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III Semester M.B.A. (Day & Evening) Degree Examination, April/May - 2026

MANAGEMENT

Ideation, Design Thinking and Innovation

(CBCS Scheme 2019 Onwards)

ACHARYA INSTITUTE OF GRADUATE STUDIES
LIBRARY
Date:
BANGALORE-107

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any Five questions of the following. Each question carries 5 marks.(5×5=25)

1. Explain the differences between managerial decision making and entrepreneurial decision making.
2. Describe the major modes of creative thinking with suitable examples.
3. Discuss the importance of design thinking in today's disruptive world.
4. How can technology be applied to enhance innovation in organizations in today's rapidly changing business scenario?
5. What is Intellectual Property? Explain its role in promoting innovation.
6. Briefly explain how usability criteria can be applied to validate a business idea.
7. Discuss various methods of idea generation used for developing innovative products or business ideas.

SECTION - B

Answer any Three questions of the following. Each question carries 10 marks.
(3×10=30)

8. Discuss De Bono's Theory of Six Thinking Hats, explaining each hat and its role in improving decision making, problem solving, and creative thinking in organizations.
9. Explain the stages involved in the design thinking process and highlight its significance in developing innovative and user-centric solutions.
10. Discuss Indian innovations and the emerging opportunities they create across various sectors.
11. Explain the entrepreneurship process and its key stages.

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SECTION - C

12. Compulsory Case Study **(1×15=15)**

India's entrepreneurial ecosystem has witnessed rapid growth driven by innovation, technology adoption, and changing consumer needs. Many Indian entrepreneurs have identified local problems and transformed them into scalable business opportunities through innovative solutions.

One such entrepreneur identified challenges faced by small retailers and local vendors in managing inventory, payments, and customer records. By leveraging mobile technology and cloud-based solutions, the entrepreneur developed a low-cost digital platform tailored for small businesses. The platform enabled digital payments, real-time inventory tracking, and simple data analytics, helping retailers improve efficiency and profitability.

Despite initial challenges such as low digital literacy, resistance to change, and funding constraints, the entrepreneur adopted a user-centric approach. Continuous feedback from users was incorporated to improve usability and functionality. Strategic partnerships and government-supported startup initiatives further helped in scaling the venture across multiple regions in India.

When innovation is aligned with local needs and supported by technology and policy initiatives, it can create sustainable entrepreneurial success in India.

Questions:

a) Discuss the challenges faced by Indian entrepreneurs in implementing innovative solutions.

b) Explain how the entrepreneur identified a local problem and converted it into an innovative business opportunity.

c) Analyze the role of a user-centric approach in enhancing the adoption of innovative solutions among small businesses.
