

TU-53.1030 Knowledge and competence management (3 cr)

Exam 28.10.2008

If you have read the book *Knowledge management: An integrated approach*, by Jashapara, A. (2004), please answer to the questions 1 - 4.

If you have read the book *Osaamispääoman johtamisesta kilpailuetu*, by Ojala, L. (2008), please answer to the questions 5 - 8.

NOTE: You must choose one set of questions (questions 1 - 4 or questions 5 - 8) and answer to each question in that set. E.g. you cannot answer to for example questions 1, 2, 7 and 8, because it is a mixture of two sets.

You may answer in English, Finnish, or Swedish.

Jashapara & lectures

- 1) What are "single-loop"-learning and "double-loop"-learning? How are they different? How do these relate with the statement "best way to not succeed is just to continue the same way as before" from the lecture by Arina & Kilpi? (max 6 points)
- 2) Describe the "SECI-model" (knowledge conversion processes). What does the model illustrate? Give real-life examples for each process. (max 6 points)
- 3) How information and communication technologies (ICT) can be applied in knowledge management? What are the advantages and disadvantages of using ICT in knowledge management? (max 6 points)
- 4) What are the biggest challenges of knowledge sharing within an organization? Suggest solutions to overcome the challenges. (max 6 points)

Ojala & lectures

- 5) How does Ojala present "human capital" as a part of the "intellectual capital"-framework? Describe the elements of "human capital" and give real-life examples of them. (max 6 points)
- 6) Describe knowledge development and sharing methods and procedures that especially emphasize the nature of tacit knowledge. (max 6 points)
- 7) Describe the "SECI-model" (knowledge conversion processes). What does the model illustrate? Give real-life examples for each process. (max 6 points)
- 8) How information and communication technologies (ICT) can be applied in knowledge management? What are the advantages and disadvantages of using ICT in knowledge management? (max 6 points)