



USN

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

22MBA402

Fourth Semester MBA Degree Examination, Dec.2024/Jan.2025 Innovation and Design Thinking

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.*

			M	L	C
Q.1	a.	Compare traditional thinking with design thinking.	3	L2	CO1
	b.	From empathy to test, explain all five stages of design thinking in brief.	7	L2	CO2
	c.	Summarize seven modes of the design innovation process.	10	L2	CO3
Q.2	a.	Explain 'Innovation source book' as a method for sense intent mode.	3	L2	CO3
	b.	Apply five mindsets for forming 'Sense Intent' mentioning suitable example.	7	L3	CO2
	c.	You are the CEO of a mid sized manufacturing company, that has been experiencing stagnation in growth due to increased competition and changing market demands. The board of directors is urging you to come up with an innovation strategy to ensure the company's long term sustainability and growth.	10	L4	CO3
Q.3	a.	Identify how building empathy can add value to the 'Know People' mode.	3	L3	CO2
	b.	Develop on ethnographic interview method to improve customer experience for a five star hotel.	7	L3	CO2
	c.	As a final year MBA student, discover career opportunities immediately after your semester end examinations. Apply know-people mode for the same. Mention all possible ways to create career opportunities through networking.	10	L3	CO2

Q.4	a.	Explain Mahatma Gandhi's social reform action which is an example for developing guiding principles mindsets for 'Frame Insights' mode.	3	L2	CO3
	b.	Differentiate Tree Diagramming and Semi-Lattice Diagramming for creating a framework to analyse entities related in hierarchies with examples.	7	L4	CO3
	c.	In catering and restaurant market, zomato has initiated innovative services to remain as leader. How the ERAF system diagram can help zomato create a frame work to gain more market share.	10	L5	CO4
Q.5	a.	List down the steps to create a 'user persona' for exploring concepts around them.	3	L4	CO1
	b.	Analyze the challenging the assumption mindset with value addition mentioning fast food industry as an example.	7	L4	CO3
	c.	Examine the benefits of role play ideation method for 'exploring the concepts' mode.	10	L4	CO2
Q.6	a.	Analyze the 'conceiving the holistic solutions' which is one of the mindset for frame solutions mode.	3	L4	CO3
	b.	Utilize the concept of 'Prescriptive value web' for future of mobile communication.	7	L3	CO2
	c.	A private life insurance company on India facing difficulty in generating business in the competitive market. Mention steps using the 'Solution Story Board' method for the same.	10	L4	CO3
Q.7	a.	'Facebook' by meta is a platform used by several people in a variety of ways. Explain the 'Platform Plan by mentioning the steps.	3	L2	CO2
	b.	Apply the team formation plan as a method of realize offerings by explaining each steps.	7	L3	CO2
	c.	Your company has prototyped a new mosquito repellent device. You are planning to launch this device by next year in the consumer market. Now you are in the last mode of design thinking process-realizing the offerings. Apply pilot development and testing method and prepare steps for implementing the same.	10	L4	CO3
2 of 3					

Q.8	<p style="text-align: center;">CASE STUDY (Compulsory)</p> <p>Crocs, a company known for its iconic foam clogs, is a prime example of how design thinking can revolutionize a product and create a global brand. Initially launched in 2002. Crocs were designed as a simple, comfortable and durable shoe suitable for boating. Due course of time, crocs began by understanding the needs of its target audience and this empathy for the users needs lead to creation of the 'Croslite' material which is light weight, non marking and offer superior comfort. The company identified a broader market for footwear beyond just the boating community, crocs positioned its footwear to a wider audience including health care workers, gardeners and casual wearers.</p> <p>Crocs continuously experimented with new ideas, expanding the product line to include various colors, patterns and styles.</p> <p>This ideation phase was crucial in transforming crocs from a niche product into a fashion statement. The company rapidly prototyped and introduced new designs such as the addition of Jibbitz charms allowing users to personalize their crocs. Crocs test its products in various market, gathering feedback and making adjustment to meet consumer demands.</p> <p>The company's ability to pivot and innovate based on real world testing helped it maintain its position in the market, even during covid-19 pandemic.</p> <p><u>Questions</u></p>			
	a.	How Crocs apply the design thinking principle of 'Empathy' to identify and address the needs of their initial target audience?	7	L4 CO3
	b.	Analyze the role of Ideation and prototyping in 'Crocs' evolution from a niche product to a global brand.	7	L4 CO3
	c.	Evaluate how the 'Test' phase in Crocs design thinking process influenced its ability to adapt and innovate in a competitive market. Provide how feedback and real world testing led to success of crocs.	6	L5 CO4

* * * * *