

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>	September 2 <sup>nd</sup> , 2019, 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 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	2	3	4	5	6	7	8	Total
<b>Maximum points</b>	15	15	12	10	12	11	10	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 2, 3, 4, 5, 6, 7 and 8/Aufgaben 2, 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) Organizations that, amongst other things, encourage continuous improvement of their processes are called learning organizations.
- b) In the context of information systems (IS), data are machine-readable – they can be stored digitally.
- c) Activities corresponding with knowledge management (KM) are not explicitly or implicitly part of a KM strategy by means of KM processes and systems.
- d) A KM-promoting organizational culture has to encompass competition instead of motivation.
- e) Benchmarking of KM projects can be a useful method to demonstrate KM success.
- f) The content management role *editor* mainly conveys knowledge and creates information objects.
- g) A major functionality of file servers is the support and administration of an organization’s daily correspondence.
- h) A workflow management system generally builds on a document management system as the backend that provides the required documents and the contextual information, if necessary.
- i) All roles’ continuous engagement can be a processual critical success factor for communities.
- j) Main functionalities of enterprise social media (ESM) platforms include a personal profile and a discussion forum.
- k) There is a need for alignment between organizational and individual competence management.
- l) Competences-in-use are only the competences within a competence profile.
- m) E-learning systems provide learners with extensive opportunities to control their instruction and learning process.
- n) In the knowledge-oriented approach of text mining, multiple methods are summarized to enable the user to analyze texts.
- o) Literature expresses no doubt regarding fully automated text mining systems as they can perfectly interpret text and process large amounts of documents adequately.

## 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) Conscious parts of a mental model are also called explicit (exogenous) knowledge and the unconscious parts are also referred to as tacit (implicit knowledge). Which statement is correct?

- Tacit knowledge is accessible at any time and can be easily explicated, communicated, and documented.
- Explicit knowledge, the unconscious part of a mental model, cannot easily be communicated.
- Explicit knowledge is often codified knowledge, as documented in books or formulas.
- Various soft skills, such as how to be empathic, are in the conscious part of a mental model.

2) Content management systems that conveniently support content management processes can be divided into push and pull systems. Which statement is correct?

- Push systems support the specific request for content as well as enabling access to information objects.
- Pull systems store content in distributed repositories.
- Push systems store content and provide it to all recipients with a special information demand throughout a certain period.
- Pull systems support transferring content to recipients who have not explicitly requested it.

3) The Enterprise 2.0 triangle contains three main activities that are supported by Enterprise 2.0. Which of the following activities is not explicitly supported by Enterprise 2.0 (according to the Enterprise 2.0 triangle)?

- Communication support
- Identity and network management
- Information management
- Coordination support

4) Core competences, as discussed in Course Unit 4, can typically distinguished into three different types of core competences. Which of the following is not a type of core competence?

- Resource competence
- Routine competence
- Business competence
- Learning competence

5) It has recently become apparent that the two types of systems, based on text mining or semantic technologies, are converging. Which statement is correct?

- Standardized semantic technologies often use simple ontologies.
- Text mining methods link semantic networks' concepts to specific information.
- Text mining and semantic technologies converge regarding document preprocessing.
- Semantic methods rely on text mining techniques for efficient knowledge modeling.

**Exercise 3****(12 P)**

Explain the two fundamental approaches according to Hansen et al. (1999) to designing the KM strategies *codification* and *personalization*. Structure your answer according to the dimensions competitive strategy, economic model, KM strategy, IT, and human resources. Additionally, briefly discuss which types of organizations prefer either codification or personalization.

**Exercise 4**

**(10 P)**

Business processes and workflows are essentially the same. Discuss the validity and implications of this statement.

**Exercise 5**

**(12 P)**

Name and briefly describe the four types of communities that vary in their degree of formalization and their collaboration duration.



**Exercise 6****(11 P)**

You are hired as human resource manager by a large fast-food chain that currently only uses self-assessments for employees' performance evaluation to diversify their competence assessment methods. Which three other methods to assess employee competence would you suggest and why? For your answer, keep in mind that their employees often work in shifts and are geographically dispersed.

**Exercise 7**

**(10 P)**

Compare the two technologies text mining and semantic technologies. Please structure your answer according to at least two different criterions.

**Exercise 8****(15 P)**

Based on what you have learned in this module, briefly discuss the four fundamental action fields of KM and how they are related to each other. Structure your answer according to the "mental model" view of two people exchanging knowledge and allocate the four action fields there. (Drawing it is optional.)

**End of exam/Ende der Klausur**

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