



UNIVERSITY  
OF SKÖVDE

School of Business

## WRITTEN EXAMINATION

Course: Knowledge and Innovation Management (KIM) G1F

Examination: Supervised written examination

Course code: IE346G

Credits for written examination: 3,5 credits

Date: 24-01-11

Examination time: 14:15-18:30

Examination responsible: Torbjörn Ljungkvist

Teachers concerned: Jalal Ahamed

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, 11<sup>th</sup> January 2024

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) discusses entrepreneurship based on the two concepts of *causation* and *effectuation*, where the latter is considered to support entrepreneurship more for companies that are in the early development stages. Describe three characterizing aspects for each logic, i.e., for causation and effectuation (6p). Moreover, explain why effectuation support entrepreneurship in the company's early stages, two aspects are enough (2p).
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. a) Name and describe two antecedents of unlearning at the organizational-level (4p), and  
b) propose ways to address them (exemplify) (2p).
5. Schreyögg and Kliesch-Eberl (2007) describe three driving forces for the capability paradox (the trap of success) that counteract flexibility and renewal. Name and describe what these three driving forces consist of (8p).
6. 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).