

MBA III Semester Supplementary Examinations May 2017

**KNOWLEDGE MANAGEMENT**

(For students admitted in 2014 & 2015 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. Discuss briefly the scope, significance and techniques of knowledge management.

**OR**

2 What is knowledge? What is the difference between data, information and knowledge?

3 What is the role of openness, confidence and fault tolerance for knowledge management in an organization?

**OR**

4 What importance is the creation of a shared understanding of knowledge management for an organization?

5 Discuss the 10-step knowledge management road map.

**OR**

6 What are some best practices in the implementation of knowledge management systems? Explain.

7 A knowledge audit helps the audited organization to determine what knowledge is being managed and how well it is being managed. Describe with illustrations any knowledge audit model that an organization can adopt in its KM initiatives.

**OR**

8 Give explanations with examples, three main mechanisms that a knowledge intensive firm (KIF) can implement to ensure proper knowledge transfer among its staff.

9 How do you do knowledge management? Where do you start in applying knowledge management? What is the benefit from knowledge management? How will knowledge management improve work performance?

**OR**

10 Discuss the implications of knowledge management in any service industry.

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

**Knowledge Management Practice in TCS**

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 resource 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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