

Code: 14E00318

MBA III Semester Regular & Supplementary Examinations November/December 2016

KNOWLEDGE MANAGEMENT

(For students admitted in 2014 & 2015 only)

Time: 3 hours

Max. Marks: 60

PART - A

(Answer the following: (05 X 10 = 50 Marks))

- 1 Explain the various characteristics of knowledge economy. List down the technology enablers used in the present knowledge economy.
- OR**
- 2 Discuss the pros and cons of various knowledge management tools and techniques used in an organization.
- 3 Describe the knowledge management system life cycle.
- OR**
- 4 Briefly describe the features of knowledge management.
- 5 What are some best practices in implementation of knowledge management systems? Explain.
- OR**
- 6 How does organizational learning help in the management of knowledge? Elaborate.
- 7 Discuss the role of information and technology in knowledge management systems.
- OR**
- 8 Explain the differences between knowledge management tools and knowledge management techniques.
- 9 Briefly explain the strategies adopted by the organization in sustaining knowledge culture.
- OR**
- 10 Using an industry case, explain how knowledge management strategy can be advantageously used in today's IT scenario.

PART - B

(Compulsory question, 01 X 10 = 10 Marks)

11 Case study:

Apple knowledge management, a result of culture:

From near bankruptcy in the late 90's, to one of the world's most successful and lucrative just ten years later, Apple has a laundry list of things they have done right. Since Dec. of 2000, as recently reported by CNBC, Apple's market cap has grown \$412 BILLION, and each one of the events mentioned in the timeline above has directly (along with others) contributed to this astronomical growth. Apple's success stems from the mastery of several areas of business including, but not limited to, supply chain management, knowledge management, and operations. For the purpose of this posting we will note Apple's strengths in regards to knowledge management.

(a) Apple's ability to create knowledge (creation of product categories [iPad]).

(b) Apple's ability to constantly change its structure and goals with the release of every new or updated product.

(c) Apple's ability to constrain its secrets so there are limited leaks, despite the fact that its people leave at the end of every day, and its people are its greatest resource.

Apple's decision to keep its software specifically and solely for its products, and vice-versa knowledge management is Apple's fundamental core competency, and the reason it is successful in its most lucrative attribute, innovation. Without knowledge management, Apple's innovation would not be relevant, because the information would get out long before the products themselves do. Apple's culture implanted by its great pioneer Steve Jobs is what keeps Apple employees loyal, and inevitably this translates to the brand loyalty demonstrated by the customers of the company.

Questions:

(a) Is it possible for Apple to "lose" at this point in the game, and what are some ways that could happen?

(b) Comment on Apple's strengths in regards to knowledge management.
