\*\*\*\*\*