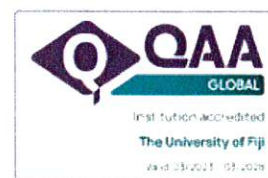




The University of Fiji
(An Entity of Arya Pratinidhi Sabha of Fiji)



SCHOOL OF BUSINESS AND ECONOMICS
Semester 1, 2026

FINAL EXAMINATION PAPER

**MGT205: CREATIVITY, INNOVATION AND
COMMERCIALIZATION**

Important Instructions to Students:

1. Read the questions, instructions carefully and answer the questions.
2. You are allowed an **extra 10 minutes reading time** (during this time, you are not allowed to write with pen) and **180 minutes (3 Hours) to complete this paper**.
3. Silent, non-programmable calculators are allowed, but not supplied.
4. Write all your answers in the answer booklet provided. If you need extra sheets, please ask from the supervisor. Write your name, course code and student identification number in the answer booklet and in the attendance sheet.
5. This paper contains three (3) sections A, B and C. All questions are compulsory to answer **except** section B has choices.
6. Write all your answers legibly. The marker has the right to award zero for answers that are not legible.
7. This is a **Closed Book Examination**. The University views plagiarism, cheating and dishonest practice as serious offences and if found, offenders are penalized.

Examination Paper Content (Format):

<u>Section</u>	<u>Question</u>	<u>Content</u>	<u>Marks</u>	<u>Suggested Time</u>
A	1-8	Scenario Analysis and Discussion Questions (<i>Answer all the questions</i>)	50	80 minutes
B	9-12	Essay Questions (<i>Answer any two out of the four questions</i>)	30	60 minutes
C	13-16	Case Study Questions (<i>Answer all the questions</i>)	20	40 minutes
		TOTAL	100	180 Minutes

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Registration Certificate Number (RGN0020/11)

SECTION A**SCENARIO ANALYSIS AND DISCUSSION****(50 MARKS)**

Answer **all** of the following questions in this section in the **Answer Book** provided.

Question 1**Scenario:**

A local government in a developing region is debating whether to fund a high-tech "Innovation Hub" or provide traditional subsidies to existing large-scale manufacturing plants.

Question:

Using your knowledge of the role of entrepreneurship in economic growth, justify why the government should prioritize the Innovation Hub. Refer to at least two features of entrepreneurship specific to regional development.

(8 Marks)

Question 2**Scenario:**

Sarah is a stable mid-level manager with a great idea for a sustainable packaging company. She is hesitant to quit her job because she fears financial instability and "losing her professional identity" if the venture fails.

Question:

Analyze Sarah's situation by identifying the specific types of entrepreneurial risk she is facing. How should an individual with a "true" entrepreneurial profile approach these risks?

(8 Marks)

Question 3**Scenario:**

While travelling, James notices that rural farmers struggle to get their produce to urban markets due to a lack of refrigerated transport, leading to 40% waste. He decides to start a "Cold-Chain" logistics app.

Question:

Evaluate whether this is a "good opportunity" or merely a "good idea." Use the concepts of individuals and opportunities to justify your answer.

(6 Marks)

Question 4

Scenario:

A tech company allows employees 20% of their work time to pursue "passion projects." One employee develops a new algorithm that speeds up data processing but doesn't fit the company's current product line.

Question:

Distinguish between creativity and innovation in this context. What must the company do to ensure this creative spark becomes a commercial innovation?

(6 Marks)

Question 5

Scenario:

A freelance designer creates a unique brand identity and a proprietary "smart-fabric" weaving technique for a startup. The startup wants to launch globally but hasn't filed any paperwork.

Question:

Recommend two specific types of Intellectual Property protection the startup should pursue and explain why each is critical for commercialization.

(8 Marks)

Question 6

Explain the difference between **primary** and **secondary** research in the context of analyzing a new business opportunity. Provide one example of how a startup might use each.

(4 Marks)

Question 7

An entrepreneur wants to start a business but has low technical experience and wants a "proven" system. Compare **Franchising** against **Starting from Scratch** as an entry option for this individual.

(4 Marks)

Question 8

Identify two **quantitative** and two **qualitative** factors an entrepreneur should consider when choosing a physical location for a retail business.

(6 Marks)

SECTION B**ESSAY QUESTIONS****(30 MARKS)**

Answer any **two (2)** questions from the list of questions given below in this section and write answers in the **Answer Book** provided.

Question 9

Analyze the internal and external dimensions of business growth. Discuss how an entrepreneur must manage the transition from a "hands-on" founder to a strategic manager as the organization grows, and identify the risks of failing to make this transition.

(15 Marks)

Question 10

"Harvesting is more than just selling a business; it is the realization of value." Critically evaluate three different harvesting strategies available to an entrepreneur. Discuss the factors that would influence the choice of one strategy over the others.

(15 Marks)

Question 11

Explaining how new and emerging businesses and enterprises can apply modern corporate entrepreneurship strategies and features to achieve sustainable competitive advantages and strategic brand positioning of their products and services in the market.

(15 Marks)

Question 12

You have been hired as a consultant for a traditional, bureaucratic firm that wants to become more entrepreneurial. Outline the key steps required to develop an entrepreneurial spirit within the corporate sector and discuss the potential barriers to this change.

(15 Marks)

SECTION D**CASE STUDY****(20 MARKS)**

Read the case study given below and answer **all** the questions in the **Answer Sheet** provided.

Innovation Islands – Creative investments to shape Fiji’s future job market

THE Asian Development Bank (ADB) is redefining its approach to support job creation and economic growth in Fiji and the Pacific, which is crucial for the region’s future transformation. This strategy, anchored on the new ADB-Fiji Country Partnership Strategy launched in 2024, pilots new tools to directly support small and medium enterprises (SMEs), unlocking the unique opportunities of Pacific Island economies.

There are already some early successes. Last week, the ADB Frontier Seed (Pacific) program was launched in Suva. The program provides catalytic funding and technical support to fast-growing SMEs that are building new local industries but lack access to risk capital.

ADB Frontier’s customised approach of “cost-recoverable technical assistance” allows firms to access much-needed expansion capital without the typical challenges associated with debt or equity financing faced by SMEs.

The program has already signed a \$F450,000 agreement with SeaPAC Pte Ltd, a saltwater prawn producer in Fiji, aiming to reduce Fiji’s reliance on imported seafood and promote the commercialisation of Fiji’s prawn industry.

ADB Frontier has also signed a similar \$F450,000 agreement with Kahuto Pacific, a drone-based aerial mapping company, to help Fiji become a regional leader in developing new digital mapping technology and support the availability of crucial geo-mapping data for other Pacific countries.

Many exciting new investments in Fiji and the Pacific are also under development for 2025. ADB is partnering with Fijian companies to pilot new approaches to improve access to finance for women entrepreneurs. Last month, ADB and Merchant Finance Ltd (MFL) inked a new agreement to create a roughly \$F10million line of credit targeted at expanding women’s access to finance. The new loan product is specifically designed to address the unique challenges faced by women entrepreneurs in accessing credit and aims to boost their participation in the formal economy. Fiji and ADB’s partnership is also exploring new ways to unlock the power of the private sector to improve critical urban services.

In December 2024, the Water Authority of Fiji (WAF) and ADB partnered to successfully tender the Pacific region’s first ‘performance-based contract’ to reduce water losses from the aging Suva-Nausori water distribution network. Rather than paying fixed fees regardless of results, this model allows WAF to compensate contractors based on measurable reductions in water loss.

Much work remains to be done to upgrade the aging water network, but with a goal of reducing water losses from the current 50 per cent levels (costing around \$23million annually) to around 20 per cent, the five-year contract has the potential to significantly reduce WAF’s costs, generate long-term savings for the Government, and improve the reliability of water supply for Suva.

Cutting across all these initiatives is the Pacific Private Sector Development Initiative (PSDI), a flagship program undertaken together with Australia and New Zealand since 2007. PSDI acts as an

'on-demand' advisory service for Pacific governments to tap when considering regulatory reforms crucial to encouraging entrepreneurship and growth in small businesses.

In 2019, PSDI helped establish Fiji's secured transactions framework, enabling lending using movable assets as collateral.

PSDI has since worked with lenders to introduce financing products for SMEs that utilise the framework, like agriculture supply chain finance for sectors such as dairy, rice and ginger. The Fiji Parliament has just approved their new Access to Business Funding Act.

The first of its kind in the Pacific, this Act will allow for the development of crowdfunding and peer to peer lending platforms in Fiji, as well as creating a regime to allow SMEs to raise limited amounts of capital from investors that have a link to the business including suppliers, customers, family, and community members without needing to issue a prospectus.

This is a big step forward in terms of providing additional avenues for small business to access finance in Fiji. Looking ahead, ADB is excited to continue collaborating with Fijian partners to explore new avenues for harnessing the private sector's potential to transform livelihoods. Efforts are already in motion to enhance sanitary landfill and waste management in the Western District, including Sigatoka, Lautoka, Ba and Rakiraki.

Additionally, ADB is proud to partner with the Nakovacake Development Trust and the Fiji National Provident Fund to develop the Nasaulevu Integrated Tourism Masterplan, which aims to create an environmentally sustainable, resilient, and culturally sensitive resort community in Fiji.

As highlighted in the Government's National Development Strategy, 2025-2029, unlocking the power of the private sector to help address Fiji's complex development challenges will not only create more and better jobs for Fijians but also deliver sustainable and transformative development.

Source: Batten, A. (2025) The Fiji Times, March 17 2025 <https://www.fijitimes.com.fj/innovation-islands-creative-investments-to-shape-fijis-future-job-market/>

Case Study Questions:

Question 15

Using the example of **SeaPAC Pte Ltd**, explain how "catalytic funding" supports the commercialization of an industry. How does this specific investment contribute to Fiji's economic growth?

(5 Marks).

Question 16

Kahuto Pacific uses drone-based mapping technology. Discuss how this venture represents an **innovation-driven opportunity** and how its findings might be applied to benefit other Pacific countries.

(5 Marks)

Question 17

Explain how the "**Access to Business Funding Act**" and the "**Secured Transactions Framework**" address the common financial challenges faced by SMEs in Fiji.

(5 Marks)

Question 18

Analyze the transition from "fixed fees" to a "**performance-based contract**" between the Water Authority of Fiji (WAF) and contractors. Why is this model more effective for operational management?

(5 Marks)

<THE END>