



UNIVERSITY
OF SKÖVDE

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: 26-01-08

Examination time: 08:15-12:30

Examination responsible: Sandor Ujvari

Teachers concerned: Céline Fauvelle

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= 35-32, C= 31-28, D= 27-24 E= 23-20, F= 0-19p

Examination results should be made public within 18 working days

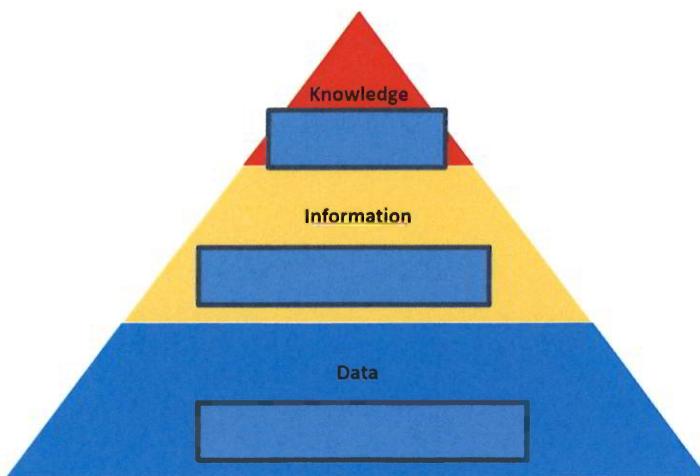
Good luck!

Total number of pages: 2



Supervised written exam, Knowledge and Innovation Management, 3.5 credits

1. Describe the pyramid below (note that some details have been covered), and describe what tacit and explicit knowledge is. Also, provide a fictional/made up real life example which you describe using the pyramid and tacit and explicit knowledge (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. Describe three frequently used methods for knowledge transfer and explain a made up/fictional situation where barriers to knowledge transfer can cause problems (6p).
4. Name and describe three individual barriers of unlearning and propose ways to address them (examplify) (6p).
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. Describe two reasons why an effective interface between marketing and R&D managers is often problematic. Also explain the process of innovation using the linear models (push and pull) (6p).