



**UNIVERSITI KUALA LUMPUR**  
**MALAYSIAN INSTITUTE OF INFORMATION TECHNOLOGY**

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**FINAL EXAMINATION**  
**JANUARY 2016 SEMESTER**

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**COURSE CODE** : WBB 10202  
**COURSE NAME** : INNOVATION MANAGEMENT  
**PROGRAMME NAME** : BCEM, BCE, BNS, BCSS, BSE, BCAD, BIMD  
**DATE** : 19 MAY 2016  
**TIME** : 9.00 am – 11.00 am  
**DURATION** : 2 HOURS

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**INSTRUCTIONS TO CANDIDATES**

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1. Please read the instructions given in the question paper CAREFULLY.
  2. This question paper is printed on both sides of the paper.
  3. This question paper consists of TWO (2) Sections, SECTION A and SECTION B.
  4. Answer ALL questions in SECTION A. For SECTION B, answer ONLY ONE (1) question.
  5. Please write your answers on the answer booklet provided.
  6. Answer ALL questions in English.
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THERE ARE 6 PAGES OF QUESTIONS, INCLUDING THIS PAGE.

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**SECTION A (Total: 75 marks)****INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question 1**

The general model of innovation process consists of insight, development, design, production engineering, pilot test, full-scale manufacturing and market launch.

- (a) Draw a diagram to show the R&D and commercialization phases in the innovation process. (5 marks)
- (b) Miki Technology Ltd produces kids tablet which is specially designed for children between the age of 3-8 years old. Describe the whole process from generation of idea to marketing based on the general model of innovation. (10 marks)
- (c) Organization infrastructure is the strategic management aspects which supports innovation in a company like Miki Technology Ltd. Given a simple example of target such as "One New Product A Month" and explain about organization infrastructure components. (10 marks)

**Question 2**

Precision Automotive Sdn Bhd produces 'Aftermarket' car parts which is comparatively cheaper than OEM (Original Equipment Manufacturer). Its sales turnover for 2014 was USD29.8m and total aftermarket parts produced is 1250.

The management in 2015 strategizes the company with new vision and mission.

Vision: To become global top 3 manufacturers of aftermarket products by 2025

Mission:

- (i) Sales Revenue: USD100m
- (ii) Management profit: USD20m
- (iii) Highest Quality and Lowest Cost
- (iv) OE Technology in Aftermarket Products

- (a) You have been appointed as the NPI (New Product Introduction) Consultant to this company. From the Organization Chart (Departments) show the innovation process. (10 marks)
- (b) Customer Feedback shows high percentage of rejection for 'suspension rods'. Advice on the importance of prototype and pilot testing. (10 marks)
- (c) Suggest some activities for launching a new 'track control arm' for Toyota Service Centres in Malaysia. (5 marks)

**Question 3**

Technology Push is when research and development in new technology, drives the development of new products. Technology Push usually does not involve market research. It tends to start with a company developing an innovative technology and applying it to a product. The company then markets the product. Example is touch screen technology once popular in PDA, mobile phone, PC and now even on household products.

- (a) Illustrate Rothwell's Innovation Model that suites the example above. (5 marks)
- (b) Explain why Roberts and Frohman Model is not suitable for this type of product innovation. (10 marks)
- (c) Has the development of digital camera been the result of Market Pull? (10 marks)

**SECTION B (Total: 25 marks)****INSTRUCTION: Answer ONLY ONE (1) question.****Please use the answer booklet provided.****Question 1**

ICI is a major producer of paints, materials, explosives and industrial chemicals. As a multinational corporation, ICI runs and operates this business on a global scale. Inevitably, its business is subject to intense competition and to fluctuations in demand caused by cycles in economic activity. Along with other modern high-technology corporations, it must make best use of the resources available to it. Today the most important resource of any organization is its human resource

In ICI, organizational culture is understood as 'the way we do things around here.' Visit any workplace and quickly begin to form an impression of what the organization cherishes and values. This can be seen through greetings, organization of the working environment, the way people treat each other and so on. An important part of this organizational culture is the relationships which exist between people at different levels. Traditionally, large companies in the UK were characterized by a 'tall' organizational structure with several layers of command and a 'top down' approach. Communications generally flowed down from managers, through supervisors, to ground level workers. (*Source: Releasing the talents of employees, Business Case Studies LLP, [businesscasestudies.co.uk](http://businesscasestudies.co.uk)*)

Based on the excerpt above, answer the following questions:

- (a) Evaluate how ICI ensures that the organizational culture supports innovation. (10 marks)
- (b) ICI highly values **ONE (1)** of the organizational resources. Identify the resource and analyses the importance of this resource to them. (10 marks)
- (c) Suggest **TWO (2)** ways to improve ICI in empowering the staffs. (5 marks)

**Question 2**

There are variety spectrums of resource in organization and they are vital. Organization resources are understood as essential for organization to exist inside and outside of organization and in global geographical area. One good example is Berjaya Corporation which has many businesses ranging from consumer products, property, hotels and F&B (Food and Beverage).

- (a) Explain how intellectual property, customers, marketing and sales affect innovation in the organization.

(10 marks)

- (b) Understanding that information is one of the important resources in organization, explain **TWO (2)** problems that may arise due to improper handling of information. Suggest solution for each problem.

(10 marks)

- (c) Discuss how manager should utilize organizational resources since their businesses are so diversified.

(5 marks)

**END OF EXAMINATION PAPER**