

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS

MASTER OF SCIENCE IN ENTREPRENEURSHIP AND INNOVATION

INNOVATION MANAGEMENT (MEI 501)

EXAMINATION PAPER

DURATION: 3 HOURS 30 MINUTES

INSTRUCTIONS AND INFORMATION TO CANDIDATES

1. Section A is compulsory and carries 40 marks.
2. Answer Question One from Section A and any three (3) questions from Section B.
3. The paper carries six questions.
4. All questions in Section B carry equal marks of 20 each.
5. The use of cell phones is not allowed in the examination.

SECTION A: [COMPULSORY]

QUESTION 1

CASE STUDY: MOTORING: KIA PICANTO X LINE: BUDGETING BUSTED

My heading should read living within your means with Kia Picanto X-Line but that is not the case. It's a cute car that should be sold locally at a reasonable price but alas that is not the case.

This is one car that would appeal to those that want to live within their means with a fuel saver. Price wise it will not fly off the show rooms because prices in Zimbabwe are distorted. The government has to decide whether they want to develop the transport sector by reducing duties and taxes or collect more taxes to feed its appetite for other services.

Reduction in duties and taxes will see prices of most cars go down by at least 40% or so. The challenge our government faces cannot be looked at in isolation. To get rid of the distortions in the motor industry a holistic approach is needed.

Now imagine owning a car that gives you 20km out of a litre. Most of all it will give you a reasonable amount of comfort. The Kia Picanto ticks that box.

Budgeting is becoming a reality in Zimbabwe since so many people have experienced financial hardship. Finding automobiles that are both fuel-efficient and economical has gotten more and more difficult, and A-Segment vehicles appear to be benefiting from this trend. Of course, the Kia Picanto, if marketed well, could become a hot seller on the local market. It will be a popular option for first-time purchasers and will rule the sales charts. A new Picanto X-Line model and a revamped brand identity were among the changes Kia hinted at last year. I recently had the opportunity to spend time with the most recent Picanto X-Line, and I am delighted that it has taken the place of the previous SMART variant with aplomb.

Design

Compared to its siblings, the Picanto X-Line is unquestionably more attractive. It seems wider and higher than the rest of its range due to its larger size and bulkier appearance. The radiator grille in the front has been revised and is modelled after KIA's well-known "tiger nose" style. The front bumper immediately gives the impression that KIA does seek to appeal to a more sophisticated audience because it is undoubtedly sportier than anything we have previously seen on the Picanto line. Modern additions like LED headlights and taillights make the Picanto X-Line easy on the eyes. The Picanto X-Line comes in a variety of colourful colours and rides on 15-inch alloy wheels.

Drive

Despite having a sportier stance than the standard Picanto, the Picanto X-Line retains the same amount of power.

Article by Andrew Muzamhinndo: Motoring Section: Zimbabwe Independent: Motoring Section: January 26 ,2023.

Required:

Carefully consider the following questions and answer them based on the case study above as well as your broad appreciation of issues in Innovation Management.

- a) What type of innovation led to the development of the KIA PICANTO X-line?
(5 marks)

- b) Based on the case and your knowledge of innovation management, what are some of the key considerations that innovators take into account when they think of a new innovation such as a new model of a car to bring onto the market?
(10 marks)

- c) What are some of the innovations that you think the government could consider to improve the transport sector in Zimbabwe? **(10 marks)**
- d) Identify the design innovations that differentiate the Kia Picanto X-Line from its siblings. **(10 marks)**
- e) Would you say the innovations taking place in the motoring industry in Zimbabwe is market-driven or technology driven? Support your answer with relevant examples. **(5 marks)**

[Total: 40 marks]

SECTION B : Answer any 3 questions from this section.

QUESTION 2

Innovative organisations may be identified by their approaches to business. Briefly discuss the main characteristics of such organisations. **[20 marks]**

QUESTION 3

Briefly describe each of the types of innovation and explain which one is a dominant one in an industry of your choice in Zimbabwe. **[20 marks]**

QUESTION 4

Discuss the relationship between strategic management and innovation. **[20 marks]**

QUESTION 5

Based on the MIC Model, describe the main characteristics of the most innovative companies and briefly show how that explains innovative companies in Zimbabwe. **[20 marks]**

QUESTION 6

Discuss how leadership culture may influence the management of innovation in an organization.

[20 marks]

END OF EXAMINATION PAPER.