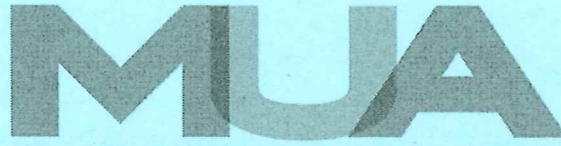


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/
BACHELOR OF COMMERCE

MGT 314: INNOVATION MANAGEMENT

DATE: 19TH DECEMBER 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. DO NOT write on this question paper.
3. This paper contains SIX (6) questions.
4. Question ONE is compulsory.
5. Answer any other THREE questions.
6. Question ONE carries 25 MARKS and the rest carry 15 MARKS each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

LOCAL HOTEL GOES DIGITAL

The Local Hotel in the Estate where you live has hired a new manager with express instructions from the owners to turn around which has been making losses. Although residents now know the hotel as 'local', it actually has a different name – Eastern Fish and Chips. However, after many years of existence the operator cannot remember the last time they served fish or even chips.

The new manager took his job with vigor and wanted to know everything about the old hotel before proposing a solution to improve operations. Several proposals came to mind. From the question, whether to return to the old name and serve fish and chips to developing a completely new menu were all considered. Nevertheless, faced with the owners fearful of losing their investment further and staff skeptical of losing their jobs and old customers used with 'their' local, the manager is faced with need for acceptable proposals across board.

Aware of the need to innovate if the hotel was to survive and post a profit, the manager decided to overhaul the old system and design new systems, offer new menu and marketing techniques.

Required:

- a) Identify the type of innovation the manager might need for this hotel
(2 Marks)
- b) Examine six pitfalls the manager must be conscious of when introducing innovative ideas in the hotel
(12 Marks)
- c) Explain three concerns staff may have about the changes introduced
(6 Marks)
- d) Discuss the aspects of the hotel business that can benefit through use of social media
(5 Marks)

QUESTION TWO

- a) Examine the three approaches to innovation most likely to be used in a firm. (5 Marks)
- b) Describe the five steps in innovation adoption process (10 Marks)

QUESTION THREE

- a) Differentiate between the concepts of appropriate technology and indigenous knowledge (6 Marks)
- b) Evaluate challenges emanating from structural issues within the firm, challenges dealing with people associated with the firm and challenges in the external environment that may hinder diffusion of technology. (9 Marks)

QUESTION FOUR

- a) Enumerate five reasons why firms seek to innovate. (5 Marks)
- b) Explain the five lateral thinking tools used in changing perceptions and flexibility in business (10 Marks)

QUESTION FIVE

- a) Differentiate between technological diffusion and technology transfer (5 Marks)
- b) Analyze the five stages of technological diffusion (10 Marks)

QUESTION SIX

- a) Explain the meaning of push marketing and pull marketing in the context of marketing innovation. (6 Marks)
- b) Assess three ways by which companies can use information technology systems for competitive advantage (9 Marks)

