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**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF MANAGEMENT

MAKE UP EXAMINATION – JAN 2023

Course Code: MGT 133

Date: 20 -JAN-2023

Course Name: INNOVATION & CREATIVITY IN BUSINESS

Time: 9.30AM to 12.30 PM

Program : BBA

Max Marks: 100

Weightage: 50 %

Instructions:

(i) Read the all questions carefully and answer accordingly.

Part A [Memory Recall Questions]

Answer all the Questions. Each Question carries 2 marks. (10Qx 2M=20M)

1. “Innovation is the means by which the entrepreneur either creates new wealth producing resources or endows existing resources with enhanced potential for creating wealth”. -Is defined by_____.

(C.O.NO.1) [Comprehension]

2. The following phases are related to certain Innovation phenomenon. Choose the right one?

(C.O.NO.1) [Comprehension]

Phase 1: The idea is formulated, an analysis of the state of the art is conducted and the disadvantage of the current technical solution are apporportioned, i.e., the process of developing a potential innovation gets under way.

Phase 2: The process of protecting the innovation begins with the preparation of a description of the problem solution and the filing of rights application.

Phase 3: Covers enforcement to defence and preservation.

Phase 4: Covers the implementation, launch and application of the innovation.

A. Innovation Formulation.
Process.

B. Innovation

C. Innovation Structure.
Management.

D. Innovation

3. Match the approaches of service innovation with their descriptions.(C.O.NO.1) [Knowledge]

Approaches	Descriptions
New Service Innovation	The discovery of ways to improve how the benefits of a service are obtained. The focus here is on improving the benefits of a service are obtained.
Service Delivery Innovation	Discovery of ways to help the customer get a core job done better with new or improved services.
Core Service Innovation	Discovery of new or related jobs that a current or new service can help the customer get done.

4. Match the service characteristics with the impact on organization of innovation process. (C.O.NO.3) [Knowledge]

Service Characteristics	Impact on organization of innovation process
Inseparability	No impact
Perishability	No impact, new services can be developed in advance.
Variability	Close involvement of front and back-office personnel is needed, largely due to simultaneous development of production and delivery.

5. Match the Myths name with the myth's description. (C.O.NO.4) [Knowledge]

Myths	Myths Description
Eureka Myth	Many people believe creative ability is a trait inherent in one's heritage or genes.
Breed Myth	Many companies rely on a technical expert or team of experts to generate a stream of creative ideas.
Expert Myth	New ideas sometimes seem to appear as a flash of insight.

6. State True or False on "Lead users". (C.O.NO.4) [Knowledge]

- A. Lead users come between early adopters and laggards.
- B. Early adopters are ahead of lead users.
- C. Lead Users are ahead of early adopters.

7. State True or False regarding "Commercialization". (C.O.NO.3) [Knowledge]

- A. Commercialization is the process of introducing a new product or production method into market —making it available on the market.
- B. The term commercialization often connotes especially entry into the niche markets.
- C. Technologies that begin in a research and development laboratory or in an inventor's workshop are always taken as practical for commercial use.

8. State True or False regarding “New knowledge in innovation”. (C.O.NO.4) [Knowledge]

- A. Knowledge management assists in converting explicit knowledge to tacit knowledge.
- B. Knowledge management facilitates collaboration in the innovation process.
- C. Knowledge management ensures the flow of knowledge used in the innovation process.

9. Fill up the blanks based on “Design Thinking”. (C.O.NO.3) [Knowledge]

- A. _____ step relates to gathering maximum information about the user’s problem. (empathize/define/ideate).
- B. _____ step relates to brainstorm maximum solutions to the problems. (empathize/define/ideate).
- C. _____ step relates to analyze, structure and categorize to make sense from the problems. (empathize/define/ideate).

10. Fill up the blanks based on Stage Gate Process. (C.O.NO.4) [Knowledge]

- A. _____ means the project is good enough to move to the next stage(Go/Kill/Recycle).
- B. _____ means the project is good enough to develop further, provided some changes are made(Go/Kill/recycle).
- C. _____ means the project is not good enough to develop further and is shut down right away(Go/Kill/recycle). (CO No 4; Knowledge)

Part B [Thought Provoking Questions]

Answer all the Questions. Each Question carries 10 marks.(4Qx10M=40M)

11.It is said that innovation Management is the systematic promotion of innovations in organizations. Imagine you are a specialist hamburger manufacturer and your customers are small retail outlets. How can you identify innovative opportunities for turning your existing customers into promoters? (C.O.NO.1) [Comprehension]

12.The American Space Program required a pen that could write in the space. Normal pens rely on atmospheric pressure and gravity. NASA spent millions of dollars to develop a pressurized pen to solve this difficult problem but the Russians used a pencil. A simple solution for a difficult problem. Many companies rely on a technical expert or team of experts to generate a stream of creative ideas. Explain the myths of creativity and identify what kind of myth is mentioned above. Why? Support your answer with explanation. (C.O.NO.3) [Comprehension]

13. A TOI journalist asked a professional golfer how he normally is able to hit a ball 300 yards down the fairway, but the golfer was not being able to communicate a complete breakdown of every single thing he did when swinging a club to make it. Know-how of individuals are not explainable. Explain what kind of knowledge is the TOI journalist asking the professional golfer to share?

(C.O.NO.1) [Comprehension]

14. NASA future crewed missions uses medical kits. They wanted to create innovative software that could build an algorithm that optimizes the medical kits for long duration human space exploration. So they collaborated with Harvard Business School, London school of business and TopCoder. TopCoder provided 2,833 code submission helping NASA to build the intended algorithm. The winner was offered \$24,000 in cash prizes and could watch the remaining shuttle mission launches. Explain in details what kind of influence and flexibility in innovation did NASA offer to its partners? Identify the methods and techniques it used to enhance creativity in its people?

(C.O.NO.3) [Comprehension]

Part C [Problem Solving Questions]

Answer all the Questions. Each Question carries 20 marks.

(2Qx20M=40M)

16. Structure innovations are focused on organizing company assets—hard, human, or intangible—in unique ways that create value. They can include everything from superior talent management systems to ingenious configurations of heavy capital equipment. An enterprise's fixed costs and corporate functions can also be improved through Structure innovations, including departments such as Human Resources, R&D, and IT. Ideally, such innovations also help attract talent to the organization by creating supremely productive working environments or fostering a level of performance that competitors can't match. Netflix – Unlimited Vacations: In order to drive their breakneck growth, Netflix reviewed their formal HR policies to see what processes were getting in the way of people doing their best work. They discovered that most bureaucratic processes which slowed down high performing individuals were in place to only handle situations where a low-performance individual would do something wrong. As a result, they scrapped most formal HR policies to free people to work in their own ways to benefit the company, summarised in their "Freedom and Responsibility" culture document, including allowing staff to take as many vacation days as they felt they needed to produce their best work.

(C.O.NO.3) [Application]

Questions (Carries 5 Marks each)

- a) Leadership plays an important role in creating innovative organization substantiate your answer.
- b) Analyze the strategies to create innovative and creative organizations.
- c) Discuss the methods of converting conflicts into creativity.

17. Yet another new business model has taken birth in the wired commercial aviation industry. But, unlike its predecessors, this time the new model is in the much lucrative transatlantic route between New York and London and in the high-yield business travellers' segment. A new airline called EOS, a single-class airline, started operations in mid-October 2005, with a single Boeing 757 (accommodating 200 passengers), redesigned to carry 48 passengers. EOS likes to call its passengers 'guests' and the experience of flying, the airline says, will be like travelling on a private jet. The carrier offers a separate cabin for every passenger furnished with: (1) 21 square feet (two square

metres) of space; (2) fully reclinable 78-inch bed with cashmere blankets and Tempur-Pedic pillows; (3) china crockery; (4) a personal DVD player; (5) individual in-flight entertainment devices; and (6) a guest seat for every passenger, with arrangements made to host dinner or a business discussion. The aim is to make the passengers arrive refreshed and revived after a seven-hour flight across the Atlantic. All this for a lower price than the competitors. Even though analyst's express doubts over the success of the single-class and lone flight business model, seasoned players are taking a note of the experiment, lest they lose business as happened in the early 1970s in the case of low-cost carriers. (C.O.NO.5) [Application]

Questions Carries 5 Marks each

- a) Discuss the strategies of the new carrier and the sustainability thereof.
- b) Explain the case with the help of radical and incremental innovation.
- c) Relate the above case to open market innovation.