

Code: 14E00318

MBA III Semester Regular &amp; Supplementary Examinations November/December 2017

**KNOWLEDGE MANAGEMENT**

(For students admitted in 2014, 2015 &amp; 2016 only)

Time: 3 hours

Max. Marks: 60

**PART – A**

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

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- 1 Define organizational knowledge. What are the challenges faced while implementing KM programmes?

**OR**

- 2 Explain the principles of knowledge management

- 3 Define knowledge management. Explain the organizational sources of knowledge.

**OR**

- 4 Discuss the roadblocks for successful implementation of KM programme.

- 5 Discuss in detail ten steps KM Road Map of Amit Tiwana.

**OR**

- 6 Write a note on Information Architecture.

- 7 Explain the knowledge management system through information technology.

**OR**

- 8 Discuss challenges of knowledge management.

- 9 Explain the application of knowledge management in service industry with examples.

**OR**

- 10 Define total quality management? Explain association between total quality management and knowledge management.

**PART – B**

(Compulsory question, 01 X 10 = 10 Marks)

**11 Case Study:**

Ms. Rani, a research scholar suggests that the privileging and prioritizing of what she calls expert or theoretical knowledge can result in local, contextual tacit knowledge becoming so marginalized that it can be often neglected if not ignored.

One of the most vivid organizational examples she gives to illustrate her argument concerns the knowledge of some delivery drivers employed by a bakery.

The owners of the bakery decided that they wanted to better understand the changing nature of the tastes and demands of the final customers who bought their goods (which they bought from the shops that were the bakery's direct customers).

Despite of the fact that the some of the bakery's own employees (the delivery drivers who took their goods to the shops) arguably possessed such knowledge, through the Ongoing conversations they had with the shops' owners that happened when their deliveries were made, this source of knowledge wasn't used.

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Instead, the bakery's owner spent a significant amount of money employing external consultants to conduct some market research. For Rani, the reason that the delivery driver's knowledge was overlooked and not used was due to its character. Fundamentally, this knowledge was tacit, subjective, experience based and content specific and was possessed by the workers low down in the organizational hierarchy. For the owners of the bakery this was regarded as a less legitimate and less objective form of knowledge to that which the market research consultants could provide (which was regarded as objective, abstract, generalizable and scientific).

Rani suggests that this is far from an isolated example and that the privileging of theoretical knowledge over local contextual, tacit knowledge is an attitude which is prevalent in many, if not majority of the organizations.

**Questions:**

- (a) Do you agree with this conclusion regarding the dominance of this perspective?
- (b) Do you think potentially important and useful knowledge is overlooked and neglected due to its tacit, contextual and experiential character?

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