

TU-53.1030 Knowledge and competence management (3 cr)

Exam 16.12.2008

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 Finnish, English or Swedish.

Jashapara & lectures

1. Describe the "SECI-model" (knowledge conversion processes). What does the model illustrate? Give real-life examples for each process. (max 6 points)
2. How can knowledge management use and gain from information and communication technologies (ICT)? What are the advantages and disadvantages of using ICT in knowledge management? (max 6 points)
3. Describe the differences between data, information, knowledge and competence? Why and how must these be taken into account in organization's knowledge management? Use real-life examples in your explanations. (max 6 points)
4. a) What are tacit knowledge and explicit knowledge? How are they different from each other? (max 2 points)
b) How can an organization ensure that tacit knowledge is not completely lost when an expert person leaves the organization? Please give concrete, real-life related examples (max 4 points)

Ojala & lectures

5. Describe 3-part "intellectual capital" (suom: osaamispääoma) -framework presented in Ojala's book. Give real-life examples on each part of the framework. How can these parts be measured in an organization? (max 6 points)
6. Describe the "SECI-model" (knowledge conversion processes). What does the model illustrate? Give real-life examples for each process. (max 6 points)
7. a) What are tacit knowledge and explicit knowledge? How are they different from each other? (max 2 points)
b) How can an organization ensure that tacit knowledge is not completely lost when an expert person leaves the organization? Please give concrete, real-life related examples (max 4 points)
8. How can learning and knowledge sharing be promoted in an organization? Use real-life examples or personal stories to illustrate your explanation. (max 6 points)