

Exercise 1

From your reading of the Garavelli et al. article:

- 1) Summarize the article
- 2) Relate concepts in the article to our readings (e.g. DP's view of knowledge markets)
- 3) Relate concepts in the article to your workplace and/or your own personal experiences (e.g., How does your organization view KM?)

Garavelli, C., Gorgoglione, M., & Scozzi, B. (2004). Knowledge management strategy and organization: A perspective of analysis. *Knowledge and Process Management*, 11(4), 273-282. doi:10.1002/kpm.209

Exercise 2

The case describes the development of ShareNet, an innovative knowledge management network used in Siemens' Information and Communications Networks group (ICN). In July 2002, ShareNet's managers face some difficult decisions with regard to the future of the initiative, brought about by the downturn in the telecommunications industry and the subsequent need to cut costs. Please answer the following questions:

1. What are the difficulties associated with developing knowledge management networks? Why are such efforts hard to realize?
2. What has made ShareNet so successful? What are the biggest challenges it faces going forward? How should these be addressed?
3. Should ICN's five product divisions be charged to use ShareNet? Why/why not?

MacCormack, A. (2002). *Siemens ShareNet: Building a knowledge network* [Case Study 9-603-036]. Boston: Harvard Business School Publishing.

Exercise 3

Suppose you were to transfer the knowledge you have gained from the case this week to your work colleagues. Using concepts from the course, particularly the readings from this week:

1. explain what knowledge you think is most important to transfer, and why
2. design a strategy for facilitating this knowledge transfer, and
3. describe one specific KM solution you would recommend to your colleagues

Exercise 4

Choose one topic from each chapter (3, 4, 5, & 6), and in 1-2 paragraphs (for each topic) describe its applicability to solving a current or past problem in your workplace.

Leonard-Barton, D. (1995). *Wellsprings of knowledge: Building and sustaining the sources of innovation*. Boston, MA: Harvard Business School Press.

Exercise 5

Answer the questions below given the scenario provided.

Suppose you are sitting at your desk, and you are alerted to the fact that there has been a breach in information privacy. An employee has downloaded and sold several large data sets, and as a result confidential customer data that is used to generate business intelligence has been compromised. You are responsible for determining how your organization responds to this crisis.

Based on our readings:

1. what factors will you consider while deciding upon an appropriate course of action?
2. what specific actions will you take to respond to the information privacy breach and ensure that organizational learning occurs regarding this incident?