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I Semester M.Com. (Regular) Degree Examination, March/April - 2025**COMMERCE****Knowledge Management and Innovation****(CBCS Scheme)****Paper : 1.6****Time : 3 Hours****Maximum Marks : 70****SECTION - A**Answer any **Seven** questions out of **Ten**. Each question carries **Two** marks. (7×2=14)

1. a. What is blogging?
- b. Give the meaning of learning excellence.
- c. State any knowledge capture tools.
- d. What are the key components of a KMS?
- e. Define Knowledge Brokering.
- f. What is Benchmarking in knowledge management?
- g. Give the meaning of Explicit Knowledge.
- h. What is Cognition?
- i. What is social nature of Knowledge?
- j. Write the meaning of intellectual capital.

SECTION - BAnswer any **Four** questions out of **Six**. Each question carries **Five** marks. (4×5=20)

2. Discuss the drivers of Knowledge Management.
3. Explain in brief about KM Cycle.
4. What are the steps in the process of developing a KMS?
5. Explain the different types of COP's with a company of your choice.

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6. Explain briefly Nonaka's model and its importance in organization.
7. Write a note on 'Innovation' and explain how it differs from creativity.

SECTION - C

Answer any **Two** questions out of **Four**. Each question carries **Twelve** marks. $(2 \times 12 = 24)$

8. Write a short note on:
 - a. Industrial Economy to Knowledge Economy. (4)
 - b. Sharing Communities. (4)
 - c. Takeuchi Knowledge Spiral model. (4)
9. What are the challenges faced by organizations in implementing effective Knowledge Management practices? Suggest strategies to overcome these challenges.
10. Explain in detail RICE model.
11. Explain the Ethical, Legal and Managerial issues of Knowledge Management Profession.

SECTION - D

(Case Study)

Answer the following question.

$(1 \times 12 = 12)$

12. **A well-oiled machine:** Cannuum Pty Ltd. had worked in a well-established added effective manner as a knowledge enterprise for over four decades. Its services included the provision of high-level technical expertise to large-scale engineering projects and to developing countries establishing major technical infrastructures. Over time, a tried-and-true formula had emerged with staff working from a well-established protocol. Every staff member had an intensive induction which guided them through the project management system. Cannuum had devised a series of templates for all projects, which were held in a central file repository. In the past, this well-oiled process had proven to be a winning formula. Unfortunately, it was no longer proving to be as effective in managing the complexities of working in an international arena. Increasingly, competitors were demonstrating more innovative, cost effective and integrated solutions which drew on leading-edge technologies.

The Board of directors recognised that there were some issues in the organisation, but were unsure how to move the organisation forward. Although, the processes were well documented individual team members were working largely as dense of customer relations management practices. Further, there was little sharing of expertise between different project teams to increase innovation and sharing of good practice. This had resulted in differing processes in similar project types, and recurring errors which were duplicated by other teams.



The second issue related to the managers of technical units. Numerous examples of restrictive and mechanistic decision making were found by the consultant. Typical issues included reluctance to try new strategies and a resistance to discussing processes with other managers. The consultant suggested this was one of the main causes of a dwindling effectiveness: the managers appeared to be working largely from patterns, rather than reflecting, adapting and innovating.

The final issue that the consultant was particularly scathing of was the paper-based record management system. He suggested that it was a liability, as it prevented integration and effective collaboration. However, he was extremely concerned by management choice towards switching to an electronic system. A number of respondents had indicated their technological skills were too limited for a shift to a technology-based system expressed extreme anxiety at trying to learn the system and the related applications managers also argued that a loss of quality control and ownership would result if groups were able to access their material stuff.

The board members considered the report and agreed that a change process should be initiated. They asked the staff development unit to prepare a plan to upgrade staff skills and the unit manager a number of potential participants and discussed their current skills and developmental needs. Generally, she could see that there were some caning needs, particularly in the areas of technological skills and project method. However, the major issues from her investigations related to the need to build capital, innovative approaches and leadership skills. Unfortunately, the board were less than enamoured of 'touchy feely' developmental approaches. They wanted a quick and rapid change process to be initiated, and to be in place within 3 months.

The unit manager was most concerned. She knew technical skills were the firm's problems. She met with some of her colleagues from other similar comp identified some useful strategies from their discussion. Her next meeting with was in 2 weeks. In that time, she wanted to put together a coherent and well-justified which would support effective discussion.

Questions:

- a. Given that many staff are novice users, describe some of the issues which would need to be considered when introducing the electronic project management system. (4)
 - b. How might mentors, sponsors and coaches be of value in this context? (4)
 - c. How should the developmental process be managed? What advice would you give the unit manager in her preparation for the meeting in 2 weeks' time? Should staff be involved in this planning process? (4)
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