MB-122C

Sl.No. : **Total No. of Pages : 3**

Fourth Semester M.B.A. Degree Examination, May - 2025
(SLM Scheme) (Non CBCS)
MANAGEMENT
Elective - C : Knowledge Management

Time : 3 Hours **Max. Marks : 80**

Instruction : All Sections are compulsory.

SECTION - A

Answer any five sub questions. Each question carries 3 marks. **[5 × 3 = 15]**

Q1) a) What is tacit knowledge and explicit knowledge?

b) Who are knowledge workers? -

c) What is the significance of learning?

d) Define the knowledge creation.

e) Define learning organization.

f) What do you mean by Talent Management?

g) Define performance management.

SECTION - B

Answer any four questions. Each question carries 5 marks **[4 × 5 = 20]**

Q2) Explain knowledge life cycles

Q3) What are the characteristics features of knowledge culture?

Q4) Explain knowledge service contributors.

Q5) Explain the five Ps of strategic knowledge management at work.

Q6) Bring out the importance of Knowledge Networking

Q7) Explain few obstacles to become Learning Organization.

SECTION - C

Answer any three questions. Each question carries 10 marks. [3 × 10 = 30]

Q8) Illustrate effective knowledge-sharing practices.

Q9) Explain the process of KM from data to knowledge.

Q10) Explain the stages in Talent Management System

Q11) Explain the elements of knowledge management infrastructure and its effectiveness in supporting a knowledge environment.

Q12) Explain the various Knowledge Management Strategies.

SECTION - D

Q13) **Case Study (Compulsory)** **[1 × 15 = 15]**

The leadership transition at Bangalore-based information technology and consulting company, Infosys Ltd. (Infosys). Infosys since its founding in 1981 by Narayana Murthy (Murthy) and six others, was known for leadership development and succession planning. In 2001, the company set up the Infosys Leadership Institute (ILI) to nurture and groom future leaders. Since most of the company's founders were approaching retirement, it developed a strong leadership pipeline and defined clear successors to lead the company. Ever since Murthy announced his plans to retire by August 2011, the company had been focusing on bringing in a successor to him. In May 2011, Infosys chose banking veteran, KV Kamath (Kamath), former CEO of ICICI Bank, the largest private sector bank in India, as the non- executive chairman of Infosys. Soon after Kamath took over his position in August 2011, Kris Gopalakrishnan (Gopalakrishnan) and SD Shibulal (Shibulal) were made the executive co-chairman and CEO and managing director respectively.

Having been led by charismatic founding members as leaders for decades the company faced the challenge of smoothly transitioning to a professional leadership independent of the founders, at the same time maintaining the values the company stood for the company's strategy of bringing in an outsider met with mixed reactions. Some analysts felt that bringing in an outsider like Kamath who had proven his skills at ICICI Bank would work in favour of Infosys. Some investors, on the other hand, felt that had the company brought in outsiders for the positions of executive co-chairman and CEO and MD, the stock markets would have reacted positively. Some industry experts felt that the internal restructuring at the company had come at a time when the company was underperforming compared to its peers. Infosys, however, maintained that the company had carried out seamless transitions in the past and would continue doing so considering its depth of leadership.

Questions :

a) What was the need for bringing an external person as a leader of the prestigious organization?

b) Analyze the leadership transition at Infosys.

c) Understand the issues and challenges while managing leadership transition at the company-discuss.

