

AP-315

M.B.A. Semester-IV Examination

KNOWLEDGE MANAGEMENT

Paper : MBA/4305/OB

Time : Three Hours]

[Maximum Marks : 70

Note:— (1) Attempt **ALL** questions.

(2) Figures to the right indicate marks.

SECTION—A

1. (a) Explain Knowledge Management Concept, meaning and its contemporary significance. 14

OR

- (b) Define conduit models of knowledge sharing. How is it beneficial for any organization ? 14

SECTION—B

2. (a) "A knowledge management system is one of the most efficient and effective ways to train and educate the employee." Comment. 7

- (b) Krishnan, a graduate from XLRI has joined his father's small business. After a week, his father called him and said, "Krishnan, you are just too nice to people. I know they taught you about industrial relations and knowledge sharing at XLRI, but it just does not work here. When the Hawthorne studies were first reported, everyone in academic field got excited about them. There is more in managing people and knowledge than just being nice to them.

If you were Krishnan, what would be your reaction to your father's comment ? How you co-up with business strategy and knowledge management ? 7

OR

- (c) Define Eal's seven school model of knowledge management. 7
- (d) XYZ is newly established manufacturing company, workers of this company are also not trained and experienced. CEO of company wants to give some training and also take some knowledge management program. If you are HR manager of that company. How would you make participation of workers in knowledge process ? 7

expenses. With confidence Nateson entered into other manufacturing activities. However, it found difficult to delegate authority, power and continued to make all final decisions on every aspect of manufacturing and finance. Senior executives were frustrated due to Nateson's unwillingness of delegation of authority and power.

- (i) What are the possible reasons for Nateson's reluctance to delegate power and authority ? 7
- (ii) How would you have convinced Top Management of Nateson about utility of delegating power to others ? 7

3. (a) Define knowledge innovation theory and loss innovation. 7
- (b) Saraswati Education Society, is twenty-five years old. The trustees of this society want to change their old education system, by using knowledge creation theory, for the development of newly appointed teachers and society. As an HR consultant, how would you use knowledge creation theory in this context ? 7

OR

- (c) Define forgetting and unlearning knowledge, how does it affect an organization ? 7
- (d) 'Sunrises' is a learning organization, Director of a the company wants to take knowledge management program. If you are HR manages which program would you suggest to them ? Why ? 7
4. (a) Explain in detail knowledge process and its significance. 7
- (b) Mr. Chandra of Reliance could not join with other employees, interact with them openly during his early days of employment as he did not know the characteristics, traits, views and behavior of company

employees. This is because of lack of interpersonal trust, Mr. Chandra was not clear of human relations structure and group hierarchy. As a HR manager how would you create interpersonal trust between employee and Mr. Chandra ? 7

OR

- (c) What is meant by Cross Community ? How does it affect an organization ? 7
- (d) Talco is a medium scale manufacturing company, in this company there are different groups – production, material and quality control. CEO of company wants to have inter group knowledge process. As HR manager how will you do this process among these groups ? 7

SECTION—C

5. In 1990, Nateson started a music cassette recording company on a very small scale about 5 years, in this company sales equalled with the combined sales of the then three leading companies in India. This was mainly due to Nateson's business accumen, extra ordinary managerial skills, imaginative sales promotion programs and above all the taste for good music and lower overhead