

Last name/Name:

First name/Vorname:

## Faculty of Business Administration and Economics

### Fakultät für Wirtschaftswissenschaft

<b>Module/Modul</b>	31831 Knowledge Management
<b>Course/Kurs</b>	41850 Knowledge Management
<b>Examiner/Prüfer</b>	Prof. Dr. Smolnik
<b>Date/Termin</b>	Sept. 4 <sup>th</sup> , 2017, 2-4 p.m./14-16 Uhr

## Final exam

### Modulabschlussklausur

Directions/Anleitung:

1. The exam consists of four exercises. Die Klausur besteht aus vier 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 homework assignment 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	2a)	2b)	2c)	3a)	3b)	3c)	4	Total
<b>Maximum points</b>	15	8	10	17	12	15	8	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 exercise 1 in the table on the answer sheet 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 2, 3, and 4 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 Aufgabe in der dafür vorgesehenen Tabelle 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, dritte und vierte 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.

Exercise 1/Aufgabe 1: 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 2, 3, and 4/Aufgaben 2, 3 und 4: 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) Small and medium sized organizations generally do not benefit from knowledge management.
- b) Through the process of reflection – provided the recipient has an adequate receptiveness – the information objects evolve and become understood information.
- c) Tacit (endogenous) knowledge is the unconscious part of a mental model and cannot easily be communicated.
- d) A KM-promoting organizational culture has to be seeded with according measures to establish trust, fairness, openness, recognition, and motivation.
- e) Hardly any of the large consulting firms nowadays employ a designated chief knowledge officer.
- f) Content contains information without the associated context, is stored in information objects and directly legible by human beings.
- g) Release and publication never lead to the use of the information object, but rather to a direct revision or combination of the created information object with other information objects.
- h) Establishing organizational requirements for regular screening or assignment of information objects' expiration dates is the only way to prevent cluttering of the different life cycle levels with irrelevant information objects.
- i) To create knowledge, information needs to be cognitively processed – a process only information systems are capable of.
- j) Content management systems enable the creation, syndication, identification, classification, storage, revision and use of information objects.
- k) Having communities as a secondary organizational structure increases the collaborative activities within the organization and, thus, also the knowledge exchange.
- l) Informal routines on how to communicate and distribute internal innovations are an important asset for working with suppliers and customers.
- m) Competences can be classified either according to time spent in a specific department (structural view) or according to a standardized competence classification (functional view).
- n) Competence management systems collect, process, store and distribute information that is critical to the two phases of individual competence management – competence identification and development.
- o) Two basic text mining approaches are the method-oriented and the management-oriented approach.

## Answers for exercise 1/Antworten für Aufgabe 1

(15 P)

<i>Exercise #</i> <i>Aufgabe Nr.</i>	<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**

**(35 P)**

- a) Name and explain the four knowledge management action fields and their relation to each other.

(8 P)

- b) Name and explain the two fundamental approaches to designing a KM strategy according to Hansen et al. (1999). Structure your answer according to the four dimensions competitive strategy, economic model, KM strategy, IT, and human resources.

(10 P)

- c) You want to purchase a new chair for your office and have decided on the exact chair you want. Since you want the best possible offer and price for your new chair, you decide to invite several vendors to make you an offer (by bidding). Create a workflow scheme for the event "chair purchase" that incorporates the following activities: start of bidding phase, bidding by vendors, end of bidding phase and order placement, issue of invoice by vendor, payment of invoice, dispatch of chair by vendor. Give a description for each of the activities as well as relevant roles and document types.

(17 P)

**Exercise 3**

**(35 P)**

- a) How many phases can the historical development of community management systems be divided into? Describe at least one technology and its key characteristics for each phase.

(12 P)



- b) You are a senior manager at a large management consulting firm. You are hired to conduct a large project and you get to select ten consultants to work on your project with you. The project starts next week. Given the short amount of time until the project starts, you have to limit yourself to five competence assessment methods for deciding which consultants you would like to select. Which competence assessment methods do you choose and why?

(15 P)

- c) Compare text mining and semantic technologies regarding the type and semantics of relations.  
(8 P)

**Exercise 4**

**(15 P)**

Based on what you have learned in this module, elaborate on the advantages a new employee has when entering an organization performing systematic knowledge management.

**End of exam/Ende der Klausur**

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