

Managing Knowledge and Innovation

Exam: March 8, 2014

Examinator: Prof. Liisa Välikangas

Maximum time for writing: 4 hours

Please answer two of the following questions, in max. 2 pages each:

1. In Hardagon & Sutton (1997) article on *Technology Brokering and Innovation in a Product Development Firm*, how do the authors describe innovation happening at IDEO? What general conclusions do they draw as a theory of innovation?
2. How would you describe Elisa's approach to innovation according to Asko Känsälä? How do course readings confirm, how do they potentially challenge the approach? What is your recommendation for enhancing Elisa's innovation process in the future?
3. What are Pisano and Teece's (2007) suggestions on how to capture value from innovation?
4. What is von Hippel's (1976) argument regarding how innovation happens? What is the role of companies in the innovation process according to this view?