

Birla Institute of Technology & Science, Pilani
Work-Integrated Learning Programmes Division
First Semester 2022-2023
Comprehensive Examination (EC-3 Make-up)

Course No. : SE ZG685
Course Title : SOFTWARE PRODUCT MANAGEMENT
Nature of Exam : Open Book
Weightage : 40%
Duration : 2 Hours
Date of Exam : Saturday, 26/11/2022 (FN)

No. of Pages	= 3
No. of Questions	= 8

Note:

1. Please follow all the *Instructions to Candidates* given on the cover page of the answer book.
2. All parts of a question should be answered consecutively. Each answer should start from a fresh page.
3. Assumptions made if any, should be stated clearly at the beginning of your answer.

- Q.1Set.(A) Design 4 Customer interview Questions to assess the value of the product described in the case study “FastTag”. [4]
- Q.1Set.(B) Design 4 Customer interview Questions to assess the value of the software product described in the case study “DBS home loan”. [4]
- Q.1Set.(C) Design 4 Customer interview Questions to assess the value of the software product described in the case study “Acko car insurance”. [4]
- Q.2Set.(A) Analyze product market fit of “Toothsi dental aligner app”. Create the lean canvas board. [4 + 4 = 8]
- Q.2Set.(B) Analyze product market fit of “Redbus bus booking app”. Create the lean canvas board. [4 + 4 = 8]
- Q.2Set.(C) Analyze product market fit of “RazorPay payment gateway app”. Create the lean canvas board. [4 + 4 = 8]
- Q.3Set(A) Discuss Positioning and Messaging for Twilio product. [4]
- Q.3Set(B) Discuss Positioning and Messaging for Tally product. [4]
- Q.3Set(C) Discuss Positioning and Messaging for AirBnB product. [4]
- Q.4 Set. (A) “Prove your product first, scale / optimize later” is a best practice for startups. How was this done in case of ID Fresh foods? [4]
- Q.4 Set. (B) “Prove your product first, scale / optimize later” is a best practice for startups. How was this done in case of Spotify? [4]
- Q.4 Set. (C) “Prove your product first, scale / optimize later” is a best practice for startups. How was this done in case of Netflix? [4]
- Q.5 Set. (A) Which funding sources are suited for new startups. Justify [4]
- Q.5 Set. (B) Which funding sources are suited for established and stable company. Justify [4]
- Q.5 Set. (C) Which funding sources are suited for socially responsible company. Justify [4]

Q.6 Set. (A) Which revenue model would you recommend for ‘Google Drive’ for corporates? Justify. [4]

Q.6 Set. (B) Which revenue model would you recommend for ‘Postman API testing’ product? Justify. [4]

Q.6 Set. (C) Which revenue model would you recommend for ‘Kissflow’ for corporates? Justify. [4]

Q.7 Set. (A) 2 friends got together to launch as B2B product company. In the first year they assessed the product idea, built an MVP to validate the idea, put together a team to build the product.

In the second year they started selling the product to a few companies and in the third year they increased their sales to even more customers.

In the first year the company did not make any profit. In the second year they made a small profit and in the third year they made even more profit. At the end of the third year they reached the break-even point.

Based on the description given above, explain how the company claims to have made profit in year 2 while the break-even was reached only at end of year 3. [4]

Q.7 Set. (B) 2 friends got together to launch as B2B product company. In the first year they assessed the product idea, built an MVP to validate the idea, put together a team to build the product.

In the second year they started selling the product to a few companies and in the third year they increased their sales to even more customers.

In the first year the company did not make any profit. In the second year they made a small profit and in the third year they made even more profit. At the end of the third year they reached the break-even point.

Based on the description given above, explain how the company claims to have made profit in year 2 while the break-even was reached only at end of year 3. [4]

Q.7 Set. (C) 2 friends got together to launch as B2B product company. In the first year they assessed the product idea, built an MVP to validate the idea, put together a team to build the product.

In the second year they started selling the product to a few companies and in the third year they increased their sales to even more customers.

In the first year the company did not make any profit. In the second year they made a small profit and in the third year they made even more profit. At the end of the third year they reached the break-even point.

Based on the description given above, explain how the company claims to have made profit in year 2 while the break-even was reached only at end of year 3. [4]

Q.8 Set. (A)

- Using the concept described in the book “Innovator’s Dilemma”, explain why large companies like SAP did not embrace cloud technology early, compared to startups such as Salesforce.com. [4]

- Using the “3-box solution” described by Prof. Vijay Govindarajan, explain how Adobe moved its product (s) from desktop to cloud. [4]

Q.8 Set. (B)

- Using the concept described in the book “Innovator’s Dilemma”, explain why large companies like SAP did not embrace cloud technology early, compared to startups such as SalesForce.com. [4]
- Using the “3-box solution” described by Prof. Vijay Govindarajan, explain how Adobe moved its product (s) from desktop to cloud. [4]

Q.8 Set. (C)

- Using the concept described in the book “Innovator’s Dilemma”, explain why large companies like SAP did not embrace cloud technology early, compared to startups such as SalesForce.com. [4]
- Using the “3-box solution” described by Prof. Vijay Govindarajan, explain how Adobe moved its product (s) from desktop to cloud. [4]
