

Code: 14E00318

MBA III Semester Regular Examinations January 2016

**KNOWLEDGE MANAGEMENT**

(For students admitted in 2014 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

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

- 1 Define Knowledge management. Explain its scope and principles.  
**OR**
- 2 What are the various steps in building knowledge societies? Explain its challenges.
- 3 What are types of knowledge? Explain about various sources of organizational knowledge management.  
**OR**
- 4 Write a note on Technology Enablers and Meta Knowledge.
- 5 What is the role of web portals and information architecture in knowledge management?  
**OR**
- 6 Write about ten step KM road map of Amrit Tiwana.
- 7 Explain role of information technology in knowledge management systems.  
**OR**
- 8 How total quality management and knowledge management are related? Explain in detail by taking Indian examples.
- 9 What is the future of knowledge management? Explain in Indian context.  
**OR**
- 10 Explain the role of knowledge management in manufacturing industry.

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

**11 Case study:**

Tata Consultancy Services (TCS) is among the leading global information technology consulting services and business process outsourcing organizations. Pioneer of the flexible global delivery model for IT services that enables organizations to operate more efficiently and produce more value TCS focuses on delivering technology led business solutions to its international customers across varied industries. The TCS – KM practice has executed multiple assignments across verticals and geographies over the years. The gathered expertise has emerged as its multidimensional approach to knowledge management implementation known as SIGMARG. It describes the approach, methodology and a delivery model for successfully conceptualizing, designing and executing a KM initiative in any organization.

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**Knowledge Maturity:** It is observed that technology alone cannot enable an enterprise to be a knowledge enabled enterprise. While technology plays an important role in knowledge management (KM) in an organization, it is equally or more important to look at people, processes and how technology is used to enable people and processes to create, use, reuse, share, protect and retire knowledge within the enterprise and also with all the stakeholders. Thus the three identified pillars of KM are:

People : people and culture

Process : process, policy and strategy

Technology : technology and infrastructure.

It is observed that the state of knowledge maturity can be achieved by systematically addressing the three pillars of KM and by continuously upgrading the KM maturity to reach a state where it gets embedded in the business processes. This is a path of continuous improvement and must be governed by a strong maturity framework, which has the ability to assess and benchmark the various aspects of people, process and technology in a holistic manner. The maturity model has been evolved by keeping in mind all these aspects of KM. This framework describes each state of maturity and addresses its objective. Further, it is able to relate the KM initiatives with the perceived business benefits of each state.

**Question:**

Write a note on how KM helps in optimizing the resources and processes to maximize the returns in all aspects like return on investment, return on customer and return on people (ROI, ROC and ROP).

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