

AU-1657

**M.B.A. Semester-IV Examination**  
**KNOWLEDGE MANAGEMENT**  
**Paper-MBA/4305/OB**

Time : Three Hours]

[Maximum Marks : 70

- N.B. :-** (1) Attempt **all** questions  
(2) Figures to the right indicate marks.

**SECTION—A**

1. (a) Explain conduit model of knowledge sharing. How any organisation can benefit by using this model ? 14

**OR**

- (b) Discuss concept, contemporary significance, philosophy and structure of knowledge management. 14

**SECTION—B**

2. (a) How can you link knowledge management and business strategy ? Explain. 7  
(b) Jivan Alloys is a fast growing company in Orissa. Company considers employees as an asset. General Manager is very much concerned about employee growth and development. He conducts exit interview of the employee leaving the company. He observed that employees are leaving because company is lacking in employee career planning. As HR consultant, how can you make use of knowledge management concept for career development programs at Jivan Alloys ? 7

**OR**

- (c) Explain Alvesson and Karreman's knowledge management approach. 7  
(d) Sohan has done MBA from Pune University. His father Mr. Gattani is having oil industry at Nagpur. As desired by Mr. Gattani, Sohan joined his father's business immediately after completing MBA program. Mr Gattani observed his son's working for a month and was not happy. One day he called Sohan and said Sohan, you are working on the basis of your theoretical knowledge; you are very friendly with the employees. It would not work here. Business may collapse one day. You should be practical.

If you were Sohan, how would have you reacted to your father ? Comment. 7

3. (a) Explain Heterogeneity of learning. 7  
 (b) Poddar International School at Amravati is one of the good schools. School Management wishes that its students should perform better in IIT/JEE entrance exams. As a consultant, how will you help the school for knowledge creation ? 7

**OR**

- (c) Explain knowledge creation theory. 7  
 (d) Director of Brilliant learning organisation wishes to conduct knowledge management program. As HR consultant, which program would you suggest and why ? 7
4. (a) What do you mean by cross community ? Explain with example. 7  
 (b) What do you understand by boundary spanning ? Explain in brief. Give any consideration to personal problems of employees. Describe the personality of Mr. Mahadevan. 7

**OR**

- (c) Discuss social cultural issues and group identity. 7  
 (d) Explain intra community knowledge processes in brief. 7

### SECTION—C

5. John is owner and CEO of a company. Within six years of the establishment of the company, the turnover of the company increased very much. It is more than most of the competitors. The credit goes to Mr. John.

Mr. John is hardworking and fast decision maker. He is also having knowledge of finance management and marketing management. As the company is stable now, Mr. John established other production business. But this business is not growing. Mr John is not able to delegate the authority. He himself takes all decisions regarding production and finance. Senior level managers could not take decisions as the authority is not delegated to them. The decisions are getting delayed. There is a dissatisfaction among the higher level managers.

- (i) Analyse the case. 4  
 (ii) In your view, why Mr. John may not be delegating authority and what type of leadership he is practising ? 5  
 (iii) As HR expert, how you would have made Mr. John understand the importance of delegation of power ? 5