



**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR
(AUTONOMOUS)**

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QUESTION BANK (DESCRIPTIVE)

Subject with Code: Knowledge Management (20MB9027)

Course & Branch: MBA

Regulation: R20

Year & Sem: II-MBA & I-Sem

**UNIT –I
INTRODUCTION TO KNOWLEDGE MANAGEMENT**

1	a	Define knowledge management and explain the scope of knowledge management	[L1][CO1]	[5M]
	b	Explain the main features of knowledge management.	[L2][CO1]	[5M]
2	a	Explain the methods and techniques of knowledge management	[L2][CO1]	[5M]
	b	What are the major principles of knowledge management?	[L2][CO1]	[5M]
3	a	Relate the significance of knowledge management in present day scenario.	[L2][CO1]	[5M]
	b	Make a list of the various types of knowledge management.	[L2][CO1]	[5M]
4	a	Examine the relationship between data-information-knowledge-wisdom.	[L3][CO1]	[5M]
	b	Summarize the evolution of knowledge management.	[L3][CO1]	[5M]
5	a	Enumerate the difficulties that arise in knowledge management.	[L2][CO1]	[5M]
	b	Briefly describe the elements of knowledge management.	[L2][CO1]	[5M]
6	a	Assume that you are leading a team working on a project related to new product development. Highlight the difficulties you face in knowledge management.	[L4][CO1]	[5M]
	b	Suggest measures to overcome the difficulties in knowledge management.	[L4][CO1]	[5M]
7	a	You are heading an IT department in a banking institution. Develop various principles to be followed in managing knowledge in your institution.	[L5][CO1]	[5M]
	b	What are communities of practice? Explain.	[L1][CO1]	[5M]
8	a	How is knowledge management different from data management?	[L1][CO1]	[5M]
	b	Discuss the important components of knowledge management.	[L2][CO1]	[5M]
9	a	Explain knowledge management systems and their role in organizations.	[L1][CO1]	[5M]
	b	Enumerate the benefits of a knowledge management system.	[L2][CO1]	[5M]
10	a	Explain the terms (a) Explicit knowledge (b) Tacit knowledge	[L1][CO1]	[5M]
	b	Suggest a few knowledge management tools for an electronic goods manufacturing organization.	[L6][CO1]	[5M]

UNIT –II
ESSENTIALS OF KNOWLEDGE MANAGEMENT

1	a	What is knowledge? Explain the different types and characteristics of knowledge.	[L1][CO2]	[5M]
	b	Present an overview on the role of IT in knowledge management.	[L3][CO2]	[5M]
2	a	In detail explain the process of knowledge acquisition, conversion and diffusion process.	[L2][CO2]	[5M]
	b	Define Organizational knowledge management. Explain its types.	[L2][CO2]	[5M]
3	a	What are the sources of organizational knowledge?	[L2][CO2]	[5M]
	b	Explain the knowledge life cycle with illustration.	[L2][CO2]	[5M]
4	a	What is meant by Organizational knowledge capital?	[L3][CO2]	[5M]
	b	Write short note on knowledge management strategies.	[L3][CO2]	[5M]
5	a	Give a brief account of usage of organizational knowledge capital.	[L3][CO2]	[5M]
	b	Elucidate on knowledge management technology enablers.	[L2][CO2]	[5M]
6	a	Analyze the knowledge management process by applying to a commercial bank	[L4][CO2]	[5M]
	b	What is knowledge conversion? Why is it useful?	[L3][CO2]	[5M]
7	a	Evaluate the knowledge progression in software industry.	[L5][CO2]	[5M]
	b	Write short notes on Meta knowledge.	[L1][CO2]	[5M]
8	a	Suggest few knowledge management strategies that can be used in an automobile industry.	[L4][CO2]	[5M]
	b	Explain the types in organizational human capital.	[L2][CO2]	[5M]
9	a	Explain the valuation and market pricing of knowledge capital.	[L1][CO2]	[5M]
	b	Apply knowledge life cycle to education industry.	[L5][CO2]	[5M]
10	a	Describe knowledge management in health sciences.	[L1][CO2]	[5M]
	b	What is knowledge hierarchy? Explain with examples.	[L2][CO2]	[5M]

UNIT –III
IMPLEMENTATION OF KNOWLEDGE MANAGEMENT

1	a	How knowledge management is implemented in organizations?	[L2][CO3]	[5M]
	b	Explain the main barriers to implementing successful knowledge management.	[L3][CO3]	[5M]
2	a	Explain the information architecture and its components.	[L3][CO3]	[5M]
	b	What is the role of information architecture in India?	[L3][CO3]	[5M]
3	a	Explain the ten steps of knowledge management implementation of Amrit Tiwana.	[L2][CO3]	[5M]
	b	Highlight the obstacles involved in implementing knowledge management in organizations.	[L2][CO3]	[5M]
4	a	Define web portal. How is it relevant in knowledge management?	[L3][CO3]	[5M]
	b	Examine the role of web portal in knowledge management.	[L4][CO3]	[5M]
5	a	What is net banking? What are the advantages and disadvantages of net banking?	[L1][CO3]	[5M]
	b	Examine the role of net banking in India.	[L4][CO3]	[5M]
6	a	Define learning organization. Explain features of learning organization.	[L3][CO3]	[5M]
	b	Give a brief note on the components of learning organization.	[L2][CO3]	[5M]
7	a	What is a learning organization? How is it different from an organization?	[L2][CO3]	[5M]
	b	Build a learning organization with cement industry as an example.	[L6][CO3]	[5M]
8	a	Explain the Mystique of learning organization	[L1][CO3]	[5M]
	b	State the differences between learning organization and KM.	[L2][CO3]	[5M]
9	a	Examine the road blocks to the success of knowledge management.	[L3][CO3]	[5M]
	b	Relate the connection between business intelligence and knowledge management.	[L4][CO3]	[5M]
10	a	Do you think internet platforms are helpful in implementing knowledge management? Justify your answer.	[L5][CO3]	[5M]
	b	Design a suitable process of implementing knowledge management program for banking industry.	[L6][CO3]	[5M]

UNIT –IV
KNOWLEDGE MANAGEMENT AND INFORMATION TECHNOLOGY

1	a	What is information technology? How it is related to knowledge management?	[L3][CO4]	[5M]
	b	Explain the significance of information technology.	[L2][CO4]	[5M]
2	a	Explain the different information and communication technologies.	[L2][CO4]	[5M]
	b	What is the role of information technology in knowledge management?	[L3][CO4]	[5M]
3	a	What is E-Commerce? What are its benefits?	[L1][CO5]	[5M]
	b	Discover the relationship between E-Commerce and Knowledge management.	[L4][CO4]	[5M]
4	a	Classify the knowledge management tools related to information technology.	[L4][CO4]	[5M]
	b	Interpret the relation between information technology and knowledge management.	[L4][CO4]	[5M]
5	a	Define benchmarking. Describe various types of benchmarking.	[L2][CO5]	[5M]
	b	Suggest creative knowledge management systems through information technology.	[L6][CO4]	[5M]
6	a	Which tools do you apply for knowledge management? Explain.	[L3][CO4]	[5M]
	b	Give examples for the tools you apply for knowledge management with justification.	[L4][CO4]	[5M]
7	a	How do you create effective knowledge management tools with information technology?	[L3][CO4]	[5M]
	b	Do you think information technology has a role to play in knowledge management? Justify your explanation.	[L4][CO4]	[5M]
8	a	Identify the importance of benchmarking in knowledge management system.	[L3][CO5]	[5M]
	b	Examine the process of benchmarking in knowledge management system.	[L3][CO5]	[5M]
9	a	What are the methods used in E-Commerce? Explain.	[L1][CO5]	[5M]
	b	Assess the importance of E-Commerce in Indian economy.	[L5][CO5]	[5M]
10	a	Comment on the role played by IT in KM.	[L5][CO4]	[5M]
	b	Knowledge management and information technology go hand in hand. Do you agree with the statement? Justify your argument.	[L5][CO4]	[5M]

UNIT –V
FUTURE OF KNOWLEDGE MANAGEMENT AND INDUSTRY PERSPECTIVE

1	a	Explain the role of knowledge management in industry.	[L2][CO6]	[5M]
	b	What is the future of knowledge management?	[L2][CO6]	[5M]
2	a	Does knowledge management influence traditional manufacturing industries? Substantiate your argument.	[L4][CO6]	[5M]
	b	Why knowledge management systems are turning manufacturing into a competitive weapon? Explain.	[L4][CO6]	[5M]
3	a	Is KM is improving the manufacturing process as same as service industry? give your opinion.	[L4][CO6]	[5M]
	b	Assess the future trends of knowledge management.	[L5][CO6]	[5M]
4	a	Evaluate the role of knowledge management that can be played in cement industry.	[L5][CO6]	[5M]
	b	Enumerate the emerging key elements of KM.	[L2][CO6]	[5M]
5	a	Do you consider KM process is the same in the manufacturing industry as well as in service industry? Give your opinion.	[L5][CO6]	[5M]
	b	Knowledge management plays a greater role in service industry than in a manufacturing industry. Comment.	[L5][CO6]	[5M]
6	a	What are the different challenges of knowledge management?	[L1][CO6]	[5M]
	b	With increased growth of the service industries how do you consider the future of knowledge management? Substantiate your argument.	[L5][CO6]	[5M]
7	a	Why companies are turning towards knowledge management?	[L1][CO6]	[5M]
	b	Elaborate the role of knowledge management in service sector.	[L2][CO6]	[5M]
8	a	Do companies require knowledge management? Justify your answer.	[L4][CO6]	[5M]
	b	Consider that you are working in a financial institution. For what purposes do you use knowledge management?	[L4][CO6]	[5M]
9	a	Does knowledge management system have future in an iron and steel manufacturing organization? Substantiate your answer.	[L5][CO6]	[5M]
	b	What are challenges faced by knowledge management systems in manufacturing industries? Describe.	[L4][CO6]	[5M]
10	a	What obstacles does a company face in case of absence of knowledge management system?	[L1][CO6]	[5M]
	b	What is the future of knowledge management? Interpret in your own words.	[L2][CO6]	[5M]

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 know ledge 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.

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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

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(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 well 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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