



Name:

Enrolment No:

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**End Semester Examination, December 2023**

**Course: Managing Innovations**  
**Program: MBA Strategy & Consulting**  
**Course Code: STGM8021**

**Semester: III**  
**Time : 03 hrs.**  
**Max. Marks: 100**

**Instructions:**

**SECTION A**  
**10Qx2M=20Marks**

S. No.	Statement of question	Marks	CO
Q 1	What is the main objective of the stage-gate process in innovation management? A) Generating new ideas B) Rapid implementation of innovations C) Evaluating and advancing projects in stages D) Implementing disruptive innovations	2	CO1
Q 2	Which innovation metric measures the time it takes for an innovation to move from idea to implementation? A) Return on investment (ROI) B) Time to market C) Net present value (NPV) D) Market share growth	2	CO1
Q 3	Which type of innovation involves making improvements to existing products or processes? A) Radical innovation B) Disruptive innovation C) Incremental innovation D) Open innovation	2	CO1
Q 4	What is the role of a venture capital firm in the innovation ecosystem? A) Generating new ideas B) Funding and supporting high-potential startups C) Implementing innovations within established companies D) Conducting feasibility analyses	2	CO1
Q 5	What is the primary challenge associated with sustaining innovation within established organizations? A) Lack of resources B) Resistance to change C) Rapid idea generation D) Overemphasis on risk	2	CO1
Q 6	What is the primary goal of innovation management? A) Cost reduction B) Incremental improvements	2	CO1

	C) Sustainable growth D) Market saturation		
Q 7	Which approach involves partnering with external organizations to jointly develop and bring innovations to market? A) Technology-push B) Joint ventures C) User-centered design D) Internal idea generation	2	CO1
Q 8	What is the key characteristic of disruptive innovation? A) Incremental improvements B) Targeting existing markets C) Overcoming existing technologies D) Creating new markets and value networks	2	CO1
Q 9	What is the focus of the "fail fast, fail cheap" principle in innovation management? A) Avoiding all failures B) Rapidly testing and learning from failures C) Resisting experimentation D) Ignoring the innovation process	2	CO1
Q 10	What is the main goal of the Design Thinking approach in the innovation process? A) Focusing on technology-push B) Empathizing with end-users and addressing their needs C) Generating ideas quickly D) Implementing innovations without user feedback	2	CO1
<b>SECTION B</b> <b>4Qx5M= 20 Marks</b>			
	Statement of question		
Q 11	Define the concept of "open innovation" and provide an example of how a company can leverage open innovation to enhance its innovative capabilities.	5	CO2
Q 12	Explain the role of a feasibility analysis in the innovation process. Provide two key criteria that are typically assessed during a feasibility analysis.	5	CO2
Q 13	Describe the role of a "champion" in the innovation process. How does a champion contribute to the success of an innovation within an organization?	5	CO2
Q 14	Explain the difference between sustaining innovation and disruptive innovation. Provide an example of each type of innovation in the business world.	5	CO2
<b>SECTION-C</b> <b>3Qx10M=30 Marks</b>			
	Statement of question		

Q 15	Discuss the significance of a well-defined innovation portfolio in managing innovations within an organization. What benefits does an innovation portfolio offer in terms of strategic decision-making?	10	CO3
Q 16	<p>Imagine a well-established retail company facing declining sales and increasing competition in the age of e-commerce. Develop a comprehensive innovation strategy for this company, considering both product and process innovations. Discuss the key steps the company should take to transform its business model, enhance customer experience, and stay relevant in the digital era.</p> <p style="text-align: center;"><b>OR</b></p> <p>You are the CEO of a technology startup, and your team has just completed a pilot project for a groundbreaking product. Outline the critical factors and considerations you would take into account when deciding whether to scale up the project for full implementation. Discuss the risks associated with scaling and propose strategies for mitigating those risks.</p>	10	CO3
Q 17	Discuss the significance of the diffusion of innovations theory in understanding the adoption of new ideas. Identify two factors that influence the rate of adoption according to this theory.	10	CO3
<b>SECTION-D</b> <b>2Qx15M= 30 Marks</b>			
	Statement of question		
Q 18	Consider a multinational corporation with a diverse range of products and services. Analyze its innovation portfolio and suggest criteria for prioritizing and managing innovation projects. Discuss how the company can balance short-term gains with long-term, high-risk projects. Provide recommendations on resource allocation and risk mitigation.	15	CO4
Q 19	<p>An established manufacturing company wants to instill a culture of innovation among its employees. Propose a multi-faceted approach that includes leadership initiatives, employee training, and incentive programs. Discuss how the company can create an environment that encourages creativity, risk-taking, and continuous improvement. You can take help from Apple Company case discussed in Class.</p> <p style="text-align: center;">Or</p> <p>Consider a traditional industry such as the taxi service facing disruption from ride-sharing platforms. Analyze the challenges and opportunities presented by disruptive innovations in this industry. Propose a strategic plan for a taxi service company to not only survive but thrive in the face of such disruption. Include considerations for technology adoption, customer experience, and regulatory challenges.</p>	15	CO4