



PG – 793

IV Semester M.B.A. Degree Examination, July/Aug. 2014  
(2007-08 Scheme)

Management

H – 5 : KNOWLEDGE MANAGEMENT AND LEARNING ORGANIZATION

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions. **Each** question carries **2** marks. (6×2 = 12)
- a) What are the skills needed by a learning organisation ?
  - b) What is fusioning ?
  - c) What is creative problem solving ?
  - d) What are the drivers to Knowledge Management ?
  - e) Distinguish between tacit and explicit knowledge.
  - f) What are knowledge Management myths ?
  - g) Define mutual stimulation.
  - h) Why does unlearning is important ?

SECTION – B

- Answer **any three** questions. **Each** question carries **8** marks. (3×8 = 24)
2. What are the various phases of learning ?
  3. Discuss the roles and responsibilities of a Chief Knowledge Officer.
  4. What are some of the best practices in the implementation of Knowledge Management Systems ?
  5. Explain the role of Information Technology in learning organisations.
  6. Explain in detail the various techniques of learning organisations.

P.T.O.



## SECTION – C

Answer **any two** questions. **Each** question carries **12** marks. **(2x12 = 24)**

7. How culture drives knowledge behaviour in knowledge based organisations ?
8. Explain the bases of learning organisation.
9. Briefly explain the learning practise of (a) 3M (b) motorola (c) Microsoft (d) Apple (e) Samsung.

## SECTION – D

10. **Case Study :** **(1x15 = 15)**

Koshy Mathew, 53 years old and 30% holder of "the Palace of the West Empress Restaurant Chain" was about to enter one of his 60th restaurant. This unit is recently opened in Madurai. He had a practice of giving surprise visit to each newly opened restaurant within the first few months of operation. His purpose of visit was to check on whether the employcoos were following the company's practice and policy. Even though he was the largest stockholder and clearly the most influential member of the board of directors, he was not actively engaged in day-to-day operations. All the 60 units were located in the mid-southern and south eastern areas. "Palace of the West Empress" was known for its cleanliness, food quality and customer service. Two years ago, Mr. Mathew relinquished the position of chief executive and chairman of the board of directors because of his moderately serious health condition and also of his repeated conflicts with several board members over his joke about Hindu-Muslim rivals and his opposition to Hindu-Muslim in restaurant management position. Mr.Mathew with his discriminatory treatment cost the firm to be under investigation by the state and federal civil right's agencies. Mr. Durai Swami the current CEO was hired 2 years back to negotiate the settlement of EEOC (Equal Employment Opportunity Commission). About 20 Hindu and Muslim claimed that they have been denied promotion because of racial discrimination. Mr. Mathew had entered the "The Palace of the West Empress" where he was treated by a Muslim hostess, two days after the visit of Mathew, Durai Swami was asked to resign along with 3 other top corporate official, including the female hostess who had welcomed Mr. Mathew.

**Discussion Questions :**

- 1) Apply force field analysis to this situation and identify forces pushing for changes and forced resisting changes.
- 2) How could Lewin's change model be applied to "Palace of the West Empress" and key participants ?
- 3) Outline an organization development and change program for "Palace of the West Empress". What do you hope to accomplish through such an effort ?