



Tutorial letter 101/3/2018

Corporate Entrepreneurship MNE3702

Semesters 1 & 2

**Department of Entrepreneurship, Supply
Chain, Transport, Tourism and Logistics
Management**

IMPORTANT INFORMATION:

Read through this tutorial letter as it contains important information about your module.

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1 INTRODUCTION

Dear Student

Welcome to the module on Corporate Entrepreneurship (MNE3702). We trust that you will find it interesting and useful in your present and future careers.

Corporate Entrepreneurship has been and is becoming increasingly more important for both international and South African businesses in pursuit for growth and competitiveness. More and more companies seek to expand their business activities through innovation and management practices that support the development of innovation, in a sustainable manner. Corporate Entrepreneurship is not a new subject, but there are new factors to consider as the South African marketplace seeks to transform itself. In this module we will focus on the factors that enable a business to maintain an entrepreneurial orientation. You will receive a number of tutorial letters during the semester. Please read these immediately and carefully. A tutorial letter is our way of communicating with you. This tutorial letter contains information about tutorial material, lecturer details, assignments and examinations. Keep it on hand when studying this module, completing the assignments and preparing for the examination.

2 PURPOSE OF AND OUTCOMES FOR THE MODULE

2.1 PURPOSE

This module (also referred to as a unit standard) will be useful to people who are working within a large corporate environment. Learners will be empowered with the necessary competencies (knowledge, values and skills) to be entrepreneurial at different levels of management in a corporate environment. Successful learners will be able to act as change agents, ensuring that business entities not only have the competitive edge through new products, services and processes, but are also more effective and efficient. Entrepreneurial companies will contribute to employee satisfaction and retention. The challenge for companies is not only survival but continued market dominance. Students credited with this unit standard will have developed their entrepreneurial skills so that they have the potential to become efficient and effective employees and managers in an ever-changing business environment. Below you will find the assessment criteria for each of the specific outcomes of this module. The assessment criteria refer to aspects of the syllabus that will be assessed in the assignments and the examination. The assessment criteria will be assessed in different ways in the assignments and the examination.

2.2 OUTCOMES

SPECIFIC OUTCOME 1

Analyse the nature of corporate entrepreneurship.

Assessment criteria

- 1.1 Understand the impact of the changing environments.
- 1.2 Explain the key components in deriving competitive advantage.
- 1.3 Compare and contrast the concepts of entrepreneurship and corporate entrepreneurship.
- 1.4 Analyse the life cycle stages of companies with regard to issues that inhibit corporate entrepreneurship.
- 1.5 Understand the entrepreneurial process.
- 1.6 Identify the ways corporate entrepreneurship manifests itself in the company.
- 1.7 Examine the dimensions of corporate entrepreneurship.
- 1.8 Evaluate entrepreneurial intensity in companies.
- 1.9 Distinguish between the various forms of corporate entrepreneurship.

SPECIFIC OUTCOME 2

Determine how creativity and innovation can be implemented by the corporate entrepreneur.

Assessment criteria

- 2.1 Outline the importance of creativity for the entrepreneurial company.
- 2.2 Examine the creative process and comment on how the organisation can develop new creative ideas for products and services.
- 2.3 Understand the creative blocks that prevent people from being creative.
- 2.4 Analyse the characteristics of a corporate entrepreneur.
- 2.5 Examine the critical roles in corporate entrepreneurship.

SPECIFIC OUTCOME 3

Evaluate the corporate strategy in terms of the extent to which it encompasses entrepreneurship and the development of innovation.

Assessment criteria

- 3.1 Distinguish between entrepreneurial strategies and strategies to achieve entrepreneurship.
- 3.2 Comment on factors that contribute to a well-conceptualized entrepreneurial strategy.
- 3.3 Describe how innovation can be managed.
- 3.4 Determine the roles both strategy and technology play in the entrepreneurial company.

SPECIFIC OUTCOME 4

Develop an organisational environment that supports entrepreneurship.

Assessment criteria

- 4.1 Evaluate organisational structure and suggest how it can be more conducive to the development of corporate entrepreneurship.
- 4.2 Describe the different types of structures in the company.
- 4.3 Analyse how the human resource management function can support the entrepreneurial initiatives of the company.
- 4.4 Describe the role of reward systems in motivating entrepreneurial behaviour.
- 4.5 Analyse the culture in a company.
- 4.6 Describe the elements of organisational culture that support corporate entrepreneurship.

SPECIFIC OUTCOME 5

Sustain corporate entrepreneurship into the future of the company.

Assessment criteria

- 5.1 Analyse the obstacles to corporate entrepreneurship.
- 5.2 Determine how the obstacles can be overcome.
- 5.3 Contemplate the ethical dilemma in the entrepreneurial organisation.
[RANGE: The ethical dilemma includes, but is not limited to, the dilemma between the corporate innovator and the rogue manager.]
- 5.4 Explain the roles that the top, middle and lower-level managers play in leading the entrepreneurial company.
- 5.5 Develop a corporate venture plan for the company.
- 5.6 Determine how entrepreneurial activities can be measured and assessed in a business.
[RANGE: Entrepreneurial activities include individual entrepreneurial projects and entrepreneurial activities of the organisation as a whole.]
- 5.7 Critically discuss how control can hinder entrepreneurial initiatives in the organisation.
- 5.8 Explain how control activities can be more conducive to entrepreneurship.
- 5.9 Describe the disadvantages of being a corporate entrepreneur and the negative personality traits of corporate entrepreneurs.
- 5.10 Identify and manage triggering events.
- 5.11 Understand the importance of creating urgency in the business around corporate entrepreneurship.

3 LECTURERS AVAILABILITY AND CONTACT DETAILS

The lecturer for this module will be available to take phone calls on academic matters and/or to attend to students (with appointments) who may prefer to visit personally for academic engagement. However, the days and times of lecturer's availability will be communicated in the module page on myUnisa and confirmed with the student once a request is made. These days and times are subject to change from time to time in order to accommodate the lecturer's work schedule and other commitments. Students are advised to check the module page on myUnisa before making phone calls or visiting the lecturer's office for academic enquiries/engagements.

The contact details for the primary lecturer responsible for this module are as follows:

Primary Lecturer	Email address
Mr. W Sambo	sambow@unisa.ac.za

The name and contact details of the secondary lecturer for this module are as follows:

Secondary Lecturer	E-mail address
Mrs S Radebe	radebes@unisa.ac.za

The contact details for the Entrepreneurship Section Head are as follows:	
Entrepreneurship Section Head	E-mail address
Ms NM Mmako	mmakonm@unisa.ac.za

Important information to note when contacting your lecturer:

All queries that are about the content of this module should be directed to the *primary lecturer*. You may consult your lecturers about academic materials only. Please do not direct any administrative queries to your lecturer. Such administrative enquiries, for example about examination, assignment administration or lost tutorial material, should be addressed to the relevant university department. You may contact the relevant university department by using the contact information which can be found in your *Studies @ Unisa* brochure.

Upon contacting your lecturer, please ensure that you have your study material together with your student number with you.

You are welcome to email, phone, visit, as well as write to your lecturer. If you would like to visit your lecturer personally, please make an appointment beforehand. Lecturers often have prior appointments, a fact which may cause disappointment if you arrive at the University without having first arranged a meeting. If you cannot get hold of your lecturer via telephone, please send an email. Lecturers check their emails regularly and will get back to you in a timely fashion.

The email addresses of the academic staff involved in MNE3702 are listed in item 3 however should you wish to write to us, you may post your letter to:

The module leader (MNE3702)

Department of Entrepreneurship, Supply Chain, Transport, Tourism and Logistics Management
(DESTTL)

PO Box 392

UNISA

0003

PLEASE NOTE: Letters to lecturers may not be enclosed with or inserted into assignments.

3.2 Department

All calls and enquiries should be directed to the Lecturer at the contact details provided in item

3.1. The details of the Departmental Help Desk email are as follows:

Department of Entrepreneurship, Supply Chain, Transport, Tourism and Logistics Management	email address
Help Desk	Email: DESTTL@unisa.ac.za .

3.3 University

Any enquiries about administrative matters should be addressed to the section concerned.

You may contact Unisa by making use of the details which follow:

Unisa website	http://www.unisa.ac.za & http://mobi.unisa.ac.za All study-related information is now available on the new Unisa corporate website in both web and mobi formats
myUnisa	https://my.unisa.ac.za/portal & https://my.unisa.ac.za/portal/pda Students can access their own information via <i>myUnisa</i> website or mobi site
E-mail	info@unisa.ac.za Students may send an e-mail to info@unisa.ac.za for information on how to contact Unisa via e-mail
SMS	32695 – only for students in South Africa Students may send an SMS to 32695 for more information on how to contact Unisa via SMS. The sender will receive an auto response SMS with the various SMS options. The cost to the student per SMS is R1.00
Fax	012 429 4150 Students will be able to fax their enquiries to this number, where after it will be distributed to and processed by the relevant department.

Physical address:	University of South Africa Preller Street Muckleneuk Pretoria
Postal address:	University of South Africa PO Box 392 UNISA 0003
Assignments	Short SMS code: 43584 Email address: Assign@unisa.ac.za Students may send an SMS or email to either of these contacts to enquiries about assignments (e.g. whether or not the University has received your assignment or the date on which an assignment was returned to you). Assignments enquiries must not be addressed to the lecturer but the University.

4 MODULE-RELATED RESOURCES

4.1 Prescribed books

The details of the prescribed book for this module, MNE3702, are as follows:

Morris, MH, Kuratko, DF & Covin, JG. 2011. *Corporate Innovation and Entrepreneurship*. 3rd Edition. Canada: South-Western, Cengage Learning

Please be aware, there are two different versions of the 3rd Edition of this prescribed book. There is a UK Edition as well as an International Edition.

Please ensure you purchase the INTERNATIONAL EDITION with the following ISBN number(s): **ISBN-13: 978-1-111-52691-7**

ISBN-10: 1-111-52691-5

You are required to study all the chapters in the prescribed book (Chapters 1 to 15), excluding Chapter 5 entitled, 'Entrepreneurship in Non-profit and Governmental Organisations'.

Please consult the list of official booksellers and their addresses listed in *Studies @ Unisa*. If you have any difficulty obtaining books from these bookshops, please contact the Prescribed Books Section at telephone 012 429 4152 or email ospresc@unisa.ac.za.

4.2 Recommended Books and Electronic Reserves (e-Reserves)

There are no recommended books and no E-Reserves for this module.

5 STUDENT SUPPORT SERVICES FOR THE MODULE

Kindly be informed that, with effect from 2014, Unisa offers online tutorials (e-tutoring) to students registered for modules at NQF level 5, 6 and 7 which means qualifying first year, second year and third year modules.

Once you have been registered for a qualifying module, you will be allocated to a group of students with whom you will be interacting during the tuition period as well as an e-tutor who will be your tutorial facilitator. Thereafter you will receive an sms informing you about your group, the name of your e-tutor and instructions on how to log onto myUnisa in order to receive further information on the e-tutoring process.

Online tutorials are conducted by qualified e-tutors who are appointed by Unisa and are offered free of charge. All you need to be able to participate in e-tutoring is a computer with internet connection. If you live close to a Unisa regional Centre or a Telecentre contracted with Unisa, please feel free to visit any of these to access the internet. e-tutoring takes place on myUnisa where you are expected to connect with other students in your allocated group. It is the role of the e-tutor to guide you through your study material during this interaction process. For you to get the most out of online tutoring, you need to participate in the online discussions that the e-tutor will be facilitating. There are modules which students have been found to repeatedly fail, these modules are allocated face-to-face tutors and tutorials for these modules take place at the Unisa regional centres. These tutorials are also offered free of charge, however, it is important for you to register at your nearest Unisa Regional Centre to secure attendance of these classes.

NB: *Important information appears in your Studies @ Unisa brochure.*

6 MODULE-SPECIFIC STUDY PLAN

In order to master this module, it is recommended that you allocate 120 notional hours to reading and studying the prescribed material, doing the assignments and self-assessment activities in the study guide, as well as doing final revision before the examination.

The time for working through the tutorial matter, completing the assignments and preparing for the examination is limited. We have therefore drawn up a time schedule with proposed time allocations for the various study activities.

Remember, the time allocation is only a guideline. You should proceed at your own pace. It is encouraged that you compile your own time management schedule that is suited to your particular set of circumstances.

ACTIVITY	HOURS
<i>Reading</i> of relevant chapters in the prescribed book	40
<i>Reading</i> of study guide	10
Doing of <i>activities</i> in the study guide	10
<i>Preparing</i> and <i>completing</i> the assignments	8
<i>Studying</i> of the prescribed book and study guide and making of summaries	47
Final <i>revision</i>	5
TOTAL	120

7 MODULE PRACTICAL WORK AND WORK-INTEGRATED LEARNING

There is no practical work and work-integrated learning for this module.

8 ASSESSMENT

8.1 Assessment plan

Assignments are seen as part of the learning material for this module. As you do the assignments, study the prescribed material, consult other resources, discuss the work with fellow students or tutors or do research, you are actively engaged in learning. Look at the assessment criteria given for this module. This will help you to understand exactly what is required of you.

8.2 General assignment numbers

For MNE3702 you are given three assignments – Assignment 01, 02 and 03. These assignments are presented in the Addendum section at the end of this tutorial letter.

The university has a policy of compulsory assignments in all modules for 2018. Both Assignments 01 and 02 for MNE3702 are thus compulsory assignments. These assignments should therefore be completed and submitted to Unisa on time. Assignment 03 is a self-assessment assignment and should not be submitted. Admission to the examination will be obtained by submitting the assignments, and not on the strength of the marks you obtain for it. Failure to submit your assignments will mean that you will not be admitted to the examination.

8.2.1 Due dates and unique assignment numbers

Assignments are numbered consecutively per module, starting from 01.

The table below includes the assignment due dates and unique numbers for Semesters 1 and 2.

Assignment Number	First Semester		Second Semester	
	Due Date	Unique number	Due Date	Unique number
01	09 March 2018	764117	10 August 2018	719276
02	06 April 2018	890110	07 September 2018	880669

8.3 Submission of assignments

Students may submit written assignments and assignments completed on a mark-reading sheet either by post or electronically via myUnisa. Assignments may not be submitted by fax or email. For detailed information and requirements as far as assignments are concerned, see the brochure *Studies @ Unisa*, which you received with your study material.

For students who have access to the Internet, it is recommended that you submit your assignments via myUnisa.

To submit an assignment via myUnisa:

- Go to *myUnisa*.
- Log in with your student number and password.
- Select the module.
- Click on assignments in the menu on the left.
- Click on the assignment number you want to submit.
- Follow the instructions on the screen.

VERY IMPORTANT: Please ensure that your assignments reach us on or before the relevant due date, no assignments will be accepted after the due date. You will not be admitted to the examination if your assignments are submitted later than the due date. Please do not phone us with a request to be admitted to the examination if you have not submitted an assignment or you submitted it after the due date.

Ensure to keep a copy of your assignments; no excuses will be accepted, including the excuse stating that the assignment was lost in the postal service or in transit between a UNISA regional office and the main campus.

8.4 Feedback on assignments

Feedback on compulsory assignments (assignments 01 and 02) will be sent to all students registered for this module in follow-up tutorial letter(s). The feedback tutorial letters will be numbered in series from 201, 202, etc.

As soon as you have received the feedback tutorial letters, please check your answers. The assignments and the tutorial letter feedback on these assignments constitute an important part of your learning and should help you to be better prepared for the next assignment and the examination.

8.5 Year mark and examination mark

The main purpose of the assignments is to encourage you to study the prescribed book, to read certain sections over and over again, and to think about the tutorial material in terms of its practical application. With these remarks in mind, the questions may sometimes be difficult, and some may seem ambiguous. The idea is not to try to trick you or catch you out, but to make you think.

Formative assessment for MNE3702 takes place through a **year mark** system. Both Assignments 01 and 02 will contribute towards your year mark. Assignment 01 will contribute 10% and assignment 02 will contribute 90% towards your final year mark. In total, your year mark will contribute 20% of the final assessment mark for the module. The summative assessment method will take place by means of an examination. The examination mark will contribute 80%.

Your **final assessment mark** for this module will therefore be a **combination of the assignment mark and the examination mark**. Irrespective of the year mark obtained, a subminimum of 40% must be obtained in the examination. You will therefore not pass the module if your examination mark is less than 40%. In addition, if your examination mark is less than 40%, your year mark will not be used in the calculation of your final assessment mark. The examination mark will be the final assessment mark in this instance. Please study the following examples to see how the assignment mark will contribute to the final assessment mark:

Example 1:

If you obtain 50% in assignment 01, this mark is multiplied by 0.1 to give you 5% towards your year mark. If you obtain 60% in assignment 02, this mark is multiplied by 0.9 to give you 54% towards your year mark. The total mark of assignments 01 and 02 (5% plus 54%) will constitute your final year mark of 59%. This figure is then calculated to give you a weight of 11.8% year mark ($59 \times 0.2\%$). If then you obtain 50% in the examination, this figure is then multiplied by 0.8 to give you a weight of 40% examination mark. The two results are then combined to give a final assessment mark of 51.8% ($11.8\% + 40\%$) for the module.

Assessment	% obtained	Multiplier	Mark
Assignment 01	50%	0.1	5%
Assignment 02	60%	0.9	54%
Year mark (weighted mark)	59%	0.2	11.8%
Examination mark	50%	0.8	40%
Final assessment mark			51.8%

Example 2: No marks for assignments; to pass you need 62% in examination

If you get an assignment mark of 0% for both assignments, you would have to obtain 62% in the examination to pass as this percentage is multiplied by 0.8 which equals 49.6% (50%), your *final assessment mark*.

Assessment	% obtained	Multiplier	Mark
Assignment 01	0%		
Assignment 02	0%		
Year mark	0%	0.2	0%
Examination mark	62%	0.8	49.6%
Final assessment mark			50%

PLEASE NOTE:

Students may work together when preparing for assignments and studying the module, but each student has to submit his/her own assignment, reflecting his/her own work. The university does not tolerate plagiarism. If plagiarism is detected, disciplinary action will be taken.

9 OTHER ASSESSMENT METHODS

There are no other assessment methods for this module

10 EXAMINATION

For general information and requirements as far as examinations are concerned, see the brochure *Studies @ Unisa*, which you received with your study material.

10.1 Format of the examination paper

The duration of the examination paper for this module is **two hours**. The paper counts **70 marks** and consists of two sections. **Section A (30 marks)** is compulsory and contains long paragraph-type questions. **Section B (40 marks)** consists of three 20 mark questions. You are required to choose any two of the three questions. Section B may contain long paragraph-type questions, while it may also be subdivided into shorter questions and some may be based on case studies. Please note, although Assignment 01 consists of multiple-choice questions, there will be *no* multiple-choice questions in the examination.

10.2 Examination period

This module is offered in a semester period of 15 weeks. This means that if you are registered for the first semester, you will write the examination in May/June 2018 and the supplementary examination will be written in October/November 2018. If you are registered for the second semester, you will write the examination in October/November 2018 and the supplementary examination will be written in May/June 2019. During the semester, the Examination Section will provide you with information regarding the examination in general, examination venues, examination dates and examination times.

10.3 Examination information

To help you in your preparation for the examination, you will receive guidelines in Tutorial Letter 201. This letter sets out clearly what material you have to study for examination purposes.

10.4 Alternative assessment to assist students who qualify for final year concessions

The *Studies @ Unisa* brochure contains important information on the Final Year Concession procedure to assist students with one or two modules outstanding.

The Department of Examination Administration (DEA) will inform all students who qualify for a final year (FI) concession per sms/email. For this module, FI students have to engage in an alternative method of assessment. The alternative method of assessment is a project portfolio which will be assigned to you after the Department of Examination Administration has confirmed you as an FI concession student.

More information on the alternative method of assessment will be communicated directly to the qualifying students. Alternative methods of assessment are subject to stringent academic rules and processes and should not be considered an easier option. Failure to meet the learning

outcomes of the module, through the alternative method of assessment, will result in a fail and you will need to re-register for the outstanding module.

11 FREQUENTLY ASKED QUESTIONS

The *Studies @ Unisa* brochure contains an A-Z guide of the most relevant study information.

12 CONCLUSION

While this module in Corporate Entrepreneurship is exciting, it is also challenging – do not underestimate the immense amount of work that is covered. It is therefore strongly advisable that you begin studying without delay.

We wish you all the best for a successful academic year. We hope that you find this module interesting and helpful, and that it will make a positive contribution to both your personal development as well as your career. You are welcome to contact us if you have academic queries relating to your studies.

Best wishes,

Mr. W Sambo

Primary Lecturer: Corporate Entrepreneurship (MNE3702)

Section: Entrepreneurship

Department of Entrepreneurship, Supply Chain, Transport, Tourism and Logistics Management

13 ADDENDUM A: Assignment 01 and 02 (Semester 1)

NB: This addendum contains assignment 01 and 02 for semester 01.

Assignment 01

This assignment covers all the work of the prescribed book (excluding chapter 5) and consists of 20 multiple-choice questions. This assignment should therefore be completed on a mark reading sheet or submitted via myUnisa. Written answers for Assignment 01 will not be marked.

Due dates and unique numbers for Assignment 1, semester 1

SEMESTER 1	SUBMISSION DATE	UNIQUE NUMBER
ASSIGNMENT 1	09 March 2018	764117

Question 1

Which one of the following represents strategic innovation pertaining to product-focused entrepreneurial initiatives?

- 1 Innovation is defined as a company- wide task, not simply the responsibility of R&D.
- 2 Strategies are formulated for the nature of the technologies to be utilized *in* new products and processes.
- 3 Both option 1 and 2.
- 4 Innovation portfolio.

Question 2

___ refers to the entrepreneurial phenomenon whereby the firm pro-actively creates a new product-market arena that others have not recognised.

- 1 Organisational rejuvenation
- 2 Sustained generation
- 3 Domain redefinition
- 4 Corporate strategy

Question 3

A structure that is conducive to corporate entrepreneurship is one that has ____.

- 1 high specialisation and centralisation of power
- 2 decentralised decision making and broad spans of control
- 3 hierarchical structures that are highly departmentalised
- 4 narrow spans of control and functional specialisation

Question 4

Organisational structure with high strategic importance and low operational relatedness is referred to as ____.

- 1 contracting
- 2 separate business units
- 3 new venture division
- 4 all the above

Question 5

The ____ perspective suggests that innovation can originate from within the organisation.

- 1 entrepreneurial
- 2 portfolio
- 3 bottom-up
- 4 structural

Question 6

Which of the following statements are dilemmas of innovation?

- a) Technology-driven innovation often leads to dramatic new products that prove to be “better mousetraps” nobody wants.
- b) Being first to market is not consistently associated with success, while being second or third is not consistently associated with failure.
- c) All entrepreneurs are innovators, all innovators are entrepreneurs, and successful entrepreneurship does not involve continued innovation.
- d) People who design innovations typically seek to perfect their new product or service, making it the best possible.

- 1 a, b and c
- 2 b, c and d
- 3 c, d and a
- 4 a, b and d

Read the mini case study below and answer Questions 7 and 8 which follow.

M&M Manufacturers have introduced a new product that has revolutionised the market. It was the first new product introduced in ten years. In contrast, Footloose Traders continuously introduces modest improvements in their products and services.

Question 7

Where on the entrepreneurial grid would you place M&M Manufacturers?

- 1 continuous / incremental
- 2 periodic / incremental
- 3 revolutionary
- 4 periodic / discontinuous

Question 8

Where on the entrepreneurial grid would you place Footloose Traders?

- 1 continuous / incremental
- 2 periodic / incremental
- 3 revolutionary
- 4 periodic / discontinuous

Question 9

_____ refers to the extent to which an organisation does things in novel, different and unique ways. While, the willingness on the part of the organisation to pursue opportunities that have a reasonable likelihood of producing significant performance discrepancies is known as _____.

- 1 Risk-taking; innovativeness
- 2 Innovativeness; risk-taking
- 3 Risk-taking; proactiveness
- 4 Proactiveness; risk-taking

Question 10

Complete the following sentence:

Discontinuous innovation _____.

- 1 addresses a market need that has not been addressed before
- 2 is a dramatic improvement of an existing product
- 3 refers to copying an innovation of another company
- 4 is small and continuous products improvements

Question 11

Match the component of corporate venturing in Column A with the correct definition in Column B.

Column A	Column B
1) Internal corporate venturing	a) To exploit existing corporate competencies in new product or market arenas.
2) Cooperative corporate venturing	b) New businesses are created outside the company and subsequently acquired by the company.
3) External corporate venturing	c) Create and own new businesses.
	d) Create new businesses and own together with external development partners.

- 1 (1)(c); (2)(d); (3)(b)
- 2 (1)(d); (2)(b); (3)(a)
- 3 (1)(a); (2)(d); (3)(b)
- 4 (1)(c); (2)(b); (3)(d)

Question 12

Place the following activities by Home Price Upholstery (HPU) in the correct order, as the steps would occur throughout the stages of the creative process.

- a) An employee of the creative team suddenly screams, "Aha! I have the answer!"
- b) HPU goes through a period of refinement and adaptation of the idea.
- c) HPU creative team decides to step away from the problem and put it on the back burner.
- d) HPU identifies a problem which needs to be defined. In doing so, the company explores the resources that it has as well as what the company needs.
- e) HPU comes across a series of dead ends; it finds that coming up with the solution gets circuitous, confusing and off the track.

- 1 a, b, c, d and e
- 2 b, a, d, c and e
- 3 d, e, c, a and b
- 4 a, d, e, a and b

Question 13

The BlueBerry Company (BB Co) is striving to become the market leader in technology within the smart phone industry. Unfortunately, all BB Co does is imitate the strategy of the EyeFone Company (EF Co), and cannot continually produce desirable technological innovations as it does not have the necessary internal capacity to do so.

Which two fatal mistakes did the BB Co fall prey to?

- 1 Pursuing an unsustainable competitive position; no real competitive advantage.
- 2 Compromising strategy for growth; misunderstanding industry attractiveness.
- 3 No real competitive advantage; failure to explicitly communicate strategy internally.
- 4 Pursuing an unsustainable competitive position; misunderstanding industry attractiveness.

Question 14

The managers at Penwill Clothing retailers feel that they are losing market share. They decided to put together a think tank consisting of senior staff members to develop a new service that they can offer customers. This is referred to as _____.

- 1 market-pull
- 2 technology-push
- 3 an entrepreneurial strategy
- 4 a champions programme

Questions 15 and 16 are based on the various differentiating elements between mechanistic and organic organisational structures, some of which are listed below.

Elements of the Mechanistic and Organic Organisational Structures:

- a The channels of communication are open with free flow of information throughout the organisation.
- b There is loose, informal control, with emphasis on norm of cooperation.
- c The authority for decisions is based on the formal line management position.
- d Employees are required to conform to job descriptions.
- e The operating styles are allowed to vary freely.

Question 15

Which of the abovementioned elements relate to the mechanistic organisational structure?

- 1 a, b and c
- 2 a, b and e
- 3 c and d
- 4 d and e

Question 16

Which of the abovementioned elements relate to the organic organisational structure?

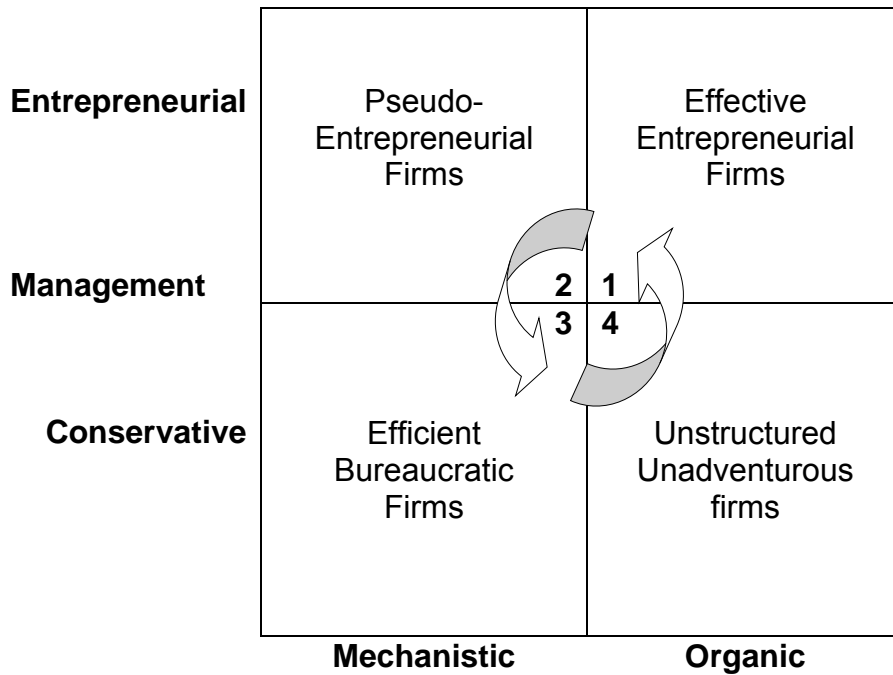
- 1 a, b and c
- 2 a, b and e
- 3 c and d
- 4 d and e

Question 17

A structure that is conducive to corporate entrepreneurship is one that has _____.

- 1 high specialisation and centralisation of power
- 2 decentralised decision making and broad spans of control
- 3 hierarchical structures that are highly departmentalised
- 4 narrow spans of control and functional specialisation

Questions 18 and 19 are based on the figure by Slevin and Covin (1990) illustrated below.



Question 18

Cell 1 represents that a good fit exists with a(n) ____ structure and an emphasis on entrepreneurial management, producing a(n) ____ company.

- 1 organic; effective entrepreneurial
- 2 pseudo-entrepreneurial; unstructured
- 3 organic; efficient entrepreneurial
- 4 pseudo-entrepreneurial; efficient entrepreneurial

Question 19

Organisations are much more problematic when the structure and management style are inconsistent. Which two cells in Slevin and Covin’s figure represent such organisations?

- 1 Cells 1 and 3
- 2 Cells 1 and 2
- 3 Cells 2 and 3
- 4 Cells 2 and 4

Question 20

There are nine distinct design possibilities that a company may employ. The type of design which has uncertain strategic importance and strong operational relatedness refers to ____.

- 1 separate business units
- 2 micro new ventures department
- 3 a new product department
- 4 nurturing and contracting

[TOTAL: 20 marks]

Assignment 02 consists of a combination of 7 long and short questions.

The answers to this assignment may be typed or hand written, submitted via myUnisa. Please remember to keep a copy of your assignment.

Due date and unique number for assignment 2, semester 1

SEMESTER 1	SUBMISSION DATE	UNIQUE NUMBER
ASSIGNMENT 2	06 April 2018	890110

Read the following case study below and answer the questions which follow.

What Does the Future Hold for the Blackberry?

Innovation knows no boundaries or borders. This is the opening statement on the home Web page of the Canadian company Research in Motion (RIM). This is the company responsible for developing the popular mobile device known as the BlackBerry. Originally a mobile device used to access e-mail, the company has helped to turn wireless e-mail into a must-have for people on the go achieving cultural status by being incorporated into its users' lexicon: "blackberrying" now means to e-mail from a mobile phone. The presence of these BlackBerry devices was everywhere in the corporate environment and the compulsive use of its ability to quickly send and receive e-mails earned it the nickname "Crackberry" in a reference to users feeling they cannot live without it. RIM announced in February 2009 that they were expanding their global operations by opening an office and training facility in Australia increasing their total workforce to 12,000 worldwide. The BlackBerry product line celebrated its 10th anniversary, while RIM celebrated 25 years as a company. In 10 years RIM has sold over 50 million wireless handset units worldwide, making it the second best-selling smartphone in the world. In 2009, Fortune Magazine named RIM as the fastest growing company in the world with a growth of 84% in profits over three years despite the recession.

In spite of all this success, the ever changing technological market leaves even the very best companies behind the innovation curve quickly. The company that popularised the smartphone (BlackBerry) as the must have tool for the twenty first-century worker has now lost ground to Apple's iPhone, Samsung and a slew of devices based on Google's Android mobile operating system. Unless it can find new ways to innovate their own brand, RIM could end up on a list of

“former dominant tech companies” such as Palm or Motorola that are struggling today to survive. Even more disturbing is a recent study by a marketing research company which found

that nearly 40% of BlackBerry users would switch to Apple’s iPhone as their next smartphone purchase, and 33% of them would switch to an Android phone if given the option.

To make matters worse, it seems that Apple’s iPhone will be offered by the nation’s No. 1 wireless carrier Verizon. And it has been reported the Apple now controls a majority of mobile developer’s mindshare with the latest 3,000 mobile application projects registering 67% for iPhones and 22% for iPads. As Apple has shown that an application ecosystem for devices is equally important, especially one that can bridge work and play. That type of ecosystem barely exists for BlackBerry today so their innovations must take that into account. Somehow, RIM in its focus on enterprise customers missed that it was the consumer driving the smartphone market.

With Apple and other companies providing innovative android operated devices (extending beyond just phones, into iPads and tablets for your car and TV, etc.), can RIM still innovate fast enough to keep a hold on the market share they had built up so fast in ten years.

Even though their website opens with, “*Innovation knows no boundaries or borders,*” RIM has found that sustaining innovative leadership is a continuous challenge in today’s world.

SOURCE: Kuratko, D.F., Morris, M.H. & Covin, J.G. 2011. *Corporate innovation and entrepreneurship*. Canada: South-Western Cengage

Question 1

Entrepreneurial imperatives are those aspects of strategic leadership that are inherently entrepreneurial in that they relate to the recognition and/or exploitation of opportunity. Discuss five entrepreneurial imperatives of strategic leadership (5) and indicate (5) how the executives at RIM are tasked with this. (10)

Question 2

Research in Motion has been confronted with dynamic, threatening, and complex changes in the external environment, and has been forced to adapt. There are four flexible rules, which enhance a venture's chance of remaining adaptive and innovative, both through and beyond the growth stage. Identify and explain each of these rules and highlight how these rules relate to RIM. (8)

Question 3

Organisations should create an environment where employees are willing to serve in different capacities on a regular basis. Explain the role of the sponsor as well as the supporter. (2)

Question 4

It is important for RIM to develop an understanding of methods that can be used to gain influence and shape behaviour. Explain how executives at RIM can use the following methods to overcome obstacles and constraints.

- Building social capital (2)
- Gaining legitimacy (2)
- Political tactics (2)
- Resource acquisition (3)

(9)

Question 5

While entrepreneurship does not happen without individuals, it also does not happen without teams. Individualism versus collectivism is a value that exists at RIM, even when management is unaware of it.

5.1 Define the concepts of Individualism and Collectivism. (4)

5.2 Give the merits of Individualism versus Collectivism by indicating four positive aspects and four negative aspects of each. You may use a table to structure your answer. (8)

Question 6

Joseph manages a team in the Research and Development Department at RIM. At RIM, entrepreneurial leadership is encouraged to take place at all levels within the company.

Describe four roles that Joseph (as a middle level manager) can play to contribute to the entrepreneurial process. (4)

Question 7

Step II (two) of the Entrepreneurial Health Audit is Diagnosing the Climate for Corporate Entrepreneurship. During this step, a Corporate Entrepreneurship Climate Instrument (CECI) is used. Describe the five key antecedents which the CECI is designed around. (5)

TOTAL: 50 Marks

14 ADDENDUM B: ASSIGNMENT 1 AND 2 (SEMESTER 2)

Assignment no 01

SEMESTER 2	SUBMISSION DATE	UNIQUE NUMBER
ASSIGNMENT 1	10 AUGUST 2018	719276

Question 1

An intense, focused and pro-active approach to eliminating competitors, delighting customers and growing employees is referred to as ____

- 1 innovativeness
- 2 adaptability
- 3 flexibility
- 4 none of the above

Question 2

____ and the ability to continually redefine the competitive playing field are among the skills that define corporate performance in the global economy of the twenty first century.

- 1 Corporate ventures
- 2 Continuous innovation
- 3 Risk taking
- 4 Competitive advantage

Question 3

Which one of the following statements is true?

- 1 It is believed that risk is so high when the company ignores new product and service new opportunities, and engages in little to no innovation.
- 2 Risk is high when the company embraces new product and not service opportunities.
- 3 It is believed that risk is so low when the company ignores new product and service new opportunities, and engages in little to more innovation.
- 4 Risk is high when the company embraces new product and service opportunities at the same time.

Question 4

How would you apply the entrepreneurial grid to an individual manager?

- 1 by creating a conducive environment for him to act entrepreneurial
- 2 by measuring his level of innovation
- 3 by characterising how an entrepreneur approaches external change
- 4 by individual efforts

Question 5

Which one of the following is likely to play a role in determining relationships between the nature of the external environment facing a company, its strategy and the internal structure of the company?

- 1 organisational structure
- 2 innovators
- 3 management
- 4 entrepreneurial intensity

Read the following brief and answer questions 6 and 7 that follow.

TJ Manufacturers have introduced a new product that has revolutionised the market. It was the first new product introduced in ten years. In contrast, Alex Traders continuously introduces modest improvements in their products and services.

Question 6

Where on the entrepreneurial grid would you place TJ Manufacturers?

- 1 continuous / incremental
- 2 periodic / incremental
- 3 revolutionary
- 4 periodic / discontinuous

Question 7

Where on the entrepreneurial grid would you place Alex Traders?

- 1 continuous / incremental
- 2 periodic / incremental
- 3 revolutionary
- 4 periodic / discontinuous

Question 8

One means of creating a ___ is to make entrepreneurship the basis upon which the organisation is conceptualised and resources are allocated.

- 1 sustainable corporate culture
- 2 business model
- 3 option 1 and 2
- 4 dynamic dominant logic

Question 9

___ sets the context for the company's overall direction.

- 1 Strategy
- 2 Strategic management
- 3 Business model
- 4 Dominant logic

Question 10

Activities that enable the company to perform similar activities in different ways and better than competitors are known as ___.

- 1 innovation
- 2 entrepreneurial behaviour
- 3 operational effectiveness
- 4 competitor awareness

Question 11

Which one of the following represents strategic innovation pertaining to product-focused entrepreneurial initiatives?

- 1 Innovation is defined as a company-wide task, not simply the responsibility of R&D.
- 2 Strategies are formulated for the types of markets, to be served through the company's innovative efforts, including how new or mature these markets are in general, and the newness of these markets to the company.
- 3 option 1 and 2
- 4 Innovation portfolio

Question 12

The ability to design company strategies, processes and operational approaches that can simultaneously meet the diverse and evolving requirements of stakeholders (such as customers, distributors, suppliers, financiers, regulators etc.) is a sign of ____.

- 1 adaptability
- 2 creativity
- 3 option 1 and 2
- 4 risk appetite

Question 13

____ refers to the entrepreneurial phenomenon whereby the firm pro-actively creates a new product-market arena that others have not recognised.

- 1 Organisational rejuvenation
- 2 Sustained generation
- 3 Domain redefinition
- 4 Corporate strategy

Question 14

Which one of the following statements is false?

- 1 The dominant direction in terms of the flow of ideas is top down and not bottom up.
- 2 The dominant direction in terms of the flow of ideas is bottom-up and not top-down.
- 3 Strategic positioning is concerned with how the company wants to be perceived in the market place.
- 4 It is believed entrepreneurship flourishes where there are few layers or levels in the structure of a company.

Question 15

A structure that is conducive to corporate entrepreneurship is one that has ____.

- 1 high specialisation and centralisation of power
- 2 decentralised decision making and broad spans of control
- 3 hierarchical structures that are highly departmentalised
- 4 narrow spans of control and functional specialisation

Question 16

___ refers to the ways decision making authority is distributed, tasks are grouped and people are assigned to tasks.

- 1 Differentiation
- 2 Specialisation
- 3 Decentralisation
- 4 Corporate strategy

Question 17

Organisational structure with high strategic importance and low operational relatedness is referred to as___.

- 1 contracting
- 2 separate business units
- 3 new venture division
- 4 alternate business units

Question 18

One mistake that organisations continually fall prey to in attempt to implement strategy is ___.

- 1 having no real competitive advantage
- 2 uncertainty over industry attractiveness
- 3 contracting
- 4 decentralisation

Question 19

The ___ perspective suggests that innovation can originate from within the organisation.

- 1 entrepreneurial
- 2 portfolio
- 3 bottom-up
- 4 structural

Question 20

Which one of the following statements is not correct?

- 1 One benefit of becoming a corporate entrepreneur is a potential for unlimited earnings.
- 2 Start-up entrepreneurs face severe resource limitations.
- 3 In corporate entrepreneurship there is more room for errors.
- 4 Start-up entrepreneurs have benefits of unlimited earnings.

[TOTAL: 20]

Assignment 2 (Semester 2)

SEMESTER 2	SUBMISSION DATE	UNIQUE NUMBER
ASSIGNMENT 2	07 September 2018	880669

Read the following case study below and answer the questions which follow.

Google: One of the World's Best Companies for Innovation

Google is considered the world's leading search engine with over 19,000 employees and over \$24 billion in revenue. Founders Larry Page and Sergey Brin named the search engine they built "Google" a play on the word "googol," the mathematical term for a 1 followed by 100 zeros. The name reflects the immense volume of information that exists, and the scope of Google's mission, which is to organise the world's information and make it universally accessible and useful. Google primarily generates revenue by delivering relevant, cost effective online advertising. Businesses use Google's AdWords program to promote products and services with targeted advertising. In addition, the thousands of third-party Web sites that comprise the Google network use the Google AdSense program to deliver relevant AdWords that generate revenue and enhance the experience.

It is really the people that make Google the kind of company it is. The organisation hires people who are smart and determined, and they favor ability over experience. Although 'Googlers' share common goals and visions for the company, they hail from all walks of life and speak dozens of languages, reflecting the global audience that they serve. When Googlers are not at work, they pursue interests ranging from cycling to beekeeping, from frisbee to foxtrot. The organisation strives to maintain the open culture often associated with startups, in which everyone is a hands-on contributor and feels comfortable sharing ideas and opinions. In their weekly all-hands meetings – not to mention over email or in the café – Googlers ask questions directly to Larry, Sergey and other executives about any number of company issues. Their offices and cafes are designed to encourage interactions between Googlers within and across teams, and to spark conversation about work as well as play.

Organisationally, Google maintains a casual and democratic atmosphere, resulting in its distinction as a "Flat" company. The company does not boast a large middle management, and upper management is so hands on, it is hard to qualify them in a separate category. Teams are made up of members with equal authority and a certain level of autonomy is maintained. "We're a highly collaborative culture," said Karen Godwin, the office's online sales and operations

Manager and a former Kodak executive. "There's no top-down hierarchy." Google has consistently scored in the top five slots of Fortune magazine "Best Companies to Work For" rankings. The company spends a lot of time and finances on the recruitment process of potential employees. Once inside, employees function in loose teams in a relaxed atmosphere. The combination of this atmosphere with the methodical nature of Google task-based, engineer design system can make for a difficult fit. Deeply methodical methods and big expectations on employee behaviour, even if those expectations are casual, make for a Laboratory employee relationship. Page and Brin still play an active role in the day-to-day affairs of Google Inc. That being said, they have constructed a corporate culture that deeply believes in delegation. Individual employees are encouraged to speak their mind from the first day, and even decisions classically reserved for management, such as hiring, are done through a collaborative process.

The result of their efforts is perhaps the best example of a Loose-Tight company; one where the core employees have autonomy, but under the regime of a single unifying philosophy. Google is, and will likely remain, one of the most dynamic and competitive firms in the world today. Its willingness to learn from its experiment and learn from its mistakes compliments perfectly its internal collaborative structure.

Case study compiled and adapted from the following sources:

Google Company. 2013. *Our Culture*. [Online] Available from:

<http://www.google.co.za/about/company/facts/culture/>

Kuratko, D.F., Morris, M.H. & Covin, J.G. 2011. *Corporate innovation and entrepreneurship*. Canada: South-Western Cengage.

Johansson, G. 2010. *Google: The world's most successful corporate culture*. [Online] Available from: <http://suite101.com/article/google-the-worlds-most-successful-corporate-culture-a242303>

Question 1

Organisational structure plays an important role in facilitating the corporate entrepreneurship process in a business. The structure of a company can be categorised into one of four general types of structure, each with specific characteristics.

Identify and briefly describe each type of organisational structure. (8)

Question 2

Mention the type of organisational structure that Google makes use of. Motivate your answer by linking the characteristics of the selected structure with Google to build your argument. (6)

Question 3

Unpack the concept of “creative abrasion” and indicate how this concept is applied at Google. (10)

Question 4

By means of examples from the case study, briefly discuss whether Larry Page and Sergey Brin (the founders) meet the characteristics of an entrepreneurial mindset. (4)

Question 5

Today organisations are confronted with dynamic, threatening, and complex changes in the external environment, and have been forced to adapt. There are four flexible rules which enhance a venture’s chance of remaining adaptive and innovative, both through and beyond the growth stage. Identify and explain each of these rules and highlight how these rules are applied at Google. (8)

Question 6

Some of the world’s most innovative companies include Facebook, Amazon, Walmart, Disney and Nike. These companies have something in common; they are continuously striving for a sustainable competitive advantage and the managers within them continually reinvent themselves. Identify and explain the five key capabilities that would contribute towards Google achieving a sustainable competitive advantage. (5)

Question 7

Explain the term entrepreneurial intensity (1) and show by means of examples (8) from the case study how it is practiced at Google. (9)

[TOTAL: 50]

15 ADDENDUM C: Assignment 03

Assignment 03 is a self-assessment assignment (**for both semester 1 and 2**). Therefore, you must not submit this assignment. Although it is not compulsory, it is highly recommended that you complete this assignment as it will be of value in your learning experience and in mastering this module in preparation for your exams.

Read the case study below and answer the questions that follow:

The Challenge of Entrepreneurial Growth

For some companies, growth is about acquiring other firms. After all, if you can just buy a new business rather than developing it from the ground up, isn't that preferable? Not necessarily. Stories of failed acquisitions abound with causes ranging from mismatched cultures to misunderstood markets. Other firms prefer to achieve growth organically. This is growth achieved by applying entrepreneurship to the firm's core business. They grow new products internationally, and their employees become intimately involved with products as they are developed. Even though R&D costs are incurred with entrepreneurial growth, companies gain a greater understanding of the processes involved with new product development, leading to greater innovation in the future. Following are four examples of entrepreneurial companies that have achieved tremendous growth by pursuing the organic route.

Walmart

Walmart serves customers and members more than 200 million times per week at more than 8,400 retail units under 53 different banners in 15 countries. With fiscal year 2010 sales of \$405 billion, Walmart employs more than 2.1 million employees worldwide. A leader in sustainability, corporate philanthropy, and employment opportunity, Walmart ranked first among retailers in fortune Magazine's 2009 Most Admired Companies survey. When a company's annual revenue reaches \$405 billion, growth becomes quite an accomplishment. To achieve growth entrepreneurially is downright amazing. So, how did Walmart manage to grow its sales to \$405

billion in 2010? The answer is by diversifying. Walmart began to apply its mystery of supply chain, everyday low pricing and strategic sourcing to other items such as groceries and home design décor and accessories.

The company added 50 million square feet of space for the sale of food from 2000 to 2004, leading to food becoming its largest and fastest-growing category, representing a quarter of its total sales at super centers and almost a third at Sam's Clubs. In 2010, recognising the need for families to upgrade their homes in the midst of a struggling economy, Walmart added a complete home trends, bath dining, furniture, home décor, and accessories.

Best Buy

The Best Buy family of brands and partnerships collectively generates more than \$45 billion in annual revenue. In an effort to thwart the advance of Walmart and other retailers, Best Buy has introduced new designs and brands that include Best Buy, Audio Video, The Carphone Warehouse, Future shop, Geek Squad, Jiangsu Five Star, Magnolia Audio Video, Napster, Pacific sales, The Phone House, and Speakeasy. Approximately 155,000 employees bring these brands on customers through retail locations, multiple call centers and Web sites, in-home solutions, product delivery, and activities in its communities. The creation of the "Geek Squad," a group of repair and installation specialists that sets up new products for customers, has been heralded as a major success.

Sysco

With 2009 records sales of \$37.5 billion, a 7.1 percent increase and record net earnings on 41.1 billion, a 13.1 percent increase (FY08), Sysco continues to be the global leader in the food service industry. Maintaining its customer service with its 51,000-person sales force, and developing private-labels foods, Sysco focuses on the distribution of food and related products and services to restaurants, nursing homes, hospitals, hotels, motels, schools, colleges, cruise ships, sports parks, and summer camps-wherever a meal is prepared away from home. Sysco provides a full spectrum of foodservice supplies and equipment to complement its broad food product offerings. Customers can receive everything they need for their operations, from sparkling front-of-the-house service ware to heavy-duty, back-of-the-house janitorial supplies and everything in between.

Walgreens

With 6,700 stores in 48 states, Walgreens took a major step in the healthcare sector by opening more than 715 convenient care clinics as well as 24-hour and drive-through pharmacies in order to have customers rely on Walgreens for their emergency pharmaceutical needs, which in turn

has led to loyal customers. By strategically selecting sites for new location and striving to make the shopping experience as convenient as possible, the company grew sales to \$63.3 billion. Walgreens has realised that with managed care desensitising customers to prescription price differences, the remedy for slowing growth is not lower prices, but improved service.

SOURCE: Kuratko, D.F., Morris, M.H. & Covin, J.G. 2011. *Corporate innovation and entrepreneurship*. Canada: South-Western Cengage.

Question 1

Can the concept of unintended consequences be applied to any of these organisations? Explain each organisation's case. (8)

Question 2

There is some level of entrepreneurship in every organisation. Innovativeness, risk-taking and pro-activeness are three dimensions that characterise and determine the level of entrepreneurship within an organisation. By quoting relevant examples from the case, identify and discuss one of the three dimensions of corporate entrepreneurship that is more applicable to Walmart. (6)

Question 3

Identify and explain five (5) specific constraints on corporate entrepreneurship which you would alert the organisations in the case study about? (10)

Question 4

By means of examples from the case study, identify and explain 10 elements of control system which are identical for each of the four organisations in the case study. (20)

Question 5

Identify and explain six (6) ways in which entrepreneurship can be manifested in these companies. (6)

[TOTAL: 50]