

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**THIRD YEAR EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF
ENTREPRENEURSHIP AND ENTERPRISE MANAGEMENT**

BEEM 322: TECHNOLOGY AND INNOVATION MANAGEMENT

STREAMS: BEEM Y3S1

TIME: 2 HOURS

DAY/DATE: FRIDAY 13/12/2019

11.30 A.M. – 1.30 P.M.

INSTRUCTIONS:

- **Answer question ONE and any other TWO questions.**

Q1. CASE STUDY: STEVE JOBS CREATING LIFESTYLE

Apple Computers has always been underdog in an industry dominated by giants but its founder and Chief Executive Steve Jobs has managed to make what is essentially a rather boring technical product a lifestyle of choice, for teen to technically geeks to business executives.

This has been achieved by not just including leading edge technology in its Macs, PowerBooks and iPods, but by creating desirable products through design, innovative retail strategies and grassroots market appeal. Steve Jobs has been particularly effective in leveraging limited marketing budgets to gain maximum publicity, often through partnership such as those with Volkswagen and Pepsi.

In 2004, Apple took steps with the introduction of the \$99 iPod shuffle and \$499 Mac Mini to extend its appeal to an audience that has not so far been able to afford its products. Apple's weakness, as with many entrepreneur organizations, is closely linked to the personality of its entrepreneurial CEO. Job is passionate, often not politically correct and has always selected the best team of executives to make the best of Apples ideas.

Required.

- (a) In reference to the above case and with your knowledge of entrepreneurship, explain how an entrepreneur with limited resources create tangible and intangible benefits for customers. (10 marks)

- (b) Explain how innovation helped Apple computers performance in the market. (10 marks)
 - (c) Explain the relationship between technology and innovation. (4 marks)
 - (d) Identify and explain three reasons that are likely to cause failure in innovations. (6 marks)
- Q2. (a) Explain the “S” curve of technological improvement. Why is an understanding of technology cycles and “S” curve of technology important for effective innovation management? (12 marks)
- (b) Define creativity and describe the first three phases of creative process. (8 marks)
- Q3. (a) What is technology adoption and diffusion? Explain the different profiles of customers in the five adopter categories. (12 marks)
- (b) What is appropriate technology and what are its key features. (8 marks)
- Q4. (a) Whether the organization is large or small there are a number of practical challenges in generating new products, services and processes and in managing innovation. Discuss some of the challenges in managing innovation. (12 marks)
- (b) Describe technological push and market pull as main drivers of innovation. (8 marks)
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