

CBCS SCHEME

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MBA402

Fourth Semester MBA Degree Examination, June / July 2026 Innovation and Design Thinking

Time: 3 hrs.

Max. Marks: 100

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

			M	L	C
Q.1	a.	What is meant by Design Thinking as a solution?	03	L1	CO1
	b.	Explain the concept and significance of Design Thinking.	07	L2	CO1
	c.	Explain Design Thinking as a solution for complex business problems.	10	L3	CO1
Q.2	a.	What is meant by Sense Intent?	03	L1	CO1
	b.	Explain the mindset involved in Sense Intent.	07	L2	CO1
	c.	Discuss the history, value, and principles of Design Thinking in detail.	10	L3	CO1
Q.3	a.	Define empathy in Design Thinking.	03	L2	CO1
	b.	Explain the Know People phase in Design Thinking.	07	L1	CO2
	c.	Discuss various user research techniques used in Design Thinking.	10	L3	CO2
Q.4	a.	What are insights in Design Thinking?	03	L2	CO1
	b.	Discuss the process of converting observations into insights.	07	L2	CO2
	c.	Discuss various analytical tools used in generating insights.	10	L4	CO2
Q.5	a.	What is Ideation?	03	L1	CO3
	b.	Discuss the importance of challenging assumptions.	07	L2	CO3
	c.	Explain the process of concept generation and evaluation.	10	L3	CO3
Q.6	a.	What is a Persona?	03	L1	CO3
	b.	Explain the importance of solution prototyping.	07	L2	CO3
	c.	Analyze the importance of storytelling and future thinking in innovation.	10	L3	CO3
Q.7	a.	What is a Solution Roadmap?	03	L1	CO4
	b.	Discuss various methods used in solution development.	07	L2	CO4
	c.	Explain the Realize Offerings phase and its methods with examples.	10	L3	CO4

Q.8	Compulsory Question (Case Study)	M	L	C
	A multi-specialty hospital in Bengaluru has been receiving numerous complaints from patients regarding long waiting times, difficulty in locating departments, lack of communication from staff, and confusion during the appointment process. Patient satisfaction scores have dropped significantly over the last year. The hospital management wants to improve the overall patient experience and has decided to use the Design Thinking approach to identify problems and develop innovative solutions. A Design Thinking team was formed consisting of doctors, nurses, administrative staff, and patient representatives. The team conducted observations, interviews, and surveys to understand patient needs and expectations. They discovered that patients often felt anxious due to poor communication and lack of clear guidance within the hospital premises. Based on the findings, the team developed several ideas, including a mobile application for appointment tracking, digital information kiosks, real-time waiting-time displays, and volunteer assistance desks. After testing prototypes with patients, the hospital implemented the most effective solutions. As a result, patient satisfaction increased by 35%, waiting-time complaints reduced significantly, and operational efficiency improved.			
a.	Discuss the importance of empathy in understanding patient needs.	10	L3	CO4
b.	Apply the Design Thinking process (Empathize, Define, Ideate, Prototype, and Test) to explain how the hospital improved patient experience.	10	L3	CO4
