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**PRESIDENCY UNIVERSITY**

**Bengaluru**

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| **End - Term Examinations – JANUARY 2025** |
| **Date:** 10 – 01- 2025 **Time:** 09:30 am – 12:30 pm |

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| **School:** School of Management (UG) | **Program:** BBA(HR) | |
| **Course Code:** BBA3016 | **Course Name:** Knowledge Management | |
| **Semester**: V | **Max Marks**:100 | **Weightage**: 50% |

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| **CO - Levels** | **CO1** | **CO2** | **CO3** | **CO4** | **CO5** |
| **Marks** | **10** | **10** | **20** | **30** | **30** |

**Instructions:**

1. *Read all questions carefully and answer accordingly.*
2. *Do not write anything on the question paper other than roll number.*

**Part A**

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| **Answer ALL the Questions. Each question carries 2 marks. (10Q x 2M = 20M)** | **Bloom's Level** | **CO** |

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| **1** | Define Knowledge Management. | **2 Marks** | **Remember** | **CO1** |
| **2** | List two barriers to knowledge transfer. | **2 Marks** | **Remember** | **CO1** |
| **3** | Outline the importance of knowledge sharing. | **2 Marks** | **Remember** | **CO2** |
| **4** | Relate the role of strategy planning in KM | **2 Marks** | **Remember** | **CO2** |
| **5** | List two key components of a Knowledge Management System. | **2 Marks** | **Remember** | **CO3** |
| **6** | How does KMS contribute to organizational learning? | **2 Marks** | **Remember** | **CO3** |
| **7** | What is the role of Communities of Practice in Knowledge Management? | **2 Marks** | **Remember** | **CO4** |
| **8** | Define GAP Analysis in KM Strategy | **2 Marks** | **Remember** | **CO4** |
| **9** | What is the role of leadership in Knowledge Management? | **2 Marks** | **Remember** | **CO5** |
| **10** | List two metrics used to measure KM effectiveness. | **2 Marks** | **Remember** | **CO5** |

**Part B**

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| **Answer ALL the Questions. Each question carries 7 marks. (5Q x 7M = 35M)** | | | **Bloom's Level** | **CO** |
| **11** | Explain the concept of knowledge dimensions and its importance in Knowledge Management. | **7 Marks** | **Understand** | **CO2** |
|  | **Or** | | | |
| **12** | Discuss the essential features of successful knowledge transfer, emphasizing how organizations can foster a culture of collaboration and sharing. | **7 Marks** | **Understand** | **CO2** |

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| **13** | Describe the significance of knowledge application at the individual level. | **7 Marks** | **Understand** | **CO3** |
|  | **Or** | | | |
| **14** | Explain the role of data analytics as a technique in KMS. | **7 Marks** | **Understand** | **CO3** |

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| **15** | Describe the importance of monitoring and evaluation in Knowledge Management. | **7 Marks** | **Understand** | **CO4** |
|  | **Or** | | | |
| **16** | Discuss the importance of ethics in Knowledge Management | **7 Marks** | **Understand** | **CO4** |

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| **17** | Explain the concept of knowledge transfer and its barriers. | **7 Marks** | **Understand** | **CO5** |
|  | **Or** | | | |
| **18** | Illustrate the process of knowledge transfer with a detailed example, explaining how organizations can facilitate smooth transfer between individuals or teams. | **7 Marks** | **Understand** | **CO5** |

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| **19** | Summarize the SECI model of knowledge conversion, detailing the four modes (socialization, externalization, combination, and internalization) with examples of each. | **7 Marks** | **Understand** | **CO5** |
|  | **Or** | | | |
| **20** | Discuss the differences in knowledge application at the individual, group, and organizational levels, explaining the role of KMS in facilitating knowledge sharing and collaboration across these levels. | **7 Marks** | **Understand** | **CO5** |

**Part C**

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| **Answer Any THREE Questions. Each question carries 15 marks. (3Q x 15M = 45M)** | **Bloom's Level** | **CO** |

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| **21** | A leading technology company, Innovate Tech, noticed a decline in its innovation output despite having a team of highly skilled employees. Upon investigation, the management discovered that knowledge sharing across departments was minimal, and much of the organization’s critical knowledge resided with a few senior employees nearing retirement. To address this, Innovate Tech implemented a knowledge management system (KMS) to centralize knowledge, encourage collaboration, and create a mentorship program to facilitate tacit knowledge transfer. However, the adoption rate of the new system was slow, and employees were reluctant to document or share their expertise, citing time constraints and a lack of incentives.  **Questions**   1. What strategies could Innovate Tech employ to overcome resistance and improve employee engagement with the new knowledge management system? 2. How can the organization ensure effective transfer of tacit knowledge from senior employees to the rest of the workforce? | **15 Marks** | **Apply** | **CO2** |
| **22** | Future Finance, a global financial services company, struggled with managing the vast amount of client data, regulatory updates, and market research generated daily. To address this, the company implemented various knowledge management tools, including a centralized content management system, AI-powered search tools, and collaboration platforms like Slack and Microsoft Teams. While these tools streamlined information retrieval and team communication, employees found it challenging to integrate them into their workflows. Some teams underutilized the tools due to lack of training, while others complained of information overload. The management is now exploring ways to optimize the use of these tools and ensure their effectiveness across all departments.  **Questions**   1. What steps can Future Finance take to enhance the adoption and effective utilization of its knowledge management tools across teams? 2. How can the company balance the use of multiple KM tools to avoid information overload while maintaining efficiency? | **15 Marks** | **Apply** | **CO3** |
| **23** | Global Vision, an international consulting firm, noticed a steady decline in productivity despite expanding its workforce. Teams often duplicated efforts due to a lack of access to previous project documentation, and employees spent significant time searching for information scattered across different systems. In response, the company implemented a Knowledge Management (KM) system to centralize information, encourage collaboration, and promote knowledge sharing across departments. Over the next year, Global Vision observed improved project turnaround times, reduced duplication of efforts, and better decision-making processes. However, challenges such as limited participation from senior employees and uneven adoption across teams remained.  **Questions:**   1. How did the implementation of a Knowledge Management system impact Global Vision’s productivity? 2. What additional steps could Global Vision take to address uneven adoption and enhance the productivity impact of the KM system? | **15 Marks** | **Apply** | **CO4** |
| **24** | Smart Health, a healthcare organization, aimed to improve its patient care services by leveraging knowledge management practices. To identify areas of improvement, the management conducted a GAP analysis to compare their current knowledge-sharing practices with the desired state of seamless communication and access to medical knowledge across departments. The analysis revealed significant gaps, such as outdated patient care protocols, lack of collaboration tools, and limited training for staff on using existing knowledge resources. While the findings provided clarity on the shortcomings, the organization struggled to prioritize which gaps to address first and how to align their KM strategy with organizational goals.  **Questions**   1. How can Smart Health prioritize the gaps identified in the GAP analysis to ensure effective and timely improvements in its knowledge management practices? 2. What steps can the organization take to align its KM strategy with the desired state identified in the GAP analysis? | **15 Marks** | **Apply** | **CO5** |