



PG – 1012

IV Semester M.B.A. Degree Examination, June/July 2015  
(2007-2008 Scheme)  
MANAGEMENT

H.5 : Knowledge Management and Learning Organization

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 adaptive learning ?
- b) What is empowerment creativity ?
- c) What is a knowledge transaction ?
- d) What is systems thinking according to Peter Senge ?
- e) What are knowledge repositories ?
- f) What is morphological analysis ?
- g) What is open book management ?
- h) What is Action Learning ?

SECTION – B

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

2. Explain various forms of creativity management.
3. Explain different principles of Brain storming for corporate creativity.
4. Discuss the concept of 'Learning Organization' using Peter Senge's Disciplines.
5. What are learning orientations ? Explain different learning orientations.
6. What are the five phases to create knowledge in organizations ?

SECTION – C

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

7. How would a learning organization cope with change ? Explain.
8. Discuss the core issues and themes in building learning enterprises.

P.T.O.



9. Discuss the role of IT in knowledge management companies.

SECTION – D

10. Analyse the case and answer the questions (**Compulsory** case analysis) :

(1×15=15)

KM in Call centers :

By any measure, call centers are a growing business with many organizations looking to them as the primary means of interacting with their customers. Call centers provide many business advantages, including improved efficiency, increased hours of operation, reduced costs and greater flexibility. Perhaps the greatest challenge of running a call center, however, is ensuring that customers are provided with the right information in a timely fashion.

A call center is confronted with a number of challenges :

- Potentially wide range of customer enquiries.
- Legal accountability for the information provided to customers.
- Customers expect instant answers to questions.
- High stress work environment for its operations.
- High staff turnover.
- Large and complex body of knowledge to be learned by the new staff.
- Constant pressure to reduce call handling times.
- Continuous tracking and assessment of efficiency measures.

There are two aspects that can be covered in a call centre :

- An efficient process must be put in place to ensure that the right knowledge is captured, managed and kept up to date.
- Knowledge management systems must be established to support these processes. These IT systems are the core of a KM-based call centre.

**Questions :**

- i) In the light of the challenges encountered by the call centers, explain how the knowledge systems help these call centers to face these challenges.
- ii) Identify and explain briefly the problems of knowledge management in helping the call centers to meet the challenges.