



**FINAL EXAMINATION**  
**NOVEMBER 2023**

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<b>COURSE TITLE</b>	<b>STRATEGIC ENTREPRENEURSHIP</b>
<b>COURSE CODE</b>	<b>RENT4253</b>
<b>DATE/DAY</b>	<b>15 FEBRUARY 2024 / THURSDAY</b>
<b>TIME/DURATION</b>	<b>09:00 AM - 11:00 AM / 02 Hour(s) 00 Minute(s)</b>

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**INSTRUCTIONS TO CANDIDATES:**

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 3 Printed Pages including front page)

**\*\*\*DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO\*\*\***

**This question paper consists of ONE (1) section. Answer ALL questions in the answer booklet provided. [30 MARKS]**

**SECTION A**

**(30 Marks)**

**There are THREE (3) questions in this section. Answer ALL questions in the answer booklet provided.**

**Title: QOMA, Waking Up to Your Dreams**

Nurul Kamariah, aged 21, started her venture as a virtual boutique around March 2009. The online business was set up to test the domestic market and determine whether there was a need for the product offerings. The products consist of a variety of scarf, nursing-friendly kurung, traditional Muslimah wear, dresses and many others. It is available in different colours, and sizes and reasonably priced and often time personalised and lets their customers feel extra special. Observing an increasing demand for her products, she decided to open up a boutique in Raub, Pahang, in August 2009, with some financial assistance from her father, Rosli, who was a successful building contractor in Pahang. Her father was instrumental in motivating and providing the support for pursuing her dream and business ideas.

Nurul Kamariah saw the potential and growth in the Muslimah fashion market. Motivated by her dream of being a Muslimah fashion leader for urban teenagers and turning her brand, QOMA, into a global brand, she embarked without hesitation on her new venture. QOMA was actually Nurul Kamariah's nickname. A judge at a business idea pitch session organised by a lecturer said, after Nurul Kamariah pitched her business proposal,

"The word QOMA is very catchy. It sounds like "coma". When I hear it, it makes me wonder, who is in a coma? It attracts attention."

After operating for more than a year, QOMA had established a strong reputation among teenage Muslimah all over Malaysia. Magazines such as Dara.Com, REMAJA, ANIQAH and NUR ISLAM were among some magazines that had written on QOMA. In addition, QOMA sponsored some Muslimah women for its product to be featured in the magazine. With the foundation in place, it was time to blaze the trail and get things going. So, what was next? Could it be a business plan to expand the business?

**Who in QOMA**

QOMA was owned by Nurul Kamariah Rosli, aged 21, an undergraduate of the Bachelor of Business Management (Entrepreneurship) (Hons.) at Universiti Tun Abdul Razak (UNIRAZAK). She was born in Raub, Pahang. She had performed well academically throughout her primary, secondary and tertiary education by scoring 5As in the Ujian Penilaian Sekolah Rendah (Malay for Primary School Evaluation Test), 8As in the Penilaian Menengah Rendah (Malay for Lower Secondary Assessment) and 10As 2Bs in the Sijil Pelajaran Malaysia (Malay for Malaysian Certificate of Education).

In the Bachelor programme at UNIRAZAK, she was in the Dean's List for every semester. She not only excelled in her studies but was also actively involved in extracurricular activities in schools and at the university by becoming a committee member of the Students' Representative Council and represented the university in several leadership programmes and conferences. She was also a debater and represented her school and university in several debating competitions.

## Developing QOMA

As part of the requirement of the entrepreneurship programme at BRSBE, UNIRAZAK, students must start a venture before they graduate. In the case of Nurul Kamariah, she would like to use this opportunity to expand her business. While taking several courses in the entrepreneurship programme, she was able to refine and enhance her business plan under the guidance and advice of faculty members.

She did not hesitate to discuss her ideas and issues with her lecturers. Some of the things she asked her lecturers include,

“Should I open up branches in other towns? Should I continue the virtual boutique?”

“I'd like to design my products. Would it give me a better profit margin if I get a supplier to produce a line of offerings designed by me?”

“When should I incorporate a Sendirian Berhad (Malay for private limited company)? I have registered my company as a sole proprietorship.”

“Several people have come to me or called me asking to be my agents or distributors. Should I engage them as agents or distributors? How to ensure that they do not distort my pricing strategy? Should I develop the business into a franchise?”

These questions and issues continued to linger in her mind as she prepared her business plan to expand and grow her business.

### QUESTION 1

Analyse the market aspects of the venture using Timmon's Model i.e. the components of 'Opportunity', 'Resources', and 'Team'. (10 marks)

### QUESTION 2

Describe the business using Mintzberg **FIVE (5) P's** strategy: 'Plan', 'Ploy', 'Position', 'Perspective', and 'Pattern'. (10 marks)

### QUESTION 3

Identify **TWO (2)** key issues faced by the venture and formulate alternative solution to resolve the identified issue. (10 marks)

\*\*\* END OF QUESTION PAPER \*\*\*