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**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF MANAGEMENT

TEST 1

Winter Semester: 2021 - 22

Course Code: BHR 106

Course Name: Knowledge Management

Program & Sem: BBA & VI Sem.

Date: 26th April 2022

Time: 11.30 AM to 12.30 PM

Max Marks: 30

Weightage: 15 %

Instructions:

- (i) Read the all questions carefully and answer accordingly.
(ii) Answer all the questions.

Part A [Memory Recall Questions]

Answer all the Questions. Each Question carries ONE marks.

(10Qx 1M= 10M)

1. _____ is a very old technique, dating back throughout most of human history. The practice is embedded into our culture; it was the primary form of family entertainment before the television it is mastered by competent politicians and journalists, and it remains as one of the most effective ways to reach someone and move them with your message.

(CO No 2; Knowledge)

2. The key concepts of the _____ is that knowledge and education otherwise referred as human capital, can be treated as, a business product, as educational and innovative intellectual products and services can be exported for a high-value return and a productive asset.

(CO No 2; Knowledge)

3. _____ refers to the knowledge that is locked in processes, products, culture, routines, artifacts, or structures (Horvath 200, Gamble & Blackwell 2001).

(CO No 2; Knowledge)

4. _____ Coined the word 'World Brain' which depicts an intellectual organization the sum total of collective knowledge.

(CO No 1; Knowledge)

5. This is the era when the industrialization was blossoming after the world war. The machines were invented and the manufacturing industries developed at an unprecedented rate. This era is termed as _____.

(CO No 1; Knowledge)

6. _____ implies the capability to acquire and apply appropriate knowledge; memory indicates the ability to store and retrieve relevant experience according to will. Learning represents the skill of acquiring knowledge using the method of instruction/study.

(CO No 1; Knowledge)

7. _____ is largely about know-what, i.e. it offers a fact that you can then use to help create useful knowledge, but in itself that fact does not convey a course of action (e.g. sales of product x are up 25% last quarter). (CO No 1; Knowledge)

8. This type of Knowledge "is more precisely and formally articulated, although removed from the original context of creation or use". It includes, for example, the content of spreadsheets, management reports, procedural and training manuals". This knowledge is hard to codify and store. What type of knowledge we are talking here? (CO No 1; Knowledge)

9. _____ is one of the most effective ways of passing down tacit know-how from an expert to an aspiring expert. This practice dates back throughout human history, and is just as relevant today. It can be both formal and informal in nature. (CO No 1; Knowledge)

10. "Knowledge Management is the explicit and systematic management of vital knowledge - and its associated processes of creation, organization, diffusion, use and _____ in pursuit of business objectives." (CO No 1; Knowledge)

Part B [Thought Provoking Questions]

Answer both the Questions. Each Question carries TWO marks. (2Qx5M=10M)

11. Explain diagrammatically Knowledge Management Cycle. (CO No 2; Comprehension)

12. Today, knowledge is considered as a great source to an organization. The creation and diffusion of knowledge have become ever more important factors in competitiveness. Describe this with the types of knowledge globally we classify. (CO No 1; Comprehension)

Part C [Problem Solving Questions]

Solve the following Case (1Qx 10M=10M)

13. The multidisciplinary nature of KM represents a double-edged sword. On the one hand, it is an advantage because almost anyone can find a familiar foundation on which to base their understanding and even practice of KM. Someone with a background in journalism, for example, can quickly adapt his or her skill set to the capture of knowledge from experts and reformulate them as organizational stories to be stored in corporate memory. Illustrate this with the Interdisciplinary Nature of Knowledge Management (CO No 1; Comprehension)



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**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF MANAGEMENT

TEST 2

Semester: Even Semester: 2021 - 22

Course Code: BHR 106

Course Name: Knowledge Management

Program & Sem: BBA & VI Sem.

Date: 1st June 2022

Time: 11.30 AM to 12.30 PM

Max Marks: 30

Weightage: 15 %

Instructions:

(iii) Read the all questions carefully and answer accordingly.

(iv) All questions are compulsory

Part A [Memory Recall Questions]

Answer all the Questions. Each Question carries ONE marks.

(10Qx 1M= 10M)

- _____ one of the most effective ways of passing down tacit know-how from an expert to an aspiring expert. This practice dates back throughout human history, and is just as relevant today.
(CO No 2; Knowledge)
- In SECI Model of Knowledge Conversion E refers to _____.(CO No 2; Knowledge)
- _____ “is more precisely and formally articulated, although removed from the original context of creation or use”.
(CO No 2; Knowledge)
- _____ implies the capability to acquire and apply appropriate knowledge; memory indicates the ability to store and retrieve relevant experience according to will; Learning represents the skill of acquiring knowledge using the method of instruction/study.
(CO No 2; Knowledge)
- _____ can be defined as applying social media in the knowledge management context to identify, share, document, transfer, develop, use or evaluate knowledge.
(CO No 3; Knowledge)
- The _____ is a systematic and scientific examination and evaluation of the explicit and tacit knowledge resources in the company. (CO No 3; Knowledge)
- According to _____ theory, every firm will tend to have various instructions regarding the way employees should conduct themselves in order to carry out their jobs (e.g. problem solving).
(CO No 3; Knowledge)
- _____ workers are the intellectual asset of the organization. They are very highly skilled knowledge workers. They are also rich in experience. They are the people who form the vision, mission and strategy of the organization. The people perform work that involves autonomy and discretion. (CO No 3; Knowledge)
- Lack of social network is _____ knowledge sharing barrier. (CO No 3; Knowledge)
- _____ is the process of investigating social structures through the use of networks and graph theory. (CO No 3; Knowledge)

Part B [Thought Provoking Questions]

Answer both the Questions. Each Question carries FIVE marks.

(2Qx5M=10M)

11. Communities of Practice (CoPs) are groups of people in organizations that form to share what they know, to learn from one another regarding some aspects of their work and to provide a social context for that work. In this regard explain the importance of CoPs in KM process.
(CO No 2; Comprehension)

12. In order to transform an organization into a learning organization and ensure an effective knowledge management strategy, a knowledge audit should be conducted, which will provide a current state of knowledge capability of the organization and a direction of where and how to improve that capability in order to be competitive in this fast changing knowledge era. If this is the case, describe any 5 aims of knowledge audit to achieve the same. (CO No 3; Comprehension)

Part C [Problem Solving Questions]

Situation Analysis

(1Qx 10M=10M)

13. There are, and will always be, barriers that hinder the flow of knowledge among colleagues. People bring their own values, beliefs, and habits into workplace and KM cannot achieve its objectives without implementing solutions to overcome behavior-related barriers. Illustrate individual barriers which hinders knowledge sharing process in organizations.

(CO No 3; Comprehension)

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**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF MANAGEMENT

END TERM EXAMINATION

Semester: Even Semester: 2021 - 22

Course Code: BHR 106

Course Name: Knowledge Management

Program & Sem: BBA & VI Sem.

Date: 29th June 2022

Time: 01.00 PM To 04.00PM

Max Marks: 100

Weightage: 50 %

Instructions:

(i) *Read the all questions carefully and answer accordingly.*

(ii) *Answer all the questions.*

Part A [Memory Recall Questions]

Answer all the Questions. Each Question carries THREE marks. (10Qx 3M= 30M)

1. _____ is a very old technique, dating back throughout most of human history. The practice is embedded into our culture; it was the primary form of family entertainment before the television it is mastered by competent politicians and journalists, and it remains as one of the most effective ways to reach someone and move them with your message. (CO No 2; Knowledge)
2. The key concepts of the _____ is that knowledge and education otherwise referred as human capital, can be treated as, a business product, as educational and innovation intellectual products and services can be exported for a high value return and a productive asset. (CO No 2; Knowledge)
3. This type of Knowledge “is more precisely and formally articulated, although removed from the original context of creation or use”. It includes, for example, the content of spreadsheets, management reports, procedural and training manuals”. This knowledge is hard to codify and store. What type of knowledge we are talking here? (CO No 1; Knowledge)
4. _____ is one of the most effective ways of passing down tacit know-how from an expert to an aspiring expert. This practice dates back throughout human history, and is just as relevant today. It can be both formal and informal in nature. (CO No 1; Knowledge)
5. Lack of communication and demonstration of all advantages of any new system over existing ones is one of the _____ sharing barriers. (CO No 3; Knowledge)
6. _____ helps an organization to clearly identify what knowledge is needed to support overall organizational goals and individual and team activities. (CO No 3; Knowledge)
7. Balanced Scorecard is a conceptual framework for converting an organization’s vision into a set of performance indicators distributed among four dimensions namely Financial Dimension, Customer Dimension, _____, and Learning and Growth. (CO No 4; Knowledge)
8. _____ include the software that allow users to create web page or multimedia applications. These are tools by which various media elements are brought together to structure

and flow. They align with the aim of capturing the author's tacit knowledge and helping structure that knowledge into an explicit form. (CO No 4; Knowledge)

9. In the process of _____, KM again plays an important role by identifying and managing the firm's knowledge assets in the right direction. This may be done through re-training, restructuring, creating new knowledge flows, external knowledge acquisition, outright removal, etc. (CO No 4; Knowledge)

10. A Knowledge repository is an online database that systematically absorbs, organizes, and categorizes knowledge-based information. The key features of an effective digital knowledge repository are Centralization, Content Management, Cost Savings, Access Control and _____ . (CO No 4; Knowledge)

Part B [Thought Provoking Questions]

Answer all the Questions. Each Question carries EIGHT marks. (5Qx8M=40M)

11. Explain diagrammatically Knowledge Management Cycle. (CO No 2; Comprehension)

12. Today, knowledge is considered as a great source to an organization. The creation and diffusion of knowledge have become ever more important factors in competitiveness. Describe this with the types of knowledge globally we classify. (CO No 1; Comprehension)

13. Elaborate on The KM Matrix by Gamble and Blackwell (2001). (CO No 2; Comprehension)

14. Describe any three important objectives of Knowledge Audit which are highly relevant for Software Industries globally. (CO No 3; Comprehension)

15. Illustrate important roles and responsibilities of Knowledge Management expert in manufacturing Industry. (CO No 4; Comprehension)

Part C [Problem Solving Questions]

Answer both the Questions. Each Question carries FIFTEEN marks. (2Qx 15M=30M)

16. The multidisciplinary nature of KM represents a double- edged sword. On the one hand, it is an advantage because almost anyone can find a familiar foundation on which to base their understanding and even practice of KM. Someone with a background in journalism, for example, can quickly adapt his or her skill set to the capture of knowledge from experts and reformulate them as organizational stories to be stored in corporate memory. Illustrate this with the Interdisciplinary Nature of Knowledge Management. (CO No 1; Application)

17. Knowledge Management road map will guide you through strategizing, designing, developing, and implementing a KM initiative that delivers business impact. Design the KM road map for a new company with a manpower of 500 employees for overseas partner. (CO No 4; Application)