

of the Total No. of printed pages = 6
2×5=10

BA 132403

Roll No. of candidate

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2017

MBA 4th Semester End-Term Examination

**TECHNOLOGY AND INNOVATION
MANAGEMENT**

Full Marks-100 Pass Marks-35 Time-Three hours

The figures in the margin indicate full marks
for the questions.

GROUP - A

1. Answer any six from the following questions :
6×5=30

(i) "Innovation is the use of new knowledge to offer a new product or service that customers want." Briefly explain this statement highlighting the types of innovation.

(ii) A type of innovation is meant for implementing new knowledge on the existing product knowledge. Explain the type with brief discussion on the competency enhancement.

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(iii) A theory of innovation discusses about the firm's change in its structure due to innovation, where it challenges the creative destruction theory given by Schumpeter. Identify and state this concept.

(iv) This type of innovation runs on the concept of using new technology to forge new market linkages. Identify the innovation type discussed here and state its benefits.

(v) Once a dominant design has been established, firms go for developing all their products that consists of features of the design. This phenomenon can be observed in one of the models of innovation. Identify the phenomenon and briefly state its implications.

(vi) The nature of innovation activities aimed at developing products for future emerging markets differs from the nature of innovation activities aimed at the needs of already developed markets. In very brief, differentiate between both the innovation activities.

(vii) There are companies, who want their customers to first suggest the required changes in their products or services and then they go for imparting the requisite changes. Discuss the strategy stated here.

(viii) State the basic differences among the static and dynamic models of innovation.

GROUP - B

Answer any four from the following questions :
4×10=40

(i) (a) Differentiate between modular and architectural innovation with respect to the knowledge of components. 5

(b) When a company has to stumble to change its core product to what customers need, it must achieve the requisite knowledge first. Identify the model that discusses about this phenomenon and explain its components. 5

- (ii) (a) Discuss the growth phases of a company in terms of its innovation strategies.
- (b) State in brief about the types of innovation strategies.
- (iii) (a) Briefly state the various risks associated with innovation.
- (b) Discuss the strategies with the help of which firms can reduce the risks.
- (iv) (a) Sustaining innovations improve the performance of existing products and customer's value. Highlight the core values of sustaining innovation.
- (b) Explain the dichotomy of sustaining vs disruptive innovation in association with the technology change model.
- (v) (a) State the characteristics of a creative environment.
- (b) What characteristics normally exist in a person who has the ability to convert his thoughts into action.

- (iii) (a) Explain the Tushman-Rosenkopf model. 5
- (b) It is said that the evolution of technology is guided by its complexity and time horizon. Briefly state the interfaces that this statement highlights. 5

GROUP - C

Answer any two from the following questions :
2×15=30

- (i) Every technology comes with its own physical limits. When a firm tries to outdo its limits of innovation by imparting new technology, it gives rise to a special phenomenon, where rate of progress of technology is proportional to the effort given by the firm. Discuss in detail about the model that identifies this phenomenon and state its advantages. 10+5=15
- (ii) The Transilience map discusses about different types of innovations and their impact over existing competencies, either in terms of disruption or entrenches. With the

help of this map, explain how the capacity of innovation may alter the existing resources, knowledge and skills of a firm with suitable examples for each innovation types.

- (iii) Innovation is not just opening new markets but also offering new ways to serve already established markets. Structured innovation shall always enhance firm's capabilities to design its strategies and bring the required change. Based on the statements, discuss in detail, the dimensions of innovation space and provide the framework for mapping innovation space. 10+5=15