

AT-1465

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 meaning and concept of knowledge management. Explain knowledge society concept and post industrial concept. 14

OR

- (b) Discuss conduit model of knowledge sharing. Explain how an organisation can benefit by using this model. 14

SECTION—B

2. (a) Explain how knowledge management can be used in framing business strategy. 7
(b) Cilny Chemicals is a medium scale company. The turnover of company is about 500 crores. The employees turnover rate is also very high. CEO of a company asked HR department to design a feedback form for employees leaving the company. The feedback form was designed and 1st filled from the employees leaving the company. CEO went through the filled feedback form and found that employees are leaving because of poor career development policy. You are appointed as consultant, how will you make use of knowledge management concept for modifying the career development policy at Cilny Chemicals ? 7

OR

- (c) Explain Alvesson and Karreman's knowledge management approach. 7
(d) Mr. Rao joined Rishi Industries as General Manager six months back. He observed that employees are skilled but not working sincerely so lacking in performance. Mr. Rao wants to improve the performance of employees. As HR consultant, suggest a suitable knowledge management program to Mr. Rao so that performance of employees can be improved. 7

3. (a) Explain the concept of knowledge creation and loss innovation dynamics. 7
(b) Thakur Fertilizers is a reputed company. To meet the competition the company incorporated latest technology. As the company is old, most of the employees are working from last 15 to 20 years. They are skilled employees but finding difficult to cope up with new technology. As a consultant, how will you solve this learning problem ? 7

OR

- (c) Explain Heterogeneity of learning. 7
(d) Kaveri Convent is the reputed school at Nagpur. 20 to 25% of students get selected in IIT and medical. Principal wishes that at least 40-45% students should get selected in IIT and medical colleges. As a consultant, how will you help college to achieve this target through knowledge creation program ? 7
4. (a) Discuss intra community knowledge processes. 7
(b) Explain boundary spanning and knowledge process significance. 7

OR

- (c) Discuss socio cultural issues of knowledge management. 7
(d) Explain the role of relationship management in knowledge management. 7

SECTION—C

5. Kisan Fertilizers is a medium scale company. Premium fertilizer products are produced by the company. The company's policy is to produce quality products at the lowest possible cost. To achieve this company is implementing various knowledge management programmes. All the departments in the company religiously use knowledge management approaches in their day to day activities to improve their working. Company provides good working environment to avoid politics and conflicts. Company conducts regular training program away from working place to refresh employees and upgrade their knowledge. The company provides all possible support to employees to update their knowledge. In spite of this there happens a conflict among various departments.

Questions :

- (1) Analyse the case. 5
(2) What knowledge management processes should company introduce to avoid conflict and improve leadership ? Justify your answer. 9