

Register No: Name:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

FOURTH SEMESTER MBA DEGREE EXAMINATION (R), MAY 2023 (2021 Scheme)

Course Code: 21MBA232

Course Name: Innovation and New Product Management

Max. Marks: 60

**Duration: 3
Hours**

PART A

(Answer all questions. Each question carries 2 marks)

1. What do you mean by diffusion of innovation?
2. Define cross functional team. Give an example.
3. Define Strategic Alliances.
4. Enumerate the different types of services.
5. Examine the term crowdsourcing.

PART B

(Answer any 3 questions. Each question carries 10 marks)

6. 'In today's competitive society, traditional form of top-down structure will not be sufficient. The decision regarding organization structure is influenced by company's requirement to increase innovative capacity'. Validate.
7. Explain in detail the pugh method of selection. Mention the criteria used in the selection.
8. Categorize and enumerate the concept of technological trajectory with an example.
9. 'QFD is popularly referred as house of quality'. Justify the statement. What are the four stages of QFD?
10. Illustrate the role of R&D and Innovation for effective New Product Development.

PART C

(Compulsory question, the question carries 20 marks)

11. Renault and Nissan are two major automobile brands working independently, meanwhile they are engaged in a 19-year old alliance where Renault holds 43.4 percent stake in Nissan and Nissan owns 15 per cent in Renault. The Renault-Nissan Alliance is the first of its kind involving Japanese and a French company. Renault was identified for modern design and Nissan for the excellence of its engineering. The two companies had just decided to a most important strategic alliance in which Renault would take for granted \$5.4 billion of Nissan's Debt in return for a 36.6% equity share in the Japanese company. Before the alliance it was concluded that the combined company would be the world's largest car-maker.

In the case of Renault-Nissan, it is preferable to have an alliance than merger for many reasons. Alliances would facilitate more than mergers the entrance for companies to new geographical phases where there are some restrictions on foreign investments. The two companies had their own capabilities in their own market. Renault for instance, already existed in Europe and North America, and was well-known for its design and marketing. At the same time Nissan was the powerhouse engineering in Japan, Europe and North America.

a) Elucidate the concept and benefits of Strategic alliance. How can the alliance be used for Knowledge Management?

Marks (5)

b) How could both Nissan and Renault leverage technology transfer for rolling out new range of automobiles globally?

Marks (7)

c) Evaluate the organizational characteristics of both Nissan and Renault that will facilitate innovation.

Marks (8)
