



IV Semester M.B.A. (Day) Examination, June/July 2010

(2007-08 Scheme)

Management

Paper – H. 5 : KNOWLEDGE MANAGEMENT AND LEARNING ORGANISATION

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** sub-questions. Each sub-question carries **two** marks. (6×2=12)

1. a) What is a learning organisation ?
- b) What is creative problem solving ?
- c) What is stereotyped response ?
- d) What is morphological analysis ?
- e) What is generative learning ?
- f) What tacit knowledge ? Give two points highlighting its relevance to knowledge management.
- g) What are knowledge repositories ?
- h) What is KMMM ?

SECTION – B

Answer **any three** questions. Each question carries **eight** marks. : (3×8=24)

2. What are knowledge intensive organisations ? Explain their key features.
3. Explain the models of creative problem solving.
4. Explain briefly the techniques and methods adopted by organisations to become a learning organisation.
5. Explain the role of information technology in leveraging knowledge management in organisations.
6. Discuss the concept of learning organisation vis-a-vis management of change by highlighting the similarities and differences if any.

P.T.O.



## SECTION – C

Answer **any two** questions. **Each** question carries **twelve** marks. : (2×12=24)

7. Discuss the techniques of creative problem solving. Outline clearly the stages that may be adopted in providing a solution.
8. What is the nature of a learning enterprise ? Explain the skills needed by learning organisations.
9. Discuss the core issues and themes in building learning enterprises.

## SECTION – D

10. Go through the following case and answer the questions (**Compulsory** Case analysis) carrying **fifteen** marks : (1×15=15)

- 1) KM emerged as a scientific discipline in the earlier 1990s. It was initially supported solely by practitioners, when Scandia hired Lief Edvinsson of Sweden as the World's first Chief Knowledge Officer (CKO). Hubert Saint-Onge (formerly of CIBC, Canada), started investigating various sides of KM long before that. The objective of CKOs is to manage and maximize the intangible assets of their organizations. Gradually, CKOs became interested in not only practical but also theoretical aspects of KM.
  - a) How do you think KM models will facilitate a CKO in executing his tasks in an organization ? Explain.
- 2) People have used the idea of “social network” loosely for over a century to connote complex sets of relationships between members of social systems at all scales, from interpersonal to international. In 1954, J. A. Barnes started using the term systematically to denote patterns of ties, encompassing concepts traditionally used by the public and those used by social scientists viz., bounded groups (e.g., tribes, families) and social categories (e.g., gender, ethnicity).
  - a) How do you think organizations can leverage their social network as indicated above to enhance the knowledge capture and codification in the organization ? Explain.