



## **TU-53.1030 KNOWLEDGE AND COMPETENCE MANAGEMENT (3 OP)**

**EXAM 15.12.2009**

Please, answer four questions out of five (if you answer all five questions exam grade will be based on five lowest scoring answers). You may answer in Finnish, Swedish, or English. → FAIL

Please, pay attention on your handwriting. Focus on essentials only in your answer, but remember to explain your arguments and examples thoroughly.

1. What does the term Ba mean? (2p) Describe the four different types of Ba (Originating, Interacting, Cyber and Exercising) and give concrete examples for each type. (4p) (max 6 points)
2. Describe the "SECI-model" (knowledge conversion processes). Give an example of each process from a perspective of a new (just graduated) employee who starts her work career in a consulting company. (max 6 points)
3. How do ICT (information and communication technologies) support knowledge sharing and creation in multinational corporations (e.g. Nokia, IBM, Kone) operating in different sites/continents? (max 6 points)
4. How can tacit knowledge be captured at individual and group levels? Describe different methods of tacit knowledge capture and explain in what situations they are most useful. (max 6 points)
5. What is organizational memory and how can an organization benefit from it? (4p) What are some of the potential problems with organizational memory? (2p) (max 6 points)