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**University Examinations 2014/2015**

FIRST YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

**BFA 5180: INNOVATION MANAGEMENT**

**DATE: AUGUST 2015 TIME: 3HOURS**

**INSTRUCTIONS:** *Answer question* ***one*** *and any other* ***three*** *questions*

**QUESTION ONE (25 MARKS)**

1. Discuss four key factors for success when implementing change within an organization (4 Marks)
2. Creativity is the key element in innovative design. Discuss any ten characteristics of a creative personality (5 Marks)
3. Critically, explain the schumpetarian view of entrepreneurship (4 Marks)
4. Continuous innovation requires a holistic approach to leadership and organization. Highlight the meaning of continuous innovation, discuss the six essential principles in continuous innovation (12 Marks)

**QUESTION TWO (25 MARKS)**

1. Discuss the ten innovation challenges as identified in a BCG Survey 2006 (10 Marks)
2. Product development is a major form of change management in many organizations. Discuss the factors of success using illustrations in product development (15 Marks)

**QUESTION THREE (25 MARKS)**

1. According to Lady Nancy Astor, the main dangers in this life are the people who want to change everything or nothing. Their failure leads to the ‘trend-mill effect in an organization’, setting up a vicious circle. Identify and discuss any four factors for failure in managing change that managers should recognize and that can help identify change problems more rapidly showing the effects of these failures (16 Marks)
2. Describe the three different creativity techniques as articulated by Schabereiter (2010) (9 Marks)

**QUESTION FOUR (25 MARKS)**

1. Identify and discuss the five common forms of corporate innovations (15 Marks)
2. Brainstorming is an essential activity in innovation and change management. Identify and discuss the four basic rules for a brainstorming session (10 Marks)

**QUESTION FIVE (25 MARKS)**

1. Based on experiences in innovation consulting, A.T. Kearney has developed the “House of Innovation”. This model depicts the most important building blocks of successful innovation management. Discuss the house of innovation using illustrations (10 Marks)
2. Discuss the relevance and application of the freezing and unfreezing theories in change management (10 Marks)
3. Show how culture can hinder change in an organization (5 Marks)