



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: 26-02-20

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

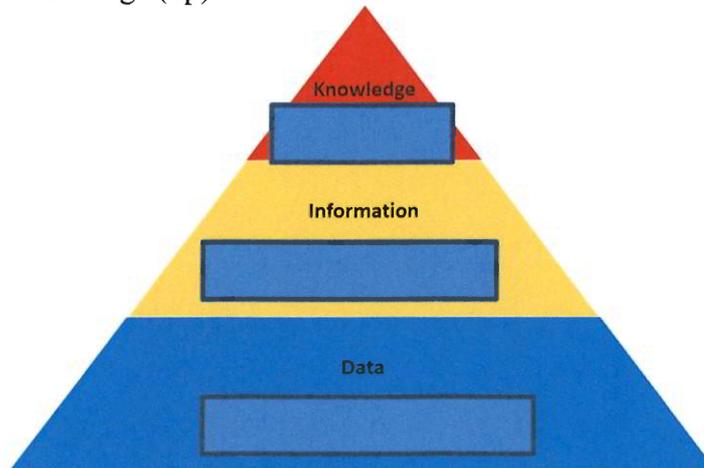
Good luck!

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. a) Describe two ways organizations can create new knowledge.
b) Describe two methods organizations can use to transfer knowledge between employees or departments.
c) Give one short example on how one of these methods could be used in a company. (6p).
4. a) Define unlearning and explain the difference between accidental and deliberate knowledge loss.
b) Identify two individual or organizational barriers to unlearning.
c) Discuss how an organization can overcome them. (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. a) Explain the difference between invention and innovation.
b) Describe one characteristic of an innovative organization
c) Describe one important role of an individual in the innovation process (for example, gatekeeper or product champion). (6p).