



**GROUP OF INSTITUTIONS:: PUTTUR
(AUTONOMOUS)
Siddharth Nagar, Narayanavanam Road – 517583
SIDDHARTH**

QUESTION BANK (DESCRIPTIVE)

Subject with Code: Knowledge Management
(19MB9027)

Course & Branch: MBA

Regulation: R19

Year & Sem: II-MBA& I-Sem

**UNIT –I
Introduction to Knowledge Management**

1	Explain the methods and techniques of knowledge management	[L2][CO1]	[10M]
2	a) Define knowledge management and explain objectives of knowledge management. b) What are the strategies of knowledge management?	[L2][CO2] [L1][CO2]	[5M] [5M]
3	Explain the scope and objectives of knowledge management	[L5][CO1]	[10M]
4	Define knowledge. Explain the elements of knowledge management with detail.	[L2][CO1]	[10M]
5	What is Organisational knowledge? Relate the characteristics of Organisational knowledge.	[L2][CO1]	[10M]
6	Outline the main features of knowledge management.	[L2][CO1]	[10M]
7	Examine the relationship among data-information-knowledge-wisdom.	[L3][CO1]	[10M]
8	a) What are the measures for meeting the challenges of implementing knowledge management programme? b) Examine the scope of knowledge management.	[L3][CO2] [L2][CO1]	[5M] [5M]
9	Describe the major principles of knowledge management.	[L2][CO1]	[10M]
10	What are the difficulties faced by knowledge management? suggest suitable measures to overcome them.	[L4][CO1]	[10M]

UNIT –II
Essentials of knowledge management

1	What is knowledge? Explain the different types and characteristics of knowledge.	[L1][CO1]	[10M]
2	Explain the classification of Organisational knowledge.	[L2][CO1]	[10M]
3	What is meant by Organisational knowledge capital? Explain the valuation and market pricing of knowledge capital.	[L2][CO1]	[10M]
4	Evaluate the knowledge lifecycle and explain with suitable examples	[L5][CO1]	[10M]
5	Explain the main sources of Organisational knowledge.	[L1][CO1]	[10M]
6	Elucidate on the knowledge management technology enablers	[L2][CO4]	[10M]
7	Explain the knowledge management process. Taking an example of any bank apply process.	[L4][CO1]	[10M]
8	Define Organisational knowledge management. Explain the types in the Organisational human capital.	[L2][CO1]	[10M]
9	What is knowledge conversion? Evaluate the Organisational knowledge progression in software industry.	[L5][CO6]	[10M]
10	What are the strategies of knowledge management? Explain Meta knowledge.	[L2][CO2]	[10M]

UNIT –III
Implementation of knowledge management

1	How knowledge management is implemented in organizations? Explain the main barriers to implementing successful knowledge management.	[L4][CO3]	[10M]
2	Explain the ten steps of knowledge management implementation of Amrit Tiwana.	[L2][CO3]	[10M]
3	Explains the main issues and obstacles of KM implementation.	[L2][CO3]	[10M]
4	Explain the information architecture and its components. What is the role of information architecture in India?	[L3][CO3]	[10M]
5	Define web portal. Examine the role of web portal in knowledge management.	[L4][CO1]	[10M]
6	a) What is net banking? What are the advantages and disadvantages of net banking? b) What is the role of net banking in India?	[L1][CO3] [L2][CO3]	[5M] [5M]
7	Define learning organisation. Explain features and components of learning organisation.	[L2][CO5]	[10M]
8	Explain the creation of learning organisation with cement industry as an example.	[L4][CO1]	[10M]
9	Explain the Mystique of learning organisation and also state the difference between learning organisation and KM.	[L2][CO1]	[10M]
10	Design a suitable process of implementing knowledge management programme for banking industry.	[L6][CO4]	[10M]

UNIT –IV**Knowledge management and Information technology**

1	What is information technology? How it is related to knowledge management?	[L2][CO3]	[10M]
2	Explain the different information and communication technologies	[L2][CO4]	[10M]
3	Define E-Commerce. How it is related to knowledge management?	[L1][CO4]	[10M]
4	Explain knowledge management tools	[L2][CO2]	[10M]
5	How do you create effective KM systems through IT?	[L2][CO5]	[10M]
6	Define benchmarking. Explain the different types of benchmarking	[L2][CO3]	[10M]
7	What are the tools you can apply for KM? Explain them with instances.	[L3][CO4]	[10M]
8	What is E- Commerce? What are its methods? Explain	[L1][CO4]	[10M]
9	Explain the process and significance of benchmarking in KMS.	[L2][CO4]	[10M]
10	What role did IT play in KM? Comment on it.	[L4][CO4]	[10M]

UNIT –V**Future of knowledge management and Industry perspective**

1	Explain the role of knowledge management in industry.	[L2][CO6]	[10M]
2	What is the future of knowledge management? Does knowledge management influence traditional manufacturing industries? Substantiate your argument.	[L4][CO6]	[10M]
3	Why knowledge management systems are turning manufacturing into a competitive weapon? Explain.	[L4][CO6]	[10M]
4	Is KM is improving the manufacturing process as same as service industry? give your opinion.	[L3][CO6]	[10M]
5	Explain the future trend of knowledge management.	[L2][CO5]	[10M]
6	Enumerate the emerging key elements of KM.	[L2][CO5]	[10M]
7	Explain different challenges of knowledge management.	[L2][CO5]	[10M]
8	Explain the role of knowledge management in manufacturing industry.	[L1][CO5]	[10M]
9	Elorabate the role of knowledge management in service sector.	[L2][CO5]	[10M]
10	Explain different challenges and future of knowledge management.	[L2][CO6]	[10M]

Case studies

Case Study 1:

[L2][CO6][10M]

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. 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?

Case Study 2:**[L5][CO1][10M]**

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.

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).

Case Study 3:

[L4][CO6][10M]

It is, of course, not enough to create rich environments where people can share. Xerox provides lot of these environments: online knowledge universe with a catalog of best practices, chat rooms for CoPs, a company Yellow Pages, and a section of the public website, Knowledge Street, which is devoted to promote knowledge sharing. Also required are good ideas, leadership and motivated people.

A few years ago, Jack Whalen, a sociologist, spent some time in Xerox customer service call centre outside Dallas studying how people used Eureka. The trouble was that the employees were not using it. Management therefore decided workers needed an incentive to change. To this end, they held a contest in which workers could win points (convertible into cash) each time they solves a customer problem, by whatever means. The winner was an eight year veteran named Carlos, who had more than 900 points. Carlos really knew his stuff and everyone else knew this too. Carlos never used the software. The runner -up however was a shock to everyone. Trish had been with the company only a few months, had no previous experience with copiers and did not even have the software on her machine. Yet her 600 points doubled the score of the third place winner. Her secret was she sat right across from Carlos. She overheard him as he talked and she persuaded him to show her the inner workings of the copiers during the lunch breaks. She asked other colleagues for tips too.

Questions:

- a) What is the reason for the success of Trish?
- b) Is really the knowledge sharing the secret of Trish success or both technology and subject matter are also necessary?

Case Study 4:

[L5][CO4][10M]

Apple knowledge management, a result of culture : From near bankruptcy in the late 90's, to one of the world's most successful and lucrative just ten years later, Apple has a laundry list of things they have done right. Since Dec. of 2000, as recently reported by CNBC, Apple's market cap has grown \$412 BILLION, and each one of the events mentioned in the timeline above has directly (along with others) contributed to this astronomical growth. Apple's success stems from the mastery of several areas of business including, but not limited to, supply chain management, knowledge management, and operations. For the purpose of this posting we will note Apple's strengths in regards to knowledge management.

(a) Apple's ability to create knowledge (creation of product categories [iPad]). (b) Apple's ability to constantly change its structure and goals with the release of every new or updated product. (c) Apple's ability to constrain its secrets so there are limited leaks, despite the fact that its people leave at the end of every day, and its people are its greatest resource. Apple's decision to keep its software specifically and solely for its products, and vice-versa knowledge management is Apple's fundamental core competency, and the reason it is successful in its most lucrative attribute, innovation. Without knowledge management, Apple's innovation would not be relevant, because the information would get out long before the products themselves do. Apple's culture implanted by its great pioneer Steve Jobs is what keeps Apple employees loyal, and inevitably this translates to the brand loyalty demonstrated by the customers of the company.

Questions:

- (a) Is it possible for Apple to "lose" at this point in the game, and what are some ways that could happen?
- (b) Comment on Apple's strengths in regards to knowledge management.

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