

## 22012 Managing Knowledge and Innovation exam

March 12<sup>th</sup> 2012

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You have three hours time. No books, calculators, or other extra material are allowed in the exam.

Answer all four questions. Write no more than one page per question. You can receive up to 40 points from the exam.

### Exam questions

1. Sveiby (2002) discusses in the article: *A knowledge-based theory of the firm to guide Strategy formulation* a strategy based on viewing the organisation as knowledge flows between three families of intangible assets. What are the nine flows of knowledge according to the article?

- a. Name the flows. (5p)
- b. Give a brief example (one sentence only) of each flow. (5p)

2. Please explain the following concepts (1-3 sentences each)

- a. Competence-destroying innovation (2p)
- b. Lead user method (2p)
- c. Modular innovation (2p)
- d. S-curve of innovation diffusion (2p)
- e. Ambidextrous organization (2p)

3. Read the following scenario and answer the questions:

Facebook and competing social media platforms have a number of dating applications provided by independent companies, including such popular apps such as "Matchmaker by Match.com", "Compare HOTNESS", "Zoosk", and "Would You Sleep with Me".<sup>1</sup> The competition is fierce in this domain, where most technological inventions are difficult to protect and easy to copy by the competition.

- a. What are the main direct and indirect network effects in the above scenario? (6p)
- b. How should a company take the network effects into account in strategy? (4p)

4. Please compare (1) patents, (2) copyrights, and (3) trade secrets as a means of protecting innovation

- a. What are the main benefits and disadvantages of each? (6p)
- b. What kind of inventions is each of them the most suitable for? (4p)

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<sup>1</sup> <http://freenuts.com/top-10-facebook-dating-applications/>