

90272



**IV Semester M.B.A. Examination, June 2015**  
**(Scheme : 2011)**  
**Business Administration (Elective)**  
**HRM - 7 : Knowledge Management**

Time : 3 Hours

Max. Marks : 75

**SECTION - A**

Answer all questions. Each question carries six marks.

(5×6=30)

1. What are the different phases of knowledge development ?
2. What is the difference between tacit knowledge and explicit knowledge ? Give examples.
3. Define strategic knowledge leadership.
4. What are the factors justify the adoption of KM into an organisation ?
5. What is the impact of organisational structure on knowledge management ?

**SECTION - B**

Answer any three questions. Each question carries ten marks.

(3×10=30)

6. Explain the process of rewarding knowledge workers.
7. Discuss the importance of maintaining the knowledge culture during change.
8. Distinguish between the traditional system life cycle and knowledge management system life cycle with a diagram.
9. Discuss the various knowledge capture techniques used in an organisation.
10. Explain the process of verification and validation of the knowledge base.

**P.T.O.**

**SECTION – C**

**11. Case study (compulsory) :**

**(1×15=**

Crozet Country Club's use of a knowledge management system can be justified on several fronts. The system captures the human resources manager's knowledge of how she makes her hiring decisions. If she leaves the club, the system will help to ensure that her expertise and know-how are not lost.

The hiring KM system saves the club time and money by making accurate decisions more rapidly than the normal way of deciding on an applicant. Because the club receives a large number of applications to fill a relatively small number of positions, efficient applicant evaluation is of critical importance. However, handling and sorting the plethora of applications was formerly time-consuming and haphazard. This system reduces the time taken to fill vacant positions. More importantly, it helps to ensure that employees have the necessary qualifications.

The hiring KM system promotes a higher level of consistency and quality in hiring decisions. Prior to implementing the system, the manager did not have a "wage matrix" to use in determining appropriate wages for employees, and the process was quite random which led to some conflict within the organization. Furthermore, the manager hired some applicants without focusing enough on their ability and they turned out to be poor employees. In essence, the KM system helps guarantee that all the necessary variables are fully considered in each decision.

- a) Is this sufficient justification for the KM system ? Why or why not ?
- b) Is the system likely to replace the human resources manager who was instrumental in sharing her knowledge which is captured in the knowledge base ?

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