

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF GRADUATE STUDIES

Master of Regional Development and Planning 2019/2020

Semester II Final Examination

MRDP 6210 – Enterprise and Entrepreneurship

Time: Two (02) Hours

Answer Four (04) Questions including question no one (01)

(Open Book On-Line Exam)

1. Read the following case and answer the questions given below

Case Study

PQR Company

PQR Company in Sri Lanka is one of the exports manufacturing organization, employing over 450 employees. Srimal is the founder of the company and he has been in this business for last 25 years. He has one daughter and one son. Son is a BSc degree holder and daughter are BBA degree holder. Son joined the business six years back and contributed a lot to improve process and operational division of the company. Daughter also joined the business few years before and take over the Human Resource Division of the company. Srimal's wife is not involving directly in business.

Since the PQR Company has already entered the global market it has developed a brand image in the market and thinking of expanding the business globally. As part of the business strategy, it has acquired ABS Company, European based company, and renamed it PQR international. PQR International's joint venture in Indonesia, which has a manufacturing unit in

Indonesia. The company's international business, including exports from Sri Lanka, contributed 9.6% to the total sales. PQR Company business is expected to do well with increasing demand.

Srimal is slowly planning for his retirement and wants his son and daughter to take over main responsibility of the business. Srimal insists that son to involve in the decision-making process and run the business though he is not capable enough to make financial and marketing decisions. With all understanding son had to take over the business. As of these changes in leadership and administration the senior manager of PQR company who has been serving from the inception wanted to get his early retirement. This situation was made the company to rethink about the capable person to fill the vacant of the manager who had contributed and work hard to develop the business. The retirement of the manager is a huge loss for the company and Srimal was recommending his daughter to take over the vice president position and look after the international division of the company.

The Son and daughter are confusing in their role to play and Srimal was not much happy of the situation of the company as the performance this year of the company has declined when compare to the previous years.

2.

i. Explain the characteristic of the above company as a family business firm.

(10 Marks)

ii. What are the challenges that might be faced by the above family businesses in future

(10 Marks)

iii. How does Srimal manage the challenges? Discuss the strategies that could be used to manage the situation

(05 Marks)

(Total 25 Marks)

2. Today, one of the main strategies for SMEs is internationalization. However, most of the SMEs are not successful in the performance in internationalization due to many

constraints. Are you agree with the above statement? Discuss your answer with suitable examples.

(Total 25 Marks)

3. 'An Entrepreneur needs to know how best to manage business values and social values of the enterprise. Many entrepreneurs of today's fast-moving industries have a big challenge to manage the social responsibility to sustain in the market'.

To what extent has Sri Lankan entrepreneurs play as the social entrepreneurs in this type of environment? Select an organization which you are familiar and explain your answer with social entrepreneurship concept.

(Total 25 Marks)

4. The growth of the enterprise faces the challenge for retaining the executives is to build congruent organizations both for today's work and tomorrow's innovation. Enterprises want entrepreneurial mindset people to develop an ambidextrous organization. Explain the concept of intrapreneurial culture and enterprise success using an instance from 3M Company.

(Total 25 Marks)

5. Discuss the factors influence on women entrepreneur's success in the developing countries. Explain your answer with examples from Asian countries.

(Total 25 Marks)

6. i. Explain the differences among creativity, innovation and Entrepreneurship.

(10 marks)

- ii. Briefly explain the major elements of the business venture plan with suitable examples.

(15 Marks)

(Total 25 Marks)