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**PRESIDENCY UNIVERSITY
BENGALURU**

**SCHOOL OF MANAGEMENT
MID TERM EXAMINATION - NOV 2023**

Semester : Semester V - 2021

Course Code : BBA3016

Course Name : Sem V - BBA3016 - Knowledge Management

Program : BBA

Date : 3-NOV 2023

Time : 9:30AM - 11:00AM

Max Marks : 50

Weightage : 25%

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Question paper consists of 3 parts.
- (iii) Scientific and non-programmable calculator are permitted.
- (iv) Do not write any information on the question paper other than Roll Number.

PART A

ANSWER ALL THE QUESTIONS

(5 X 2 = 10M)

1. Outline the key purpose of knowledge management.
(CO1) [Knowledge]
2. What is Externalization?
(CO1) [Knowledge]
3. Identify the role of Content Management Systems (CMS) in knowledge sharing.
(CO2) [Comprehension]
4. Summarize the influence of storytelling on knowledge creation within organizations.
(CO2) [Comprehension]
5. Define Brainstorming.
(CO2) [Comprehension]

PART B

ANSWER ALL THE QUESTIONS

(2 X 10 = 20M)

6. Discuss the role of knowledge management tools in transforming the education sector. Provide examples of how these tools have improved content sharing, collaboration, and student engagement.
(CO1) [Comprehension]
7. Explain the SECI model in the context of Knowledge Management, outlining each knowledge conversion mode (Socialization, Externalization, Combination, Internalization) and providing practical examples for each.
(CO2) [Comprehension]

PART C

ANSWER THE FOLLOWING QUESTION

(1 X 20 = 20M)

8. Comprehend the case study and answer the questions.

Tata Consultancy Services (TCS), headquartered in Mumbai, stands as Asia's largest independent software and service organization, embodying India's foremost IT company. This case study explores TCS's exceptional journey towards achieving ambitious growth targets over the past five years, all while addressing the ongoing challenges and potential risks tied to harnessing knowledge capital. This study seeks to shed light on knowledge management practices in a global industry leader and their impact on the path to sustainable growth.

Challenges and Vision for Growth:

TCS aspired to secure a place among the top ten global IT enterprises and vault from its current position of 231 in terms of revenues. With the importance of size and global presence in servicing multi-billion-dollar multinational organizations, this goal was paramount. This case underscores the need for continuous and disruptive growth, a target met since TCS went public in 2004.

Knowledge Management Strategy:

Integral to TCS's growth strategy was a robust knowledge management approach. The company recognized that effectively harnessing and disseminating knowledge was pivotal to its disruptive growth model. This involved cultivating a culture of learning, implementing sound knowledge management practices, and conducting knowledge audits to identify and leverage existing expertise.

Sustainable Growth through Knowledge Management:

The case study illuminates how TCS integrated knowledge management into its business model, fostering a learning organization that facilitated efficient knowledge transfer, retention, and application. By strategically harnessing its vast knowledge capital, TCS not only met its aggressive growth targets but also nurtured innovation and operational excellence.

Dilemmas in Knowledge Management:

While TCS's achievements are commendable, the case also reveals the dilemmas faced by strategic management when selecting the most suitable knowledge management strategy for sustainable growth. It underscores the need for a continued focus on knowledge management and the potential risks associated with overlooking knowledge capital.

The journey of Tata Consultancy Services stands as a compelling testament to the transformative power of effective knowledge management. It showcases the significance of a well-rounded knowledge management strategy in achieving ambitious growth objectives and sustaining excellence in the dynamic landscape of IT consulting.

Questions

- i) How can companies, like TCS, use smart ways to keep growing really fast while making sure they don't lose their important knowledge?
- ii) What strategies do you believe TCS can employ to improve how their employees collect and share knowledge more effectively?

(CO2) [Comprehension]