

II MBA - II Semester - Regular Examinations May 2016

INNOVATION MANAGEMENT

Duration: 3 hours

Max. Marks: 70 M

SECTION-A

1. Write short notes on any FIVE of the following: 5 x 2 = 10 M
- Divergent thinking
 - Innovation vs. invention
 - Design Patent
 - Intellectual Property Rights
 - Delphi Technique
 - Convergent thinking
 - Jugaad innovation
 - BOP

SECTION – B

Answer the following:

5 x 10 = 50 M

2.

- a) What are the factors that enhance Creativity? Illustrate an organizational example.

(OR)

- b) Explain the various types of Innovation.

3.

a) Briefly discuss copy rights infringement and its consequences with regard to innovation of a New Product.

(OR)

b) Discuss the Procedure for awarding Patents to an Innovative Product.

4.

a) Describe the Model of innovation. Illustrate an example.

(OR)

b) What are the various sources of innovation? Give an example.

5.

a) Why innovation is required for Products and services in Bottom -of-pyramid Market? Illustrate an example.

(OR)

b) Why a Business Model is required for innovation? Illustrate an example.

6.

a) How do you manage disruptive innovations? Illustrate an example.

(OR)

b) What do you mean by Open innovation? Give an example.

SECTION-C

7. Case Study

1x10=10

In fall 1970 Canon began internal development of a plain paper copier (PPC) technology. In the early days diversification into PPCs was opposed by many in the company, some going so far as to advocate discontinuation of the entire effort, recommending instead that Canon concentrate on its camera industry. But in 1969 Canon introduced a PPC that used completely original technology and did not violate any of Xerox's over 600 patents. By 1982, however, demand for PPC was leveling off and office market saturation appeared to be complete. Rather than view the market as mature, though, Canon began a process of re conceptualizing the entire PPC market. Canon came to think of the copier market not in terms of firms (i.e., does the firm have a copier), but rather in terms of individual offices. With this new perspective the market appeared for larger. If small offices could use a copier, so might small businesses, and perhaps even home use would become prevalent. Further, large firms which had already purchased a PPC might also be interested in purchasing a desk-side model. Apparently, there would be an enormous market for a small copier. A small copier (Mini Copier or MC) would require very different characteristics from traditional PPCs. Obviously, the copier must produce clear copies, and be lightweight and compact (less than 50 pounds). More problematic was that the MC might be used only rarely and thus the cost of regular servicing would be exorbitant on a per copy basis. Because of this, the MC must require either

extremely simple maintenance or none at all. Moreover, the initial price must be no more than 200,000 yen (approximately \$1,000 at that time). These constraints imposed a heavy burden on the design team. The Management decided to appoint a committee to go into the feasibility of the innovation project.

- 1) What should be the composition of the Committee?
- 2) What are the issues the Committee needs to address?
- 3) Is it wise for Canon to go for the MC in spite of the stiff competition?