



PG – 599

II Semester M.B.A. Degree Examination, July 2018
(CBCS)

MANAGEMENT

2.7 : Innovation Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions from the following. **Each** question carries **5** marks.

(5×5=25)

1. What is Disruptive innovation ? Illustrate with suitable example.
2. Outline the various sources of innovation.
3. What is Blue Ocean strategy ? Does it strengthen the competitive advantage of a firm.
4. Discuss the various soft methods of innovation management.
5. What is service design innovation ? Bring out the different stages of service design innovation.
6. "Innovation in technology contributes to the changes in society". Elucidate.
7. Explain intellectual property of innovations with suitable examples.

SECTION – B

Answer **any three** questions from the following. **Each** question carries **10** marks.

(3×10=30)

8. "Innovation is the process of turning ideas into manufacturable and marketable form". Substantiate your answer.
9. Explain various sources of finance for innovation ? Use suitable examples of your choice.
10. Discuss the different tools of intellectual property to protect innovation.
11. Explain the systemic and analytical methods and techniques of innovation management.

P.T.O.



SECTION – C

Compulsory case study :

(1×15=15)

12. Big industrial projects are often blamed for taking land, water and labour away from agriculture, but in Jamnagar, some big industrialists have done the opposite—turned acres of barren land into mango orchards. Some industry that are known for their highly polluting refineries and cement plants are among the leading mango producers of the country. The polluting industries need to maintain a certain area as buffer green zone. This should be done by earmarking certain extend of land for plantation in the vicinity of the factory. Some of these companies have taken up this as a challenge to venture into horticulture production that too in a semi-arid zone with less water availability. They have planted large number of mango trees with organic farming practices. Each tree was irrigated with drip irrigation facility to conserve water. The varieties planted would bear fruits in 3-5 years instead of the long period. The companies now produce high quality mangoes.

The companies work on earning goodwill of the farmers. They encourage farmers to visit its orchard and learn from its innovative practices. It also distributes one lakh free saplings to farmers every year. Thus the entrepreneurs were able to convert what was once a threat to their business in the form of fine due to pollution to a ecologically sustainable business practice that protects the environment and produce some income to the company.

It plays a strategic role in maintaining relationship and goodwill. Neatly packed 10 kg organic mango boxes from these industrial houses during summer is among the most sought-after gifts by stake holders and employees.

Based on the case study, answer the following questions :

- a) What innovativeness did the companies inculcate to reduce pollution ?
- b) Explain the strategy adopted by these companies to convert a threat to their existence to an opportunity for furthering their business interest.
- c) If you were the CEO of a company that faces similar challenges, what would be your strategy to overcome the threats of closure ?



PG – 874

II Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
MANAGEMENT
Paper – 2.7 : Innovation Management

Time : 3 Hours

Max. Marks : 70

Instruction : Answer *all* the Sections.

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5x5=25)**

1. Define innovation. Highlight the approaches to innovation.
2. Explain different sources of innovation.
3. What is multiple product options ? Discuss.
4. What are the sources of financing for innovation ?
5. What are the factors affecting the effectiveness of innovation ?
6. State the characteristics of service innovation.
7. Explain out of Box approach.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. **(3x10=30)**

8. Briefly explain the different typology of innovation.
9. Explain the different components of intellectual property to protect innovation.
10. Explain the various sources from which innovations may be generated.
11. Discuss the soft methods of innovation management.

P.T.O.



SECTION – C

Compulsory Section :**(1×15=15)**

12. You own a local service station. Your service station is located in a wealthy neighborhood. Loyal customers like the friendly full service that you offer at your business. Your station personally pumps petrol for the customers and checks the oil, washes car windows and checks tire pressure.

New franchise petrol stations are intercepting nearly 20 percent of your customers. These service stations have incorporated popular fast food restaurants and petrol pumps with credit card features that allow customers to pump and pay for their petrol at the pump.

Questions :

- 1) What changes will you make to attract more customers to your service station and to compete with franchise service station ?
 - 2) How will you recapture customers who have opted to take their business to the convenient franchise stations ?
 - 3) Describe the grand opening for your remodeled service station.
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PG – 924

Second Semester M.B.A. Degree Examination, July 2016

(CBCS)

MANAGEMENT

2.7 : Innovation Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. **(5×5=25)**

1. What is Brainstorming ? State its benefits.
2. Distinguish between radical innovation and incremental innovation. Give suitable examples to support your answer.
3. Write a note on push and pull approach.
4. Discuss the organisational aspects of innovation.
5. What is lateral thinking ? How is it different from conventional thinking ?
6. What are the sources of funding for innovation ?
7. Explain Docherty's innovation mindset adoption curve.

SECTION – B

Answer **any three** questions. **Each** question carries **ten** marks. **(3×10=30)**

8. Explain different sources of innovation.
9. Briefly describe the factors influencing the economic effectiveness of innovations.
10. Discuss the types of product innovations with examples.
11. Explain the various creative approaches in innovation.

P.T.O.



SECTION – C

Compulsory Section :**(1×15=15)**

Case Study :

12. Cafe coffee day is owned by the ABCTCL, which is the largest producer of Arabica coffee in Asia. Started in 1996 by VG Siddarth, CCD pioneered the cafe concept in India. By 2000, the company had just 14 outlets in six cities. Then the company started on a massive expansion program that has seen it set up nearly 1000 outlets in India in ten years. It also has shops in Vienna and Karachi and has plans to expand to other overseas destinations.
- i) Brand experience : CCD made coffee drinking popular among Indian youth by offering a brand experience environment and other value additions. This meant that customers were willing to pay much higher for a cup of coffee.
 - ii) Reinforcing brand with cluster approach : CCD created entry barriers by opening multiple outlets within short distance of each other in major cities.
 - iii) Multiple formats : Cafe's – high street cafes, garden cafes, Mall cafes and highway cafes etc.
 - iv) Company owned franchisee : All the outlets are company owned. While this makes it more expensive to run, it ensured that there was no brand dilution.
 - v) Vertical integration : Integrating value chain, 'from bean to the cup', ABCTCL was able to reduce cost, assure adequate supply demand and gain economies of operation.

Questions :

- a) What are the various innovative strategies adopted by cafe coffee day to become a trusted brand in food services in India ?
 - b) How does an organization ideate future innovations ?
 - c) Having expanded largely, what would be the challenges CCD would have to face to retain its market share ?
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PG – 995

**II Semester M.B.A. Degree Examination, June/July 2015
(CBCS Scheme)
Management
2.7 : INNOVATION MANAGEMENT**

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following. **Each** question carries **five** marks. The answer must **not** exceed **250** words. **(5×5=25)**

1. 'Jugaad Innovation' is characteristic of Indian conditions'. Discuss.
2. 'Invention and Innovation are the two sides of the same coin of an idea'. Bring out your answer.
3. Differentiate 'Push' and 'Pull' approaches to innovation.
4. Mention the organizational aspects of innovation.
5. How do innovation platforms contribute to innovation in organizations ?
6. What kind of competitive advantage comes from innovative ideas regarding new products in an organization ?
7. Suggest few innovative ideas for reducing traffic congestion in Bangalore city.

SECTION – B

Answer **any three** of the following. **Each** question carries **ten** marks. The answer must **not** exceed **500** words. **(3×10=30)**

8. Bring out the two sources of Innovation financing. Which do you prefer and why ?
9. Analyze the historic evolution of Innovation.
10. What factors influence the economic effectiveness of Innovation ?
11. Briefly explain few innovations introduced by Indian organizations in the recent times. Comment on their effectiveness.

P.T.O.



SECTION – C

12. This is a **compulsory** case study that carries **fifteen** marks. (1×15=15)

Gandhian model of innovation

After the 2008 economic recession, innovation has attracted a greater deal of attention from top managements. Traditional innovation models that were based on affluence and abundance are being questioned. As customers are demanding greater value from products and services, there is a need for driving resource optimization and cost efficiencies like never before.

Skilled talent is available in abundance in an emerging economy like India. Penetration of the rural market in India has been considered a viable option for growing the business. Thus, the constraints in developing countries are being looked at as opportunities and this awareness is driving entrepreneurship in India.

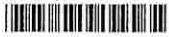
CK Prahlad and Dr. Mashelkar have proposed the Gandhian model of innovation. In the Gandhian model, innovation efforts are directed towards making affordable products that can reach out to the common man. The authors propose three kinds of innovation.

The first type of innovation is one that changes business dynamics. The second type involves synthesizing technologies. The third type of innovation is aimed at creating new technologies.

Bharti Airtel has been quoted as the example of an organization that changed its premium pricing strategy to one based on gross profit. This enabled the company to expand its market to cover the entire Indian population. Bharti outsourced non-core functions, entered into innovative contractual agreements with service providers and used distribution channels of consumer goods companies. It collaborated with competitors to share infrastructure.

Lupin Labs collaborated with a Siddha practitioner to develop a drug for psoriasis, achieved success and eventually managed government funding for its project to launch an effective and cheaper drug for psoriasis.

Indian companies have been forced to relook at the price-performance equation because catering only to a niche consumer base using premium prices does not result in growth of business. Gandhian innovation became a model to serve



the large customer base. Companies realized that rather than defining the market segment through their cost structures, it is business wisdom to tweak the cost structures for exploring new market segments. The model looks at innovation through the twin lenses of affordability and sustainability.

Questions :

- i) How is the Gandhian innovation model different from conventional innovation models ?
 - ii) Discuss in brief the reasons why the Gandhian innovation model and its principles are driving entrepreneurship in India.
 - iii) Why is the Gandhian model important for growing the business and making it more profitable ?
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