

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) Discuss concept, meaning, aims, philosophy and structure of knowledge management. 14
OR
(b) Discuss conduit model of knowledge sharing and its application in industry. 14

SECTION—B

2. (a) Explain the role of knowledge management in framing business strategy. 7
(b) Rahul joined Ajit Industries recently. He observed that company employees are unenthusiastic and do not have active participation in business processes. This is affecting production targets and profit of the company. As HR consultant, suggest him a knowledge management programme to solve the problem. 7
OR
(c) Explain Ear's Seven school of knowledge management approach. 7
(d) Softtec is a software company situated in Bangalore. To survive in the competitive market company wishes to change its business policies. As HR Manager, how will you frame new business policies using knowledge management ? 7
3. (a) Explain knowledge creation and knowledge management process. 7
(b) Sumect fertilizers implemented new technology to increase production, reduce cost of production and thereby to increase profit. About 70% of employees are working in the company from last 10 to 15 years. So they are not able to cope up with new technology. You are HR consultant to company. How will you solve this learning problem ? 7

OR

- (c) Discuss the dynamics of organisational learning. 7
(d) BOS automobiles is a manufacturing company in the business of manufacturing spareparts of four wheelers. Company has recruited some diploma holders. But these new employees are not able to learn the new technology. As HR consultant, how will you help company to overcome this problem ? 7

SECTION—C

4. (a) Discuss sociocultural issues of managing and sharing knowledge. 7
(b) Explain intracommunity knowledge process. 7
OR
(c) Explain the concept of trust and social relations in the development of organisation. 7
(d) Explain the term cross community with suitable examples. 7

SECTION—D

5. PALCO a public sector undertaking was sold by Government to Medanta Group of Industries. Mr. Mahadevan was made as CEO of PALCO by Medanta group. Mr. Mahadevan had a belief that employees of public sector do not work. Within a month after takeover 15 senior officers were transferred to PALCO by Medanta group from their other plants and made incharge of various departments. These officers were not having any experience of the product manufactured by PALCO. All day to day work was being done by PALCO officers but credit was given to Medanta officers. Mr. Mahadevan was coordinating with Medanta officers only. He did not give any importance to PALCO officers. Because of this attitude of Mr. Mahadevan and behaviour of officers of Medanta group, PALCO officers got frustrated and dissatisfied. As time passed, the PALCO officers started non-cooperating with Medanta officers. As a result, the performance of the company started deteriorating.

President of the company came to PALCO plant and called meeting of PALCO officers. He listened to PALCO officers, but did not do anything. However CEO called PALCO officers and warned them to improve the performance. He also threatened them that if their performance did not improve, some of officers may be removed. PALCO officers are under high stress.

- (1) Analyse the case. 3
- (2) How can you resolve the conflict between PALCO officers and Medanta officers. 4
- (3) What knowledge management process may the company introduce to improve leadership and avoid conflict ? 7