

MBA III Semester Supplementary Examinations September/October 2022
KNOWLEDGE MANAGEMENT

(For students admitted in 2018, 2019 & 2020 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- | | | |
|----|---|-----|
| 1 | What is knowledge management? Explain the scope, principles & significance of knowledge management. | 10M |
| OR | | |
| 2 | Discuss various techniques of knowledge management and also explain the relationship between data, information, knowledge and wisdom. | 10M |
| 3 | What are the types and process of organizational knowledge process? | 10M |
| OR | | |
| 4 | Explain the steps in knowledge life cycle process in detail. | 10M |
| 5 | Give a detailed note on roadblocks to success and 10-step knowledge management road map of Amrit Tiwana. | 10M |
| OR | | |
| 6 | Discuss the 3-way balancing act of knowledge management. | 10M |
| 7 | Discuss the issues and role of IT in knowledge management systems. | 10M |
| OR | | |
| 8 | What are the applications of e-commerce? How do you apply benchmarking strategies in knowledge management? | 10M |
| 9 | What are the applications and advantages of knowledge management in manufacturing sector? Explain with an example. | 10M |
| OR | | |
| 10 | Discuss the trends, techniques and future of knowledge management. | 10M |

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

- | | | |
|----|---|-----|
| 11 | Case Study/Problem:
Twenty female employees of a large company were grouped together daily in an area measuring forty feet by forty feet to perform semi-skilled assembly work. Though the layout was far from ideal, it was accepted as "livable" at least as temporary quarters until construction of the new manufacturing facility was completed and these women enjoyed their work. Their pleasure came mostly from the fact that they could talk freely about any subject that came to mind and still be able to do their jobs. | 10M |
|----|---|-----|

They worked elbow to elbow and rarely failed to assemble their daily quota. When the new manufacturing facility finally opened, the women were assigned to an area several times as large as their former quarters. The new plant was equipped with superior lighting, water fountains, windows and piped-in-music. On the surface, these work conditions appeared ideal, no employees sat less than six feet away from any other. Management, however, became perplexed over the performance of this group of women after a few weeks, in the new facility. Absenteeism increased, production lagged, complaints and grievances were numerous and two of the women quit their jobs.

In a closed door conference with the production supervisor, the Plant Engineer and the Manufacturing Manager, the HR director voiced his opinion about the unforeseen problems in the assembly department. In his opinion the women missed the personal contact with each other, missed the continuous conversation and other accustomed forms of social interaction and basically were resisting the change to the new location. The HR director recommendation that the Plant Engineer should do something about redesigning the layout to bring the women closer together even if it meant spending several thousand rupees to do it.

Questions:

- (i) Analyze the problem in this case
- (ii) If you were the HR director, how would have you dealt with the grievance of the worker.
- (iii) If the employees were man, would the same situation have arisen? Why or why not?

Contd. in page 2

MBA III Semester Supplementary Examinations October 2020

KNOWLEDGE MANAGEMENT

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) Describe the significance of knowledge management in today's scenario.
(b) Analyze the components of knowledge management.
OR
- 2 (a) Explain in detail on few techniques of knowledge management.
(b) Categorize the major principles of knowledge management.
- 3 Explain the role of openness, confidence, and fault tolerance for knowledge management in an organization.
OR
- 4 (a) Appraise how organizational learning help in the management of knowledge.
(b) Explain the knowledge conversion process in detail.
- 5 (a) Explain the knowledge management system through the eyes of information technology.
(b) What are all the recent trends in information architecture?
OR
- 6 (a) State the best implementation plan for the knowledge management system.
(b) How information architecture acts as a balancing act of KM? Explain.
- 7 (a) Discuss major building blocks of creating knowledge organisation.
(b) Analyze the term knowledge society.
OR
- 8 (a) What is benchmarking in knowledge management?
(b) Explain the process of implementing knowledge management in the service industry.
- 9 (a) How the role of KM changes from manufacturing to the service industry?
(b) Discuss the challenges and applications of knowledge management in the future.
OR
- 10 (a) What are all the cautions to be followed while implementing KM in the service industry?
(b) "Role of knowledge transfer in the era of automation". Evaluate.

Contd. in page 2

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11

Case Study:

The customer on the phone was not happy. His service ticket for maintenance on his server was a few days old. The technician assigned to his case was on vacation, and there were no status updates to give him. Another technician was assigned, but it would be hours before he would be familiar enough to provide adequate service. Becky, the customer support manager at Acme Solutions, thought "There must be a better way." The customer service team worked normal office hours for the west coast, as well as providing on-call service during evenings and weekends. The team used an internal help desk ticketing system to track customer service and maintenance issues. The ticketing system also produced reports which gave management an idea of the time it took to respond to calls for service, which customer support technicians handled each service issue and the length of time to resolution for each issue. Customers had access to a small but growing collection of technical articles and white papers on the company's website.

Questions:

- (a) How to create a repository for issues and solutions, accessible by both internal and external stakeholders?
- (b) Customers can access and add information to service tickets.

Code: 17E00318

MBA III Semester Regular Examinations April/May 2022

KNOWLEDGE MANAGEMENT

(For students admitted in 2020 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 Discuss various techniques and trends in knowledge management. 10M
- OR
- 2 Explain the nature, principles and importance of knowledge management. 10M
- 3 Give a note on types and process of organizational knowledge process. 10M
- OR
- 4 Explain the steps in knowledge life cycle process in detail. 10M
- 5 Describe 10-step knowledge management road map of Amrit Tiwana in detail. 10M
- OR
- 6 Explain about 3 way Balancing act of knowledge management in information architecture. 10M
- 7 What are knowledge management systems? Discuss the role and significance of IT in knowledge management. 10M
- OR
- 8 What are the steps in benchmarking process in knowledge management? 10M
- 9 What are the applications and advantages of knowledge management in service sector? Explain with an example. 10M
- OR
- 10 Explain about the future of knowledge management in detail. 10M

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study/Problem:**

In 2015, MYbank launched the Flourishing Farmer Loan program, an effort to extend financial services to rural China. Because the bank's program targeted customers who had no experience with banking, MYbank looked to determine credit-worthiness by using big data from internet transactions to create a nationwide credit-rating system for individuals and small enterprises. Credit-scoring was new to China and the bank's pioneering efforts could pave the way for economic development in rural areas. MYbank was an offshoot of the Alibaba internet empire founded by Jack Ma (Chinese name **Ma Yun**). Ma had built Alibaba's online platforms to bring buyers and sellers together in China. Having found success in facilitating online transactions, Alibaba began offering financial services. In time, these financial service units were spun out from the Alibaba group, first organized under Alipay and then rebranded under the name Ant Financial Services Group. 10M

Contd. in page 2

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11

Case Study/Problem:

Under the reign of its former CEO, Jack Welch, General Electric was the most well-known proponent of annual performance ratings and forced distribution curves. 10M

For decades, GE operated a "rank and yank" system, whereby employees were appraised and rated once a year. Afterwards, the bottom 10% were fired. Not exactly a recipe for employee engagement! Such an environment is a breeding ground for unhealthy competition, reduced team-work and employee burnout.

In 2015, under CEO Jeff Immelt, GE announced it was replacing this approach with frequent feedback and regular conversations called "touch points" to review progress against agreed near-term goals. This new approach was supported by an online and mobile app, similar to our own Clear Review performance management tool, which enables employees to capture progress against their goals, give their peers feedback and also request feedback.

Managers will still have an annual summary with employees, looking back at the year and setting goals. But this conversation is more about standing back and discussing achievements and learnings, and much less fraught than annual reviews.

Questions:

- (a) Why do you believe the existing system had to be replaced in spite of it being profitable to the parent company?
- (b) Give some examples of real world rank and yank systems that have failed miserably.
- (c) How does the mix of annual meetings go hand in hand with timely review as well as feedback mechanisms?
- (d) If you were to take away one key aspect of the provided case study, what would it be and why?
- (e) Where do you believe millennials have had a say in the changing perspectives in the performance management process of multinational companies?

Code: 21E00306c

MBA III Semester Regular & Supplementary Examinations November/December 2024

KNOWLEDGE MANAGEMENT
(Master of Business Administration)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- | | | |
|----|---|----|
| 1 | (a) What is the scope of Knowledge Management? | 5M |
| | (b) Explain the significance of Knowledge Management. | 5M |
| | OR | |
| 2 | (a) Briefly write about techniques of Knowledge Management. | 5M |
| | (b) What are the principles of Knowledge Management? | 5M |
| 3 | (a) Outline the types of Knowledge Management. | 5M |
| | (b) What are the essentials of Knowledge Management? | 5M |
| | OR | |
| 4 | (a) Explain the issues involved in Organizational Knowledge Management. | 5M |
| | (b) Describe the need for Conversion. | 5M |
| 5 | (a) Briefly write about 10-step Knowledge Management. | 5M |
| | (b) What are the issues involved in Information Architecture? | 5M |
| | OR | |
| 6 | (a) What are the Roadblocks to success of Knowledge Management? | 5M |
| | (b) What are the problems involved in implementation of Knowledge Management? | 5M |
| 7 | (a) Examine the Role of IT in Knowledge Management Systems. | 5M |
| | (b) Discuss the relationship between E-Commerce and Knowledge Management. | 5M |
| | OR | |
| 8 | (a) Describe the concept of Bench Marketing in Knowledge Management. | 5M |
| | (b) What is the technical support required for the success of Knowledge Management? | 5M |
| 9 | (a) Briefly write about the Future of Knowledge Management. | 5M |
| | (b) Discuss the need for Knowledge Management for Manufacturing Industry. | 5M |
| | OR | |
| 10 | (a) What is the Role of Knowledge Management for Manufacturing Industry? | 5M |
| | (b) What are the general limitations of Knowledge Management? | 5M |

Contd. in Page 2

Code: 21E00306c

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11

Case Study/Problem:

10M

Every day, Mr. Balaji the managing director of Vengateswara Engineering Corporation, could see his staff wasting precious time searching for urgent information. He could hear them making frantic phone calls while search for competent resources to deal with specific issues ; he could observe them finally managing to get some scrappy data which required further processing to have it fully available and useful ; he dreaded to watch the staff of his company waste most of their precious and costly time restarting activities and projects from scratch, when the same work had probably already been dealt with but somebody in the company, but the same useful data regarding the matter had been lost or was not traceable any longer.

He knew that huge amounts of important data and useful information which had already been processed, re-adapted and tested somewhere in the company world were getting lost inside headquarters archives or are lying forgotten inside the drawers of many desks, on various computer hard disks or were known by a large number of company experts who however could not be identified or were not available, perhaps dispersed in a some remote factor.

Mr. Balaji was fully aware of the fact that at the same time while dealing with contingency plans, operational issues globalization and market share battles, the personnel of his company were almost losing the ability to be creative, to "think different and out of the box", to arrive faster, efficiently and successfully into the market place. In other words to be innovative. He was determined to put an end to all this wasted and missing opportunities. He shared his worries with a small group of his collaborators and he gave them the task of verifying whether those huge company resources could somehow be captured, stored and made accessible to a larger number of people in a protected, productive and interactive environment, which would enhance the ability of people to innovate.

Questions :

- (i) What are the scopes available in knowledge management system in this organization?
- (ii) How do you develop the innovative of people?

Code: 21E00306c

MBA III Semester Supplementary Examinations May 2024

KNOWLEDGE MANAGEMENT
(Master of Business Administration)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) What are the Principles of Knowledge Management? 5M
(b) Note on Tacit knowledge in Organization. 5M
- OR**
- 2 Discuss the major Philosophical school / thoughts which focus that knowledge management is involved in connecting people, process and technology. 10M
- 3 (a) What is a knowledge society? 5M
(b) What is a Knowledge-life cycle? 5M
- OR**
- 4 What is meant by Organizational knowledge capital? Explain the valuation and market pricing of knowledge capital. 10M
- 5 Discuss the different types of knowledge management strategies used for the survival, stability and growth of the organisation. 10M
- OR**
- 6 (a) Information Architecture. 5M
(b) Learning Organization Vs Knowledge Management. 5M
- 7 (a) Tools used in KM. 5M
(b) How do you create effective KM systems through IT? 5M
- OR**
- 8 Explain the process and significance of benchmarking in KMS. 10M
- 9 Identify the key elements of Knowledge management infrastructure that operate in a Service sector. Explain how KM can become a source of Competitive advantage? 10M
- OR**
- 10 (a) Knowledge Audit. 5M
(b) Knowledge value chain. 5M

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

- 11 **Case Study/Problem:** 10M
"Technological advances have greatly helped the growth of KM, although the field of KM has not reached its maturity". Analyse this statement in the context of Knowledge Mining and Artificial Intelligence (AI).
