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I Semester M.Com. Degree Examination, June/July - 2022

COMMERCE

Knowledge Management and Innovation

(CBCS Scheme)

Paper : 1.6

Time : 3 Hours

Maximum Marks : 70

*Instructions to Candidates:*

Answer all the sections.

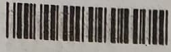
SECTION - A

Answer any SEVEN sub-questions of the following, each sub-question carries TWO marks.

(7×2=14)

1. a. Who coined Knowledge Management and when?
- b. Define Knowledge.
- c. Who is called the father of Knowledge Management?
- d. Mention the types of knowledge.
- e. What is blogging?
- f. What is Balanced Scorecard method?
- g. Mention the types of communities.
- h. What is Zack KM cycle?
- i. What is social nature of the knowledge?
- j. Define knowledge brokering.

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**SECTION - B**

Answer any **FOUR** questions of the following, Each question carries **FIVE** marks.

(4×5=20)

2. Explain the drivers of Knowledge Management.
3. Explain the role of open innovation on Knowledge Management.
4. What are the roles and responsibilities of Knowledge Management professionals?
5. Explain in detail the Nonaka's model of knowledge valuation.
6. Elucidate Takeuchi's knowledge spiral model and its relevance in the organization.
7. What are the legal issues associated with knowledge management profession?

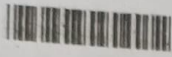
**SECTION - C**

Answer any **TWO** questions of the following. Each question carries **TWELVE** marks.

(2×12=24)

8. Explain the transformation from industrial economy to the knowledge economy.
9. Does the Social capital have impact on the functioning and success of the organization. Elucidate.
10. Explain the major approaches to KM cycle.
11. Give a brief on Knowledge sharing and dissemination tools. How to measure the Intellectual Capital in the Corporate organization?



**SECTION - D**

Answer the following question. It carries **12** marks.

(1×12=12)

12. JPL 101 was a small effort created to share special information and promote intraorganizational appreciation for the different areas that need to work together to accomplish the JPL mission. When JPL control spacecraft en-route to other planets, small forces applied in the right direction at the right time are the difference between reaching the destination and missing by hundreds of kilometers. The JPL 101 efforts was viewed in a similar light.

The motivating factors for the creation of JPL 101 represent common themes in the organizations, for example, getting different parts of the organization to work effectively, communicating culture and values to new employees, addressing stake holder concerns, aligning infrastructure and support functions with value - adding processes. As with many KM systems, the effects of the knowledge conveyed through JPL 101 cannot be measured directly (Cooper, 2003 b). Conditions before and after remain virtually indistinguishable. The differences, if any, have been small and below the surface, for example, less frustration when following a policy, a little more respect for others doing their jobs, and a greater sense of community. By having a positive individual impact, we expect to have a positive organizational impact as suggested by Jennex and Olfman (2002). While we cannot measure it, the net result of JPL 101 was that nearly half the employees learned something new that is relevant to the organization, And that, in turn, should have a positive effect on the organization. As noted, by Kuchinke (1995), "Organizations have in fact little control over whether learning takes place, but they do have potentially substantial amounts of control over the kind of learning that occurs within their boundaries. In this respect, JPL 101 provides a learning opportunity where the content, by its mere presence, indicates a degree of organizational importance and the system serves as an intervention aimed at reducing thought - world differences between personnel. The deployment of JPL 101 also led to gaining new insights into the development and use of knowledge management - type systems at JPL.

- a) What are all the concepts do you think the whole passage is talking about with which you can relate to Knowledge Management?
  - b) What makes a Learning organization? Do you think it has any relevance to JPL?
  - c) Why do you think the Knowledge Management is gaining importance now - a - days? What are the challenges for the implementation of Knowledge Management and how to overcome it?
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**I Semester M.Com. Degree Examination, April/May - 2024****COMMERCE****Knowledge Management & Innovation****(CBCS Scheme)****Paper : 1.6****Time : 3 Hours****Maximum Marks : 70****Section - A****I. Answer any seven Questions. Each question carries two marks. (7×2=14)**

- a) What are knowledge assets?
- b) Give the meaning knowledge Management cycle.
- c) What is Knowledge based economy?
- d) Give the meaning the term Balancing Innovation.
- e) What is Intellectual capital?
- f) Mention any two criticisms of a sharing community.
- g) Give the meaning of Data Mining.
- h) What is takeuchi Knowledge spiral Model?
- i) Mention the 4 key categories of learning Excellence?
- j) Define the term Learning Organisation.

**Section - B****II. Answer any four questions out of six. Each question carries five marks. (4×5=20)**

2. Discuss in brief the procedure related to measurement of learning.
3. Explain in brief knowledge Management system through information technology.
4. Write a note on information Architecture.
5. Explain the Nonakas model of knowledge valuation.
6. How does knowledge sharing happen on a virtual COP?
7. Explain in brief Zack Knowledge Management cycle.

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**Section - C**

**III. Answer any two questions out of four. Each question carries twelve marks. (2×12=24)**

8. Explain the multidisciplinary nature of knowledge Management.
9. Explain any two Learning theories in detail.
10. Explain applications of social network analysis.
11. Explain the role of training & Development as a knowledge management strategy. Illustrate your answer.

**Section - D**

**IV. Answer the following questions.**

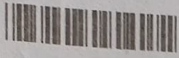
**(1×12=12)**

**Whirlpool Corporation and Knowledge Management.**

12. This case is about the knowledge Management practices at whirlpool corporation. In 1999 the then CEO of whirlpool David R. Whitwam launched a worldwide effort to embed innovation as a core competency across the organisation. He felt that whirlpool could gain sustainable competitive advantage by focusing on innovation. The case describes how whirlpool instilled innovation as a core competency by making significant investments which included redesigning business processes, training thousands of employees and changing the culture of the company. The case discusses the various initiatives taken by Whitwam to encourage employee participation.

As innovation from everyone and every where required knowledge to be assimilated and democratized the company set up a comprehensive internal knowledge management system in 2001. The case elucidates the various KM tools used by whirlpool such as the Innovation E-space portal and the I-Pipe to capture, share and manage knowledge. The case highlights how whirlpools KMS served as a platform wherein whirlpool employees worldwide participated and contributed to innovation - related activities resulting in new ideas, products and services which in turn contributed to whirlpool's overall revenues and profits. The case concludes by emphasizing the company's plans to carry on its vision of "Innovation from Every one Every where and to invest in Product innovation to drive sustained future growth and create value for its shareholder employees and customers.





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**Questions:**

- a) Bring out the issues and challenges faced by a company in deploying innovation as a core competency (3 Marks)
- b) Analyze the knowledge Management tools used by whirlpool to capture and disseminate knowledge. (3)
- c) Examine the role played by the top management to develop a knowledge Management framework in an organisation. (3)
- d) Explore strategies that the company might adopt in the future to drive innovation and encourage knowledge sharing. (3)