APPENDIX

QUESTIONNAIRE

Section A: (Please tick)

	Yes	No
1. Have you suffered costly mistakes because employees lack sufficient knowledge or knowledge was not available when and where needed?		
2. Are there critical skills or expertise where it would be valuable for more employees to possess such knowledge of what is only currently known by one or two persons?		

Section B:

1. **Which of these does your organisation use? (Please tick all that apply)**

Use of electronic-mail to share expertise	
Use of Intranet to publish information	
Electronic storage of company processes / manuals	
Technical libraries within your company	
Technical seminars / presentation within your company	

2. **What are the major challenges in managing knowledge in your organisation? (Please tick all that apply)**

Changing people's behaviour	
Attracting and retaining talented people	
Making knowledge available	
Technological limitations	
Determining what knowledge should be managed	
Non-standardised processes	
Top-management commitment	
Emphasis on individual rather than team	
Documenting Expertise	
Lack of time	

Section C:

3. **Please indicate the extent to which you agree or disagree with the following statements.**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our organisation operates in a fiercely competitive environment					
The markets in which our organisation operates are subject to rapid and unexpected change					
Our organisation can quickly reallocate its resources to exploit emerging opportunities					
Managing knowledge will increase innovativeness					
Our organisation's overall financial performance is better than that of our competitors					

4.   **Please indicate the extent to which you agree or disagree with the following statements.**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
It takes our organisation a long time to change its working methods and procedures					
Our physical environment encourages creativity					
Management decision making within this organisation is highly centralised					
Our organisation regularly experiments and innovates new technologies/processes					
Business practices which are successful in one part of the organisation are often adopted by other parts of the organisation					
Our organisation invests time and money to build people's "know-how" and expertise					
If other firms introduce new technology, we quickly adopt them					
Employees of our organisation are encouraged to question existing policies, to innovate and challenge current systems					
Our organisation rewards people for acquiring new knowledge and skills					
Our organisation has many rules and procedures that must be followed when making decisions that lead to change					

Section E:

5. **Please indicate the extent to which you agree or disagree with the following statements.**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People here learn on their own					
People consider themselves experts and prefer not to collaborate with others					
Within this organisation people tend to disseminate the knowledge they acquire through informal rather than formal methods					
People are willing to share their ideas with others					
People here learn in groups					
People are willing to use other people's ideas					
Within this organisation, knowledge is disseminated to a wide range of people rather than on a 'need to know' basis					
In our organisation interdisciplinary cross-functional teamwork is extremely important for taking decisions and solving problems					
People from different departments frequently interact to discuss new strategies and plans					

Section F: (Please tick)

6. **Respondent's experience**

Below 5 years	5-10 years	10-15 years	15–20 years	Above 20 years

7. **Respondent's title**

CEO / MD	Director / VP	GM	Manager	Senior Engineer	Others

8. **Size of your organisation**

0-50	51-100	101-250	251-500	501-750	751-1000	More than 1000

9. **Please write down the industry you are in: (e.g. Oil&Gas, Power, Others)**

Thank you for your time and effort