

VPM's
DR VN BRIMS, Thane
Programme: MMS (2014-16)
Forth Semester Examination April 2016

Subject	Creativity & Innovation (Common Subject for All Streams)		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	3	Date	10-04-2017

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1)20 Marks (Compulsory)

Case:Bees for empowerment – Innovative Livelihood

The decline in agricultural growth and productivity in India is negatively affecting the lives of marginal farmers who comprise 75% of India's population. Farmers face challenges such as limited access to alternative employment opportunities, declining incomes and lack of market access for their goods. 70% of India's rural poor are at risk, living subsistence lifestyles without the ability to earn a sustainable livelihood for their families. Given such dire circumstances, alternative means of livelihoods can be very effective in providing an additional source of income and "Under The Mango Tree" provides just the solution. Innovative and unique, UTMT's framework supports livelihood diversification along with increased agricultural productivity, increased employment, enhanced environment and sustainable incomes for farmers.

Under The Mango Tree (UTMT) is a social enterprise that promotes beekeeping to enhance incomes and improve livelihoods of marginal farmers in India. It utilizes the power of market forces to provide poor farmers with a profitable income stream by training them to use bees to diversify their revenue sources and by establishing market access for the honey produced. UTMT diversifies livelihoods by providing supportive and consistent beekeeping training sessions at the farmer's homestead. Inherent in their model is not just a buy back arrangement for the honey and beeswax produced but a buyback at premium prices for the farmer due to organic certification. The all-natural honey collected retains its unique flavours influenced by flora nectar gathered by bees and is packaged and sold directly to consumers.

Besides providing farmers with a remunerative income through the creation of honey, bees play a crucial role in increasing agricultural productivity through cross-pollination.

UTMT has worked with multiple corporates, leveraging their skills and support (monetary and non-monetary) to improve various aspects of its operations. These corporates support UTMT's programmes engaging the village communities by introducing beekeeping as a livelihood option and by providing financial support to programme implementation. These corporates help in distribution of the honey collected as well as provide volunteers for various events of UTMT in addition to providing MIS for program monitoring. One of the corporates has been providing financial and capacity building support to UTMT since 2009 that includes strategic planning with thoughts on organization structure, hiring plans, fund-raising strategies and process improvements.

UTMT has been able to scale up its operations to cover more states and engage with more farmer communities to train them in beekeeping, thus enabling them to have a larger impact in reducing poverty. Going forward more such corporate partnerships would be crucial in facilitating expansion of UTMT's interventions to states where they do not have a presence currently. UTMT is also improving the organizational processes and systems making its operations more efficient and effective and ensuring long term viability. Partnering with renowned and trusted corporations has lent tremendous credibility to UTMTs endeavours. These partnerships provide immense visibility and act as endorsements for their excellent work and hence increase the possibility to build future partnerships for using distribution networks of large companies and procure potential clients for its honey. UTMTs all-natural single-origin honey collected directly from beekeepers retains its unique flavours, which is linked to either a single flora source or a specific region and is not blended like other commercial honeys.

By supporting this initiative, the corporate partners have been able to play a critical role in creating sustainable social impact in the communities in which they operate, helping address issues of poverty, crop productivity, livelihoods and environmental sustainability. Providing marginal farmers with relevant skills training in beekeeping helped address the problem of unemployment and underemployment. Moreover, providing livelihood opportunities to small-holding farmers and diversifying their income sources impacts the entire family that is dependent on their incomes for better nutrition, education, healthcare and a better standard of living. Supporting community based interventions such as this also help companies create visibility and build markets.

Small beekeeping societies across India produced various flavours of honey that never reached urban markets. While India's diverse flora led to production of orange blossom, cardamom, litchi, sweet clover and various regional honeys, the urban consumer was only given a single kind of uniform tasting honey. UTMT has established a fair-trade market for a variety of locally produced gourmet honey that is natural, organic and sustainable. The corporate able to provide its customers better satisfaction by offering different flavours of ethical, fair-trade and locally produced organic honey.

The partnerships that UTMT has built with corporates are an example of how a social enterprise and a company can partner in community development as well as market creation building internal capacity at the same time contribute to its ongoing operation.

Questions:

1. What was the challenge that led to the formation of Under The Mango Tree?
2. State the objective and explain how has Under The Mango Tree fulfilled the same?
3. Categorise the benefits to the Corporates from this initiative.
4. How does this initiative benefit Under The Mango Tree?
5. What learning can be derived from this case?

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Is it possible to measure creativity, explain how is it measured?
- b) What are the enhancers to creativity?
- c) What is Motivation? Explain intrinsic and extrinsic motivation with relevant examples.

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the personality traits of creative people?
- b) What is conventional thinking and what are its different levels?
- c) What is the biggest enemy of creativity and how does it block creativity?

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) How is creativity fostered?
- b) What are the sources of Innovation impulses in an internal and external environment?
- c) Explain Brainstorming and related rules.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the three components of creativity, explain each component.
- b) Describe Innovation Funnel.
- c) Is creativity and innovation inter-related, explain.

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What is the need for creativity? Explain creativity in various contexts.
- b) What is Innovation? Describe two examples of Innovation.
- c) Explain various stages of creative process

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are disruptive and open innovations?
- b) Describe different stages of creative problem solving
- c) Making connections is important, making wrong connections is fatal. Explain with examples