



IV Semester M.B.A. Degree Examination, June 2009

(2007 Scheme)

MANAGEMENT

Paper : H-5 : Knowledge Management and Learning Organization

Time: 3 Hours

Max. Marks: 75

SECTION – A

Answer **any six** questions. **Each** question carries **two** marks. (6×2=12)

1. a) What is organizational learning ?
- b) What is creativity ?
- c) What is left hand, right hand column ?
- d) What is self mastery ?
- e) What is Dialogue (Senge) ?
- f) What is Generative learning ?
- g) What is Adaptry learning ?
- h) What is KM ?
- i) What is container ? (According to Senge)

SECTION – B

Answer **any three** questions. **Each** question carries **eight** marks. (3×8=24)

2. Explain seven perspectives of learning organisations.
3. Explain basic infrastructure for knowledge management.
4. What are the characteristics of a learning enterprises ?
5. What role does IT play in knowledge management ?
6. Explain the process of evolving knowledge creating company.

P.T.O.



## SECTION – C

Answer **any two** questions. **Each** question carries **12** marks. (2×12=24)

7. Explain Engalbart's concepts of capability and improvement infrastructure.
8. Explain in detail the important IT tools for KMS.
9. Explain the knowledge management practices of learning companies like
  - a) Honda
  - b) US West
  - c) 3M
  - d) Whirlpool
  - e) Micro Soft
  - f) General motors.

## SECTION – D

**Case study – Compulsory.** (1×15=15)

Analyse the case and answer the questions.

**Case study : Chaparral Steel**

Chaparral Steel is a minimill in midlothian, Texas, founded in 1975. It functions as a learning laboratory. Every employee participates in experimentation, the garnering of new ideas and the improvement of factory processes, tools, parts and products. Research is done throughout the entire organisation instead of in a separate R & D laboratory. The company enjoys the reputation of being the world's most efficient producer of steel. By 1990, its productivity was 1.5 worker-hours per rolled ton of steel, whereas the Japanese average was 5.6 and the German average 5.7. The company has also been recognized for quality in terms of prestigious awards from Japanese and American certifying institutions.

The company set out to produce large structural I beams for about half the cost of big steel mills. This required casting steel into a shape resembling the final stage and a quantum reduction in energy costs. Other steel mills could cast steel into large I beams only through a very expensive process.



The company experimented constant to increase the efficiency and precision of its production processes. The workers participated in the experimentation remedying the problems continuously. The experiments were often performed on the production line itself. The workers learned from the experiments, solved problems, and generated large number of useful ideas. They innovatively experimented with wild ideas like building prototype splashboards for the molten metal out of plywood, and using copper molds, instead of more expensive heat-resistant alloy molds. Besides experimenting on the actual steel casting equipment, the workers also built a one sixth scale model that used water to approximate the flow of steel. Employees compared its operation with that of the actual caster, did many experiments with it quickly and inexpensively. Some of these experiments led to improvements in the actual caster. Many such experiments were done by a shopfloor employee without the need for any approval from higher management level. They were able to make many innovations in the steel making process. Every employee is viewed as being in R and D. Operator see everything that goes wrong, and try to prevent it.

Chaparral's experiments to achieve near - net shape casting were risky, and may not have succeeded. The company however accepts risks and failure in experimentation and R and D, as part of its learning laboratory orientation. Even expensive failures are regarded as part of the cost of learning through research. The company believes that to do nothing, is a greater risk, and if it does not push the frontiers of steel making its competition will; and the company may lose its market leadership.

The company emphasizes multi skilling and multi functioning of employees. Everyone is regarded as a sales person, and has a business card to use with customers. Security guards do data entry on their night duty. Operators do their own routine maintenance work. Janitors can enter customer orders. Employees are cross-trained to be able to perform each other's functions. Multifunctioning and multiskilling imparts flexibility to the organisation. They also facilitate the flow and sharing of information. Work is so structured as to help the dissemination of knowledge. A team which has developed a new process, for example is subsequently dispersed among the rest of the crew to diffuse the newly generated knowledge.

The company invests heavily in training of all kinds. Particulars emphasis is however, placed on its three and a half year apprentice programme which comprises both formal schooling, and on-the-job training. The company's credo states,



“It is the intent of Chapparral Steel to provide the broadest possible growth experience for every person employed by the company. We believe that the company grows in excellence in direct proportion to the growth of its people” (Dixon, 1994).

90 percent of the employees participate in some form of training. Employees learn on the job, through cross-training, and classroom instruction. Frontline supervisors are given sabbatical leave to work on special projects, visit other steel plants, spend time with customers, enroll in academic studies or examine new equipment, or programmes under consideration.

Employees monitor the development of relevant technical expertise across the world. They benchmark against best in class companies from steel, and other different industries. The company has developed an extensive network to gain access to new ideas quickly. It maintains long-term relationships with suppliers. The company invests heavily in employee travel for benchmarking, and to investigate a new technology. People who collect the information are the same people who will use it.

The company’s pay structure rewards performance and growth of individuals and their learning of greater skills. Unlike other steel companies in USA, Chapparral pays salaries, not hourly wages. There are no time clocks. All workers are paid like professionals in laboratory. 93 percent of the employees are stock holders. Workers interact with senior managers and discuss ideas. Everybody eats in the same cafeteria. There is no exclusive executive dining room. All employees can make their views known to top management. In order to maintain such an interchange, the company has deliberately held its size to less than a thousand employees. The organisation structure is flat with only two hierarchic levels between the bottom and the top. The plant layout also facilitates the constant interaction among employees, and between employees and management in pursuit of excellence, and constant innovation.

### **Questions :**

Identify and discuss the basic concepts and ideas (of learning organisations) adopted in Chapparral Steel Industry.

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IV Semester M.B.A. (Day) Examination, June/July 2010

(2007-08 Scheme)

Management

Paper – H. 5 : KNOWLEDGE MANAGEMENT AND LEARNING ORGANISATION

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** sub-questions. Each sub-question carries **two** marks. (6×2=12)

1. a) What is a learning organisation ?
- b) What is creative problem solving ?
- c) What is stereotyped response ?
- d) What is morphological analysis ?
- e) What is generative learning ?
- f) What tacit knowledge ? Give two points highlighting its relevance to knowledge management.
- g) What are knowledge repositories ?
- h) What is KMMM ?

SECTION – B

Answer **any three** questions. Each question carries **eight** marks. : (3×8=24)

2. What are knowledge intensive organisations ? Explain their key features.
3. Explain the models of creative problem solving.
4. Explain briefly the techniques and methods adopted by organisations to become a learning organisation.
5. Explain the role of information technology in leveraging knowledge management in organisations.
6. Discuss the concept of learning organisation vis-a-vis management of change by highlighting the similarities and differences if any.

P.T.O.



## SECTION – C

Answer **any two** questions. **Each** question carries **twelve** marks. : (2×12=24)

7. Discuss the techniques of creative problem solving. Outline clearly the stages that may be adopted in providing a solution.
8. What is the nature of a learning enterprise ? Explain the skills needed by learning organisations.
9. Discuss the core issues and themes in building learning enterprises.

## SECTION – D

10. Go through the following case and answer the questions (**Compulsory** Case analysis) carrying **fifteen** marks : (1×15=15)

- 1) KM emerged as a scientific discipline in the earlier 1990s. It was initially supported solely by practitioners, when Scandia hired Lief Edvinsson of Sweden as the World's first Chief Knowledge Officer (CKO). Hubert Saint-Onge (formerly of CIBC, Canada), started investigating various sides of KM long before that. The objective of CKOs is to manage and maximize the intangible assets of their organizations. Gradually, CKOs became interested in not only practical but also theoretical aspects of KM.
  - a) How do you think KM models will facilitate a CKO in executing his tasks in an organization ? Explain.
- 2) People have used the idea of “social network” loosely for over a century to connote complex sets of relationships between members of social systems at all scales, from interpersonal to international. In 1954, J. A. Barnes started using the term systematically to denote patterns of ties, encompassing concepts traditionally used by the public and those used by social scientists viz., bounded groups (e.g., tribes, families) and social categories (e.g., gender, ethnicity).
  - a) How do you think organizations can leverage their social network as indicated above to enhance the knowledge capture and codification in the organization ? Explain.



PG – 017

IV Semester M.B.A. Examination, June 2011  
(2007-08 Scheme)

Management

Paper – H-5 : KNOWLEDGE MANAGEMENT AND LEARNING  
ORGANISATION

Time : 3 Hours

Max. Marks : 75

*Instruction : Read the instruction and answer **all** the questions.*

SECTION – A

1. Answer **any six** sub-questions. **Each** sub question carries **two** marks. (6×2=12)
- What do you mean by convergent thinking ?
  - State the differences between knowledge and information.
  - What is brain storming ?
  - What do you mean by creativity ?
  - Define knowledge management system.
  - Compare Tacit and Explicit knowledge.
  - List out the challenges of knowledge management system.
  - What is virtual organisation ? Give one example.
  - Explain KPO.

SECTION – B

Answer **any three** from the following. **Each** question carries **eight** marks. (3×8=24)

- Explain different phases of learning.
- Describe the role of Information Technology in knowledge management.
- Briefly explain the techniques of creativity.
- Enumerate the importance of knowledge management in present scenario.
- Write an explanatory note on Rich Peter Singhe's principles of learning organisation.

P.T.O.



## SECTION - C

Answer **any two** from the following. Each question carries **twelve** marks. (2×12=24)

- . Explain the role of information technology in emerging learning organisation.
- . Discuss different techniques, methods and approaches used in learning organisation.
- . “Learning implies unlearning” in light of this statement, explain how to build a learning organisation.

## SECTION - D

- . Case study (**compulsory**) : (1×15=15)

Read the case given below and answer the questions given at the end of the case.

Unit 1989, Apple Japan, the Japanese arm of the multinational Apple Computing corporation, held only 1 per cent of the country’s personal computer market. The appointment of new company president marked the beginning of an era – he started the drive to increase Apple’s presence in the market and accelerated change. The company was to achieve annual sales of \$ 1 billion by the end of 1995.

In order to meet the future challenges, the Apple Corporation approached the management consultant firm, Arthur D. Little, who has built up a wealth of experience in information technology and company restructuring. Apple Japan requested a sweeping plan to penetrate the market and increase efficiency within the company.

In order to do this, they planned to reposition the brand, expand the range of distributors, improve customer management and introduce the concept of the learning organisation into the work place.

**Questions :**

- 1) State the steps in implementing learning organisation techniques.
  - 2) Explain the techniques of creativity in repositioning the brand.
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IV Semester M.B.A. Degree Examination, June/July 2012  
(2007-08 Scheme)

Management

H-5 : KNOWLEDGE MANAGEMENT AND LEARNING ORGANISATION

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any five** questions. (6x2=12)

- a) What is learning organization ?
- b) What is knowledge management ?
- c) What is fusioning ?
- d) What is brain storming ?
- e) Which are called knowledge intensive organisations ?
- f) What is vision and strategy ?
- g) What is convergent thinking ?
- h) What do you understand by morphological analysis ?

SECTION – B

Answer **any three** questions. (3x8=24)

2. Analyze the paradigm of learning organizations.
3. Explain the model of life long Gratuity.
4. What are the three phases of learning ?
5. "Learning implies unlearning". Comment.
6. Briefly explain the drivers of knowledge.

P.T.O.



## SECTION - C

Answer **any two** of the following questions.

(2×12=24)

7. Discuss the nature of learning enterprise. Also explain the skills needed by learning organisations.
8. What should be infrastructure for knowledge management ? What is the role of information technology in knowledge management ?
9. What are the issues, challenges and benefits of knowledge management systems ?

## SECTION - D

**Case Study :**

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**JOHNSONVILLE FOODS**

This company was started in 1945 as a sausage making family business in Johnsonville, a small town in Wisconsin. In 1968, the company employed 12 persons. By 1980, its turnover was \$ 15 million, and the number of employees was 200. In 1978, Ralph Stayer, the owner's son, took over as CEO, and decided that the organization needed to change. He found people uninterested in their performance, prone to errors, and lacking in responsibility. He was also concerned about both regional and national competition, and wondered about the company's ability to survive any serious competitive challenge. He therefore, initiated a comprehensive programme of organizational transformation.

Stayer conceived an organization in which people would be responsible for their own performance. The changeover was shaped by his extensive discussions with managers and groups of employees. It was accomplished by recasting four fundamental and interrelated systems of the organization : performance, information/ feedback, reward , and people. The centre piece of the transformation process was the creation of highly autonomous, or, self-managing teams.

Members in a typical dozen-person work group at the company carry out wide ranging tasks which include the following (Peters, 1993):



- recruit, hire, evaluate, and fire (if necessary) on their own;
- regularly acquire new skills as they see fit, then train one another as necessary;
- formulate and then track and amend, their own budget;
- make capital investment proposals as needed (after doing the supporting analysis, making appropriate visits to equipment vendors, etc.);
- handle quality control, inspection, subsequent trouble shooting, and problem solving;
- take on the task of constantly improving every process and product;
- develop quantitative standards for productivity and quality, and then monitor them
- suggest and then develop prototypes of possible new products, packaging etc;
- routinely work on teams fully integrated with counterparts from sales, marketing, and product development;
- participate in "corporate-level" projects.

The transformation effort was successful. The company's revenue rose to \$ 130 million in 1991. Says CEO, "watching people grow is my number one joy".

"Continuous learning" and "lifetime learning" are a reality at Johnsonville. Most workers are literate in economics. They have taken a professional course in the subject which was developed with the local community college. This has enabled them to develop and track budgets easily. More important is the fact that workers are encouraged, with company financial support, to study anything which interests them irrespective of its being related to their job, or, not.

The company's Member Development Programme provides the resources to help members determine what they need, and to resources those needs. The responsibility for their development, however, remains with the members themselves. Employees are called members. One such resource provided is \$ 100 for each member to spend every year on any development activity he/she chooses. The activity may range from buying books to attending industry training. Another programme provides any member the opportunity to spend a day with any other member. This opportunity enables a member to understand better the job requirements of any other member, and learn from the latter's experience and skills. An extensive e-mail system allows members to share their successes with each other.



An example of organization-wide team learning, collective interpretation of reality, and collaborative problem-solving, is provided by a situation the company faced in 1985. The company had to decide about accepting an offer from a food-processing company to buy large quantities of product on a regular basis. The company did not have the requisite capacity to take on the new business. Earlier, CEO would have made a strategic decision after analysing carefully the issues involved with the help of his team of managers. In the new post-transformation situation, CEO called a meeting of the whole organization, gave them all the information he had, and asked them to work in teams to answer three questions : What will it take to make it work ? Is it possible to reduce the downside ? Do we want to do it ? The teams explored and examined the questions for two weeks in terms of the considerable risks involved, and the mode of operation required to accomplish substantial increase in production. Finally, the team decided almost unanimously to take on the new business (Dixon, 1994).

The whole company has become a collection of projects. Each team is involved in projects. Each person can generate projects. The focus of projects however, is not so much on coping with existing problems as on moving forward. Team members show strong social disapproval towards anyone not interested, or, involved in the "personal growth" business.

Says CEO, the architect of transformation :

"It's far more difficult to work at Johnsonville than at any other place. It takes a different class of person, a person who really wants to excel, because nothing else is accepted. We're here to give you an opportunity to achieve whatever it is you want to achieve in life. We'll also help you figure out what that is. We'll give you resources to do it. we're also going to give you a little push in that direction. But if you don't have a goal, if you don't see yourself as improving, you're not going to make it here. It's that simple. Because you're going to be letting down not only yourself; but all of your fellow workers... This is a way of life. You set the values that you cherish, that you will not deviate from. And then all of the other things flow from that... If you're really going to change how you do things, you have to change everything" (quoted by Peters, 1993).

Question :

Analyse the case and give your suggestion and recommendations.



**IV Semester M.B.A. (Day) Degree Examination, June/July 2013  
(2007-08 Scheme)  
MANAGEMENT**

**H – 5 : Knowledge Management and Learning Organisation**

Time : 3 Hours

Max. Marks : 75

**SECTION – A**

Answer **any six** questions. **Each** question carries 2 marks. **(6x2=12)**

1. a) What is Knowledge climate ?
- b) What do you mean by Explicit Knowledge ?
- c) What is a Leveraged Organisation ?
- d) Define Brainstorming.
- e) What is Adaptive learning ?
- f) What do you mean by Virtual organisations ?
- g) What is Convergent thinking ?
- h) Define Creativity.

**SECTION – B**

Answer **any three** questions. **Each** question carries 8 marks. **(3x8=24)**

2. Determine the corporate culture that fosters learning ability in organisation.
3. Explain the models of creative problem solving.
4. What are different phases of learning ? How do you build learning organisation ?
5. Explain with examples the role of information technology in knowledge management.
6. Bring out the value of knowledge drivers in human asset valuation.

P.T.O.



## SECTION – C

Answer **any two** questions. Each question carries 12 marks. (2×12=24)

7. Outline the ability and role in facilitating the capture, spread and creation of new tacit knowledge. What are the obstacles in implementation ?
8. 'Organisations today have some options under their reckoning for the moment but the principles remain the same.' Comment.
9. Elaborate the issues, challenges and benefits of knowledge management system.

## SECTION – D

(Compulsory) (1×15=15)

10. Crossholding share from one to another even into competitor territory is real and will happen. Buying out competitor customer will become an additional step in volatile competitive scenario. CEO of Sun Microsystems alleges that Microsoft is buying pieces out of all of Sun's Customers – AT and T, Nextel, Roadrunner, Cable Modern Service, Quest, Comcast, Canada's Roger Cables. In addition Microsoft has made several dozen telecom and cable investments over the past several years.

IBM and Sieman's work on producing a sixteen mega byte chips for France. Daimler Benz executives Talk to Mitsubishi for joint venture and Ford complete joint production with Nissan while owning one quarter of Mazda. It can be alarming complex when NEC and IBM both own equity stakes in Bell, the French computer company which owns majority of Honeywell, and Honeywell is in alliance with IBM. Analyse the importance of creating new leading organisation with their implication on production and competition position.



PG – 793

IV Semester M.B.A. Degree Examination, July/Aug. 2014  
(2007-08 Scheme)  
Management

H – 5 : KNOWLEDGE MANAGEMENT AND LEARNING ORGANIZATION

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions. **Each** question carries **2** marks. (6×2 = 12)
- What are the skills needed by a learning organisation ?
  - What is fusioning ?
  - What is creative problem solving ?
  - What are the drivers to Knowledge Management ?
  - Distinguish between tacit and explicit knowledge.
  - What are knowledge Management myths ?
  - Define mutual stimulation.
  - Why does unlearning is important ?

SECTION – B

- Answer **any three** questions. **Each** question carries **8** marks. (3×8 = 24)
- What are the various phases of learning ?
  - Discuss the roles and responsibilities of a Chief Knowledge Officer.
  - What are some of the best practices in the implementation of Knowledge Management Systems ?
  - Explain the role of Information Technology in learning organisations.
  - Explain in detail the various techniques of learning organisations.

P.T.O.



## SECTION – C

Answer **any two** questions. **Each** question carries **12** marks.

**(2×12 = 24)**

7. How culture drives knowledge behaviour in knowledge based organisations ?
8. Explain the bases of learning organisation.
9. Briefly explain the learning practise of (a) 3M (b) motorola (c) Microsoft (d) Apple (e) Samsung.

## SECTION – D

10. **Case Study :**

**(1×15 = 15)**

Koshy Mathew, 53 years old and 30% holder of "the Palace of the West Empress Restaurant Chain" was about to enter one of his 60th restaurant. This unit is recently opened in Madurai. He had a practice of giving surprise visit to each newly opened restaurant within the first few months of operation. His purpose of visit was to check on whether the employcoos were following the company's practice and policy. Even though he was the largest stockholder and clearly the most influential member of the board of directors, he was not actively engaged in day-to-day operations. All the 60 units were located in the mid-southern and south eastern areas. "Palace of the West Empress" was known for its cleanliness, food quality and customer service. Two years ago, Mr. Mathew relinquished the position of chief executive and chairman of the board of directors because of his moderately serious health condition and also of his repeated conflicts with several board members over his joke about Hindu-Muslim rivals and his opposition to Hindu-Muslim in restaurant management position. Mr.Mathew with his discriminatory treatment cost the firm to be under investigation by the state and federal civil right's agencies. Mr. Durai Swami the current CEO was hired 2 years back to negotiate the settlement of EEOC (Equal Employment Opportunity Commission). About 20 Hindu and Muslim claimed that they have been denied promotion because of racial discrimination. Mr. Mathew had entered the "The Palace of the West Empress" where he was treated by a Muslim hostess, two days after the visit of Mathew, Durai Swami was asked to resign along with 3 other top corporate official, including the female hostess who had welcomed Mr. Mathew.

**Discussion Questions :**

- 1) Apply force field analysis to this situation and identify forces pushing for changes and forced resisting changes.
- 2) How could Lewin's change model be applied to "Palace of the West Empress" and key participants ?
- 3) Outline an organization development and change program for "Palace of the West Empress". What do you hope to accomplish through such an effort ?



PG – 1012

IV Semester M.B.A. Degree Examination, June/July 2015  
(2007-2008 Scheme)  
MANAGEMENT

H.5 : Knowledge Management and Learning Organization

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** sub-questions. **Each** sub-question carries **two** marks. (6×2=12)

1. a) What is adaptive learning ?
- b) What is empowerment creativity ?
- c) What is a knowledge transaction ?
- d) What is systems thinking according to Peter Senge ?
- e) What are knowledge repositories ?
- f) What is morphological analysis ?
- g) What is open book management ?
- h) What is Action Learning ?

SECTION – B

Answer **any three** questions. **Each** question carries **eight** marks. (3×8=24)

2. Explain various forms of creativity management.
3. Explain different principles of Brain storming for corporate creativity.
4. Discuss the concept of 'Learning Organization' using Peter Senge's Disciplines.
5. What are learning orientations ? Explain different learning orientations.
6. What are the five phases to create knowledge in organizations ?

SECTION – C

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

7. How would a learning organization cope with change ? Explain.
8. Discuss the core issues and themes in building learning enterprises.

P.T.O.



9. Discuss the role of IT in knowledge management companies.

SECTION – D

10. Analyse the case and answer the questions (**Compulsory** case analysis) :

(1×15=15)

KM in Call centers :

By any measure, call centers are a growing business with many organizations looking to them as the primary means of interacting with their customers. Call centers provide many business advantages, including improved efficiency, increased hours of operation, reduced costs and greater flexibility. Perhaps the greatest challenge of running a call center, however, is ensuring that customers are provided with the right information in a timely fashion.

A call center is confronted with a number of challenges :

- Potentially wide range of customer enquiries.
- Legal accountability for the information provided to customers.
- Customers expect instant answers to questions.
- High stress work environment for its operations.
- High staff turnover.
- Large and complex body of knowledge to be learned by the new staff.
- Constant pressure to reduce call handling times.
- Continuous tracking and assessment of efficiency measures.

There are two aspects that can be covered in a call centre :

- An efficient process must be put in place to ensure that the right knowledge is captured, managed and kept up to date.
- Knowledge management systems must be established to support these processes. These IT systems are the core of a KM-based call centre.

**Questions :**

- i) In the light of the challenges encountered by the call centers, explain how the knowledge systems help these call centers to face these challenges.
- ii) Identify and explain briefly the problems of knowledge management in helping the call centers to meet the challenges.