

Indian Institute of Information Technology, Sri City, Chittoor

Name of the Exam: IAE end Examination

Duration: 1.5 hrs

Max. Marks: 30

Instructions: (Please Read all of them carefully before attempting the questions)

1. Write your Roll No. and Name on top of every page of the answer sheet. It is mandatory.
 2. All questions are mandatory.
 3. Marks are indicated in [] after each question.
 4. You are required to write the answers in A4 sheets.
 5. At the end of the exam, you are expected to submit the scanned copy of the answer sheets in pdf format on provided link before the indicated closing time (not beyond 6.30 PM)
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1. What are the types of innovation frameworks you are aware of?

[3]

2. Explain one of the design thinking frameworks in detail?

[5]

3. What are the differences between a shareholder and a director of a company?

[4]

4. What are the types of market research?

[3]

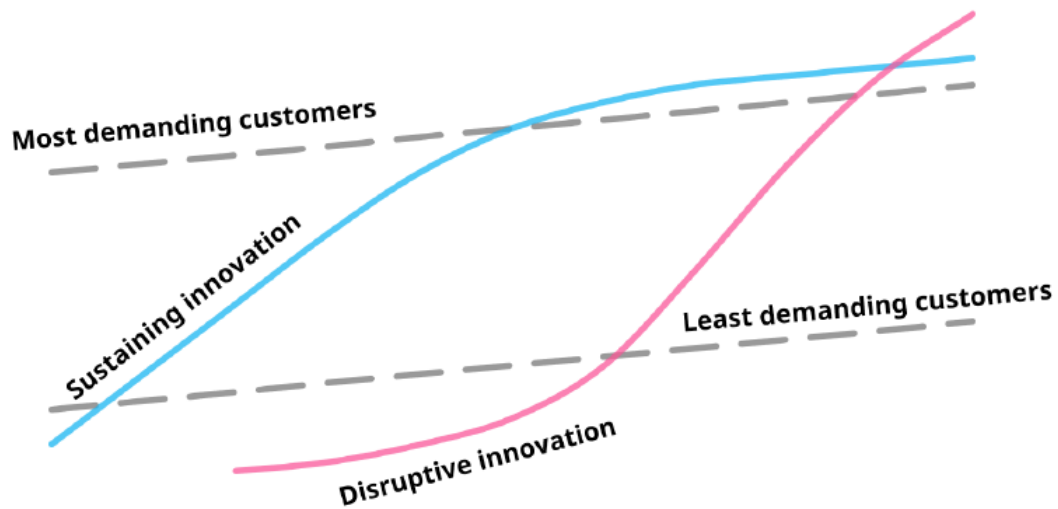
5. Case study:

Innovators dilemma is a well-known concept introduced by Clayton Christensen in 1997 that explains the common phenomena related to innovating at an established organization. The core of the dilemma is that in the beginning innovation, and more specifically the disruptive kind, is usually inferior to existing products and services on the market if measured by the same metrics and value drivers.

Thus, new products are initially valuable only to a small subset of the market with different value drivers and won't be of interest for the mainstream or high-end customers, which is where the incumbent companies typically have higher profit margins.

Because disruptive innovation initially caters to only a small and not-very-profitable customer base, the rational decision-making processes of the established companies are obviously biased to not invest in these disruptive initiatives in the early stages.

Once the disruptive innovation enters the mainstream, the established companies typically pick up on them again, however at that point it's often already too late since the new entrant is on the exponential part of the S-curve. This makes catching up quite unlikely, even with the additional resources the incumbent has at their disposal.



Understand and apply this concept in the Indian market and answer the following:

- (a) Pick a company or a product that you think has an innovators dilemma problem and explain your rationale
[3]
- (b) According to you what could be the new technology or product that this company should be doing that would be disruptive in the market and why ?
[3]
- (c) Which customer segment should the new product pick up and why should it be - according to you ?
[3]
- (d) Explain the business planning of this product or technology that you envisage for this company and what would you initially do ?
[3]
- (e) Please do a mind mapping for the technology innovation according to the strategies you have learnt and present the same.
[3]