

School of Business

## WRITTEN EXAMINATION

Course: Knowledge and Innovation Management (KIM) G1F

Examination: Supervised written examination

Course code: FÖ349G

Credits for written examination: 3,5 credits

Date: 25-01-17

Examination time: 08:15-12:30

Examination responsible: Torbjörn Ljungkvist

Teachers concerned: Christoffer Axell

Aid at the exam/appendices: No aid is allowed

Other

### Instructions

- ☐ Take a new sheet of paper for each teacher.
- ☒ Take a new sheet of paper when starting a new question.
- ☐ Write only on one side of the paper.
- ☒ Write your name and personal ID No. on all pages you hand in.
- ☒ Use page numbering.
- ☒ Don't use a red pen.
- ☒ Mark answered questions with a cross on the cover sheet.

Grade points: A= 40-36, B= 35,5-32, C= 31,5-28, D= 27,5-24, E= 23,5-20, F= 0-19,5p

**Examination results should be made public within 18 working days**

*Good luck!*

Total number of pages: 3

Supervised written exam, Knowledge and Innovation Management, 3.5 credits,  
17<sup>th</sup> January 2025

1. De Long and Davenport (2003) highlight five frequently used methods for knowledge transfer and capture. Name and describe three of these methods (address two aspects for each method) (6p).
2. Sarasvathy (2001) describes the concept of effectuation and four principles for how this logic supports entrepreneurship, which is especially true in the company's early development stages. Describe Sarasvathy's (2001) principles of effectuation and explain also why they support entrepreneurship (8 points).
3. Levy (2011) suggests three stages to successful *knowledge retention*. Describe these three stages and give a short example of how each of them can be achieved (6p).
4. There are often difficulties in managing cross-functional teams in high-tech industries, which for example concerns marketing and R&D managers. Describe two reasons why an effective interface between these two types of managers often is problematic. (6p).
5. In the field of knowledge management, the researcher Nonaka is often referenced for introducing four distinct forms of knowledge creation processes. Explain these four processes by naming each and providing an example for each process (4p). Additionally, explain how these knowledge creation processes transform tacit knowledge into explicit knowledge and vice versa (4p).
6. A central organizational form for NPD (new product development) is the matrix organization. Describe three characteristic aspects of the matrix organization (6p).