



Major: *Marketing master*

Topic list: *Innovation Management Specialization*

1. **Define the concept of innovation and present the evolution of the Oslo Manual.** Highlight the most important changes between the different editions and illustrate with concrete corporate examples how these changes have influenced the practice of measuring and interpreting innovation.
2. **Explain the Innovation Wheel** and provide examples not only of product or service innovations but also specifically of configuration and experience innovations. Using practical examples, demonstrate how companies create value in innovation domains that go beyond the core offering.
3. **Present Rogers' innovation diffusion model and the CBAM framework.** Explain why it is necessary to measure the innovation adoption process and use practical examples to illustrate the typical mistakes that can lead to failure during innovation implementation. Discuss the potential consequences of inadequate measurement or misinterpretation.
4. **What are the sources of innovation?** Describe and compare the differences between market-pull, demand-pull, and technology-push innovations. Using practical examples, show how these sources appear in real corporate innovation processes, and explain in which situations each approach is most effective.
5. **Explain the importance of speed and decisiveness in the innovation process.** Provide an example of a company that succeeded because of rapid decision-making, and one where delays or indecisive decisions led to innovation failure. Analyse what can be learned from these cases.
6. **Explain how an organization can support innovation.** Compare innovation-driven, marketing-driven, acquisition-driven, and market-driven organizations. Using practical examples, discuss the advantages and risks of having marketing lead the innovation process.
7. **Present new trends, technologies, and innovations in marketing.** Explain how neuromarketing and AI-based campaign mechanisms work and provide practical examples of situations where these tools can be successfully applied in marketing. Address both the advantages and potential limitations.

8. **Define the innovation process, with particular focus on the idea-generation stage.** Present the elements of the SCAMPER method and apply them to a specific product or service idea, explaining each step in detail.
9. **Explain how you would evaluate three different innovation ideas.** Present the business and risk-related criteria you would use and describe how you would score or calculate these factors. Explain your method step by step and illustrate it with a short example.
10. **What are the main stages of the customer journey?** Why is innovation important in the customer experience? Is it possible to measure the effectiveness of customer-experience innovations, and if so, how?
11. **Define the concept and characteristics of a project, and explain the expression of a deliverable.** Compare the Wheelwright–Clark classification framework with product-based project typologies, and distinguish between revenue-generating projects and capital investment projects. Using practical examples, demonstrate how you would categorise a specific corporate initiative as **a project, a programme, or a portfolio** component, and explain under what circumstances decision-making at each level of the hierarchy yields different strategic outcomes. Illustrate the limitations of **project management** through real-world examples.
12. **Present and compare functional, matrix (weak / balanced / strong), and project-oriented organisational structures in terms of their advantages and disadvantages.** Through practical examples, analyse which organisational form operates most effectively for different project types (e.g. a targeted marketing campaign, a new product launch, or an organisational transformation). Define the concepts of **Enterprise Environmental Factors (EEF)** and **Organisational Process Assets (OPA)**, explain the difference between them, and demonstrate through concrete examples how each influences project success.
13. **Outline the seven processes of integration management and describe the purpose and structure of a feasibility study.** Using a practical example, draft a **Project Charter** and explain how **change requests (CR)** are handled and how the **Change Control Board (CCB)** functions in a change management scenario. Identify the **stakeholders** of a self-selected project, compile a stakeholder map, and explain how you would prioritise them using an interest/power grid, specifying the communication strategy you would adopt for each stakeholder group.
14. **Explain the concept of scope and the six processes of scope management, and present the types and role of the Work Breakdown Structure (WBS).** Based on a chosen project, construct a WBS, define the dependency **relationships between activities (FS, SF, SS, FF)**, and apply the PERT formula to estimate expected activity **durations**. Through a practical example, identify the **critical path (CPM)** and develop a **Gantt chart**; explain how you would use these tools for project monitoring and decision-making.

15. **Describe the processes of project cost management, cost types, and estimation methods.** Apply **investment calculation techniques** (Payback Period, ARR, NPV, IRR, Profitability Index, equivalent annuity method) through a practical example, and explain which indicator provides more reliable insight in which decision-making context, and what limitations must be considered in their application. Identify the **risks of a self-selected project**, map them onto a 5×3 or 5×5 **risk matrix**, and demonstrate the application of the **four risk response strategies** (avoidance, transfer, mitigation, acceptance) through practical examples.
16. Explain the three processes of **quality management** and distinguish between quality and grade, illustrating the cost of quality through practical examples. Present the **4M resource model** and the **key resource planning documents** (resource inventory, responsibility assignment matrix, activity–resource matrix), and provide examples based on a chosen project. Describe the processes and formats of **communication and procurement management** and explain which communication channel and procurement method is most effective in different project contexts.
17. Define the concept and domains of **project controlling** and differentiate it from financial controlling through practical examples. Describe the **competencies of a project controller** and the **division of responsibilities between the controller and the project manager** in a specific scenario. Present and compare the **three PMO types defined by PMBOK**, as well as the **classifications proposed by Fodor, Pettey, and Tran**; explain which PMO type delivers the greatest value depending on company size, organisational maturity level, and project portfolio characteristics.
18. **Explain the concept and components of a Project Management Information System (PMIS), and describe the logic of Earned Value Management / Earned Value Analysis (EVM/EVA).** Using a practical example, calculate **BAC, PV, EV, and AC**, then interpret the variance and performance **indicators SV, CV, SPI, and CPI**, illustrating what managerial decisions you would base on them. Perform forecasting using the **three EAC calculation methods**, compute **VAC and TCPI**, and explain which forecasting method provides a more realistic projection of the project's expected outcome and under what circumstances.
19. Describe the origins of the **Waterfall methodology** (Royce, 1970), its phases, advantages, disadvantages, and conditions for appropriate use. Explain the **Agile Manifesto and its 12 principles** and present the **sprint-based working method of agile teams**. Through practical examples, compare the Waterfall and Agile approaches (e.g. in the context of a marketing campaign, software development, or product launch), and analyse when a pure Waterfall, a pure Agile, or a hybrid approach is most appropriate, including the challenges associated with the latter.
20. Define the concept of **business analysis (BA)** and demonstrate the role of the BA practitioner across the eight phases of a project through practical examples. Present the nine practical benefits of business analysis, illustrating through a chosen project how BA contributes to project success. List and explain the seven core competencies required for effective BA practice. Finally, using practical examples, delineate the

roles of the business analyst and the project manager, identifying situations in which role overlap, conflict, or collaboration between the two may arise.