

Last name/Name:

First name/Vorname:

## Faculty of Business Administration and Economics Fakultät für Wirtschaftswissenschaft

**Module/Modul**

31831 Knowledge Management

**Course/Kurs**

41850 Knowledge Management

**Examiner/Prüfer**

Prof. Dr. Smolnik

**Date/Termin**March 2<sup>nd</sup>, 2020, 2-4 p.m./14-16 Uhr

### Final exam Modulabschlussklausur

Directions/Anleitung:

1. The exam consists of eight exercises. Die Klausur besteht aus acht Aufgaben.
2. A maximum of 100 points is achievable. Eine Maximalpunktzahl von 100 Punkten ist erreichbar.
3. For each exercise, the maximally achievable number of points is noted. Die maximal erreichbare Punktzahl für jede Aufgabe ist neben der Aufgabenstellung notiert.
4. You need a minimum of 50 percent of the achievable 100 points in order to pass the exam successfully. Sie brauchen die Hälfte (50%) der Maximalpunktzahl von 100 Punkten um die Klausur zu bestehen.
5. You can answer the exercises in German or English language. Sie können die Aufgaben in deutscher oder englischer Sprache beantworten.
6. Permitted are dictionaries (German – English / English – German) for the sole purpose of translation; not approved are lexica, technical dictionaries, or monolingual dictionaries as well as collections of sheets, copied or printed from the Internet. Additional entries (particularly remarks, underlining, and stickers) are not permitted. Zugelassen sind Wörterbücher (Deutsch – Englisch / Englisch – Deutsch) zum Zwecke der Übersetzung; nicht zugelassen sind Lexika, Fachwörterbücher oder einsprachige Wörterbücher sowie aus dem Internet ausgedruckte oder kopierte Blattsammlungen. Zusätzliche Eintragungen (insbes. Anmerkungen, Unterstreichungen und Klebezettel) sind nicht erlaubt.

Exercise	1	2	3	4	5	6	7	8	Total
<b>Maximum points</b>	15	15	13	13	9	8	12	15	100
<b>Achieved points</b>									

**Final exam for module 31831**  
Modulabschlussklausur Modul 31831

**(100 points)**  
**(100 Punkte)**

**General directions for solving the exam**  
Generelle Anweisungen zur Bearbeitung

**Please fill in your answers for exercises 1 and 2 in the respective tables on the answer sheets and mark the selected alternatives through a cross (X) in the designated space. Make sure your answers are unambiguous and legible on the answer sheet. Write your answers for exercises 3 to 8 down on the remaining pages. You are also allowed to use the blank space on the back of each page. Make sure that your matriculation number is noted on each page. At the end of the exam, please hand in all the pages.**

Bitte notieren Sie die Antworten für die erste und zweite Aufgabe in den dafür vorgesehenen Tabellen auf dem Antwortbogen und kennzeichnen Sie die von Ihnen gewählte Antwortalternative durch ein Kreuzchen (X) in der dafür vorhergesehenen Zelle. Stellen Sie sicher, dass Ihre Antworten auf dem Antwortbogen eindeutig und gut lesbar sind. Schreiben Sie Ihre Antworten für die zweite bis achte Aufgabe auf die restlichen Seiten. Sie dürfen dafür auch den verfügbaren Platz auf den Rückseiten nutzen. Stellen Sie sicher, dass Ihre Matrikelnummer auf jeder Seite vermerkt ist. Bitte geben Sie am Ende der Klausur alle Seiten ab.

**Directions for evaluating the exercises/Anleitungen zur Bewertung der Aufgaben**

For every task or subtask solved completely correct, the points noted in the exercise description are given. Für jede Aufgabe oder Teilaufgabe, die vollständig korrekt gelöst ist, werden die in der Aufgabenstellung angegebenen Punkte vergeben.

Exercises 1&2/Aufgaben 1&2: Correctly answered subtasks are marked with proportional points. Not or falsely answered subtasks are marked with zero points. Richtig beantwortete Teilaufgaben werden mit den anteiligen Punkten bewertet. Nicht oder falsch beantwortete Teilaufgaben werden mit null Punkten bewertet.

Exercises 3, 4, 5, 6, 7 and 8/Aufgaben 3, 4, 5, 6, 7 und 8: Partially correctly solved tasks or subtasks can be marked with an accordingly reduced number of points. In Teilen richtig beantwortete Aufgaben oder Teilaufgaben können mit einer entsprechend niedrigeren Punktzahl bewertet werden.

**May you be successful in answering the exam questions!**

**Viel Erfolg bei der Klausur!**

**Exercise 1****(15 P)**

Please assess the following statements according to their correctness. Make a mark in the “true” column on the answer sheet for statements which are unconditionally valid and a mark in the “false” column on the answer sheet for all other statements. Please also note the indications regarding grading.

- a) Through the process of reflection – provided the recipient has an adequate receptiveness – the information objects evolve and become understood information.
- b) The KM strategy layer explicitly considers steering the KM strategy via performance indicators. Such performance indicators allow conclusions about achieving the targeted KM goals.
- c) Knowledge management systems (KMS) store and process knowledge itself.
- d) Gestures, facial expressions, and intonations can help to express even the unconscious parts of mental models.
- e) An advantage of a company portal is that it integrates an organization’s internal and external content into a uniform environment.
- f) Status tracking, as a functionality of a workflow management system, anticipates unforeseen events during workflow processing.
- g) During the ending phase of the community management life cycle by Riempp (2004), members always directly end their interaction with each other.
- h) Social media are internet-based applications that build on the ideological and technical foundations of Web 1.0.
- i) Audio and video services mainly support the asynchronous collaboration between users.
- j) To attain a sustained competitive advantage, only the internal or the external perspective of a SWOT analysis has to be addressed.
- k) The process step identification of competence gaps only belongs to the category of competence identification during the competence life-cycle by Riempp (2004).
- l) Creating a competence matrix can be a good way to visualize the results of competence assessment.
- m) The knowledge-oriented approach of text mining specifically includes multiple methods summarized to enable the user to analyse texts.
- n) Concept linkage, as a typical application for semantic technologies, uncovers common concepts to identify documents that are related to each other.
- o) Advantages of linguistic techniques are the determination of the word meaning and the interpretation of the word form.

## Answers for exercise 1/Antworten für Aufgabe 1

(15 P)

<b>Exercise #</b> <b>Aufgabe Nr.</b>	<b>True</b> <b>Wahr</b>	<b>False</b> <b>Falsch</b>
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		
i)		
j)		
k)		
l)		
m)		
n)		
o)		

**Exercise 2****(15 P)**

Please assess the following statements according to their correctness. Make a mark in the according box to indicate the correct answer for each subtask and leave it blank for all other statements. Each correct answer gives three points. Only one answer is correct. Please also note the indications regarding grading.

1) The two fundamental approaches by Hansen et al. (1999) to design a KM strategy are called codification and personalization. Choose the correct statement.

- If a company prefers to train its employees in groups, it is likely that the codification strategy is chosen.
- Using the codification strategy, knowledge assets are only used once.
- For the personalization strategy, heavy investment in IT is required.
- The use of standardized solutions is an example for the personalization strategy.

2) Choose the answer that does NOT belong to the five basic components of workflow management systems according to Laudon et al. (2010).

- Workflow information system
- Interface component
- Exception component
- Simulation component

3) Enterprise social media (ESM) are web-based platforms. Choose the correct statement.

- ESM allows employees to post, edit and sort text and files solely if they are linked to themselves.
- ESM does not support the mutual creation and editing of entries in a wiki.
- ESM can allow employees to explicitly indicate or implicitly reveal particular coworkers as communication partners.
- ESM does not allow employees to send messages to everyone in the organization.

4) Collaborative learning refers to the sharing and the development of knowledge. Choose the correct statement.

- Collaborative learning always happens in physically connected groups.
- Collaborative learning is supported by social media technologies and communities of practice.
- Technical and sales training is well-suited for collaborative environments.
- Collaborative learning primarily helps employees to learn from one another formally.

5) Text mining and semantic technologies have different purposes and characteristics. Choose the correct statement.

- NLP is the abbreviation for "Normal language processing."
- The syntactic web refers to an addition of the classic web that allows websites to structure the information listed.
- Text mining is more useful for heterogeneous data than for homogeneous data.
- A limitation of text mining is the low or unclear relevance of identified relations.

**Exercise 3**

**(13 P)**

Imagine you are founding a start-up company. Name and explain the four basic KM strategies by von Krogh et al. (2001) for new and existing knowledge transfer and creation. Which two would you apply, what for, and why?

**Exercise 4**

**(13 P)**

Imagine you are working for the controlling department of a car manufacturer and your task is to create the annual sales report. Explain the process steps in the first and second level of the content life cycle by Riempp (2004) by referring to your sales report.

**Exercise 5**

**(9 P)**

A company should rather focus on processual success factors of communities than on technological success factors. Discuss this statement.



**Exercise 6**

**(8 P)**

Discuss if formal learning is always superior to informal learning. Give two examples that support your arguments.

**Exercise 7**

**(12 P)**

Name and briefly explain the six steps of the generic text mining process.

**Exercise 8**

**(15 P)**

Based on what you have learned in this module, elaborate on the challenges a company performing knowledge management might face. Please include all action fields in your answer.

**End of exam/Ende der Klausur**

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