

March 9, 2016

Exam Questions for "Managing Knowledge and Innovation"
Prof. Liisa Välikangas

Please answer two of the three questions below in 2-3 pages each.

1. Describe the corporate innovation capabilities of one of the companies studied during the course. How would you assess its effectiveness in light of the course readings such as Birkinshaw, & Hansen: The Innovation Value Chain, *Harvard Business Review*, June 2007.
2. How might imaginary futures be used for insights for innovation? You may discuss the issue by considering one or two the company examples of your choice and their potential for "learning about things yet to happen", for example, emergent business models. Refer to the reading Välikangas and Gibbert: *Strategic Innovation*, 2015.
3. What is the "stupidity-based theory of organizations" according to Alvesson & Spicer: A Stupidity-Based Theory of Organizations, *Journal of Management Studies*, 2012. What issues does it raise for managing knowledge?