



## Notice for the PhD Viva-Voce Examination

Mr Dilipchandra S (Registration Number: 1440002), PhD scholar at the School of Business and Management, CHRIST (Deemed to be University), Bangalore will defend his PhD thesis at the public viva-voce examination on Saturday, 23 November 2024 at 10.30 am in Room No. 044, Ground Floor, R & D Block, CHRIST (Deemed to be University), Bengaluru - 560029.

- Title of the Thesis** : **Design Thinking and Ambidexterity: A Qualitative Study on the Practice of Design Thinking Leading to Innovation Ambidexterity**
- Discipline** : **Management**
- External Examiner (Outside Karnataka)** : **Dr Tamaraiselvan**  
Professor  
Department of Management Studies  
National Institute of Technology  
Tiruchirappalli  
Tamil Nadu - 620015
- External Examiner (Within Karnataka)** : **Dr Purushottam Bung**  
Professor and Director  
R V institute of Management  
CA 17, 36th Cross, 26th Main  
4th T Block, Jayanagar  
Bengaluru - 560041  
Karnataka
- Supervisor** : **Dr Elangovan N**  
Professor  
School of Business and Management  
CHRIST (Deemed to be University)  
Bengaluru - 560029  
Karnataka

The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva-voce examination.

**Place:** Bengaluru  
**Date:** 21 November 2024

**Registrar**

## ABSTRACT

Innovation is the heart of the knowledge economy and is essentially disruptive. Corporate innovation is not only the most valued pursuit of practicing managers but also a phenomenon that has intrigued management researchers alike. Innovation is complex and expensive yet essential for businesses to survive and grow. Companies must innovate to remain relevant in the given market situation and secure a favorable position in the future. Innovation hence needs to be both exploitative and explorative. Thereby rendering the company ambidextrous. Corporate innovation is expensive and risky and demands managers to gain deep insights into unknown crevices of user value definition, and it demands discipline.

Design Thinking (DT) is a unique approach to innovation that is human-centred, pragmatic, abductive, iterative, and user-value-driven. DT enables companies to pursue product, process, or business model innovation and achieve the outcomes while minimizing cost, risk, and uncertainty associated with it. This study explores innovation practices, design thinking, and innovation ambidexterity among various companies and establishes interlinks between the given constructs. The study uses a qualitative case study methodology and a pragmatic approach as the fundamental research design. After conducting a thorough review of the literature on the practice of innovation, DT, and innovation ambidexterity, organizational units are identified as cases, and insights are drawn from innovation heads using depth-interviews. In-case as well as cross-case analysis are conducted under constructive grounded theory methodology. The results of this study present propositions and an integrative innovation model that combines innovation practices, DT, and innovation ambidexterity.

*Keywords: Innovation, Design Thinking, Ambidexterity, Philosophy of Innovation*

### **Publication:**

1. **Dilipchandra, S.,** Elangovan, N., & Leena, F. (2023). Exploring holacracy as an enabling organizational structure for innovation through design thinking. In *Organizations in action: Digitization and sustainability management practices* (pp. 3-3). Allied Publishers.
2. Elangovan, N., **Dilipchandra, S.,** Manohar, K., & Sundaravel, E. (2024). Adapting case study pedagogy for non-residential business schools: Strategies for implementation. In *Utilizing case studies in business education* (pp. 31–58). IGI Global. <https://doi.org/10.4018/979-8-3693-3779-0.ch003>