

University of Swaziland

Faculty of commerce

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Department of business administration

Supplementary examination

JULY 2017

Title of the Paper : Applied Entrepreneurship and small business Management
Degree : Bachelor of Commerce

Course : BA 305 and BA 405 (IDE)

Time allowed : Three (3 hours)

Instructions:

1. THIS PAPER CONSIST OF SECTION A AND SECTION B)
2. SECTION A IS CASE STUDY AND IT IS COMPULSORY QUESTION
3. ANSWER ANY THREE QUESTIONS FROM SECTION B

Note: You are reminded that in assessing your work, account will be given of accuracy of language and the general quality of expression, together with layout and presentation of your final answer.

THIS PAPER MUST NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED THE PERMISSION

Section A: Compulsory

Question 1: Read the case below and answer the questions that follow.

Mr Maseko has been running a hotel business in the past five years. Narrating the story of what happened in the past, he said he was not interested in preparing the financial forecasts and projections for the business. He wanted to start the business immediately without considering marketing planning, financial planning and organization planning. He said within a year he made a huge loss which resulted in engaging a consultant to turn it around.

The financial Consultant reviewed the financial reports and organizational structure and found that he was supposed to do business plan with financial planning and proper organization plan. On the financial plan he was supposed to prepare proforma Statement of Financial position, Comprehensive Income statement and Statement of Cash flow. According to the consultant he was supposed ensure that all actual expenditure are compare with proforma statement.

Another weakness Mr Maseko's business was identification expected function of the formal business. In this scenario staff should know that there was a business culture to be followed As an entrepreneur, he has to allocate resources, negotiation with customers and suppliers to ensure that the business adopt to environment pressure and does not loss competent staff that he has invested a lot to them. Mr Maseko did not know that he was responsible for allocating resources and negotiating with suppliers and customers.

Before the product was introduced in the market, Mr Maseko was support to develop a marketing plan that is more comprehensive. The consultant found that the plan was not comprehensive to attract more visitors in the hotel.

Question 1:

- a) Identify and discuss marketing tools Mr Maseko should use to influence the demand for the product and services in his Hotel. **20 marks**
- b) Identify and explain to Mr Maseko how he could finance the business at early stage and development stage where it rapidly growing. **20 Marks**

40 marks

Section B: Attempt any three questions in this section

Question 2

Marketing strategy is integral part of company's strategic plan and it contributes to vision, mission and objectives of the business. Companies can't serve all customers in the market and they need to conduct a customer analysis to segment the total market. Explain briefly the five marketing strategy processes on how the entrepreneur can select the most profitable segment and develop strategies to serve the targeted segment? **20 marks**

Question 3

A difficult decision for an entrepreneur to make is firing of incompetent employees. Managing change is often the difficult task and a participative style of management is one in which the entrepreneur involves others in the decision making process. Identify and explain the activities an entrepreneur should institute for more participative style of management and successfully grow of the business? **20 marks**

Question 4

The B. Commerce students at the University participate in the community development by developing business plans for the Tinkhundla constituencies. The project for constituencies requires students to manage time effectively. Time is the entrepreneur's most precious yet most limited resources to students. Identify and explain five benefits of time management to students when preparing the business plans for Tinkhundla Constituencies? **20 marks**

Question 5

Mr Makhubu is well known business man around Malkerns. One day he attended UNISWA Centre for Training and Consultancy courses. In the training they were taught that entrepreneur must take into consideration certain factors when developing financial plan. Please Identify and discuss any five factors that should be taken into account when developing the financial plan? **20 marks**