

MNE3702 – 59415983

Assignment 2

Question 1

I think Dell has demonstrated high entrepreneurial intensity through both frequent and impactful innovations based on the following:

- Dell continuously improves its internal operations through business process improvements, for example a 240% increase in computers built per employee in 5 years.
- Dell revolutionised the market by building custom computers to order and shipping them directly to the customers, cutting out intermediaries.
- Integration of suppliers into a real time supply chain using intranet & extranets, this reduced inventory costs and sped up delivery and enhanced responsiveness.
- Team empowerment allows teams to be more innovative and implement new ideas. Decentralised innovation encourages proactive behaviour across all levels of Dell.
- Instead of patenting only the products, Dell is applying for patents for its internal business processes, like how they take orders, build, ship etc.

Question 2

In today's fast changing environment, companies must remain adaptive and innovative to survive and grow.

- **Focus on Value Creation** – companies must focus on creating real value for customers through innovation, quality and efficiency. Dell creates value delivering custom built computers at competitive prices with fast delivery and great service.
- **Encourage Experimentation** – companies must foster a culture where employees are encouraged to try new ideas. Dell employees are empowered through BPI program to suggest and implement new ideas.
- **Network and Alliances** - Successful ventures often collaborate with partners, suppliers and customers to innovate and share resources. Dell has built a strong few partnerships but more strategic suppliers. These suppliers have real time access to Dell customer orders via extranets helping synchronization of production and reduce costs. Dell views suppliers and customers as collaborators not just business contacts.
- **Embrace change and learn quickly** – Adaptability requires being open to change and learning from failure. Be agile in responding to the changing environment. Dell continuously adapts its supply chain, production and service processes to stay ahead of competitors. For example, just-in-time manufacturing allows them to respond quickly to the needs and market shift.

Question 3

This stage an organisation has become large and complex and previous structure no longer works and to continue requires a company to start focusing on collaborations, decentralized decision making, interpersonal skills etc. I think Dell should start focusing on some of the following:

- Promote leadership development – equip managers and team leaders with interpersonal skills to lead through influence.

- Decentralised decision making - this will allow products teams to respond to the to local market needs.
- Leverage technology for collaboration- use of digital platforms to unify global teams on an international level.

Question 4

- Management support – extent to which top management encourages, support and champion entrepreneurship behaviour within the organisation. This may promote innovation, and some employees may feel empowered and new ideas will start flowing.
- Work Discretion – Freedom employees must make decisions and take up ownership of their work. Companies thrive in environments where people are trusted to explore without being micromanaged.
- Rewards – Incentive structure, how employee are recognised and rewarded. Appropriate rewards motivate more employees to engage in innovative efforts.
- Time Availability – Automating some routine tasks, allows employees to dedicate their time in innovative ideas.
- Organizational boundaries – Company rules and policies maybe either enable or restrict entrepreneurial activities or ideas. Flexible environments encourage collaboration.

Question 5

- Nurturing innovation – Dell continually promotes process and technology innovation, such as just-in-time delivery and integrated value chains.
- Opportunity recognition – Dell identifies gaps in the market, such as direct to customer sales and online ordering system which disrupted the computer market.
- Leveraging resources – Dell maximises the internal and external resources by building partnerships with suppliers and using real time data to optimise it's supply chain and reduce costs.
- Strategic thinking and adaptability – Dell reposition it operations globally, adapting to market dynamics, costs advantages and customer needs.
- Creating an innovative culture – Dell fosters an entrepreneurial climate through its business process improvement program which encourages employees to generate and implement innovative ideas.

Question 6

- Regulatory and Labour law – Risk of legal penalties, risk of reputational damage from noncompliance. HR needs to be updated and ensure policies are region specific and globally sound. Dell will have to comply with different tax laws and labour regulations.
- Workforce diversity – Dell is international and should recognise equity and inclusiveness per region like BBBEE In South Africa.
- Retention of high performers – Hr must develop strategies to retain skilled and motivated employees, including clear careers path and recognition rewards I mentioned above for example bonus etc.
- Talent – HR must offer competitive benefits and flexible working models to attract top talent, when you operate at highest level, you are running a risk where your top talent Is being poached by other organisations by offering more than you're giving them.

- Automation – HR should provide on going training and see how they can look at things like AI that is taking the world. HR must use those innovations for talent search or mismatch.

I **Muzikayise B. Mkize**, with student number **59415983** hereby declare that I have read the Unisa policy on plagiarism and the student disciplinary procedures documents, made available on the myUnisa module site, and I understand what constitutes plagiarism, collusion and academic fraud. I declare that this this assesment is my own original work and that I have not allowed anyone else to borrow or copy my work.