MBSC-4.1C

Sl. No.

IV Semester M.B.A. Degree Examination, May/June - 2026

MANAGEMENT

Human Resource (Elective - C)

Knowledge Management

(CBCS Scheme)

Time : 3 Hours **Maximum Marks : 80**

SECTION - A

Answer any FIVE questions. Each question carries Five marks. (5×5=25)

1. What are the differences between tacit and explicit knowledge? Provide examples.
2. Explain the key phases of knowledge development in an organization.
3. Explain the characteristics of a learning organization.
4. Explain the key responsibilities involved in succession planning within an organization.
5. Explain the concept of leadership in Knowledge Management.
6. Explain key obstacles that organizations face in becoming learning organizations.
7. How can organizations build an integrated talent management strategy? Explain.

SECTION - B

Answer any Four questions. Each question carries Ten marks. (4×10=40)

8. Explain how Knowledge Management Systems (KMS) can be applied to work practices and contribute to organizational success.
9. Discuss the factors that influence organizational culture and their impact on knowledge management practices.
10. Discuss the principles of Knowledge Management and how they can be applied to develop knowledge networking within an organization.
11. Explain how cross - functional capabilities can be developed and their role in building a dynamic workforce.

[P.T.O.

12. Explain the Knowledge Conversion process using the SECI model (Socialization, Externalization, Combination, and Internalization).
13. Discuss the concept of knowledge retention and the challenges associated with it in organizations.

SECTION - C

14. Case (Compulsory). **(1×15=15)**

A large multinational corporation, ABC Inc., has been facing challenges in managing its vast pool of knowledge and expertise scattered across various global offices. The company has noticed issues with redundant work, loss of critical knowledge when employees leave, and difficulties in sharing expertise across departments and regions. In response, ABC Inc. has decided to implement a knowledge Management (KM) system to foster better knowledge sharing, retention, and collaboration.

The CEO envisions the Knowledge Management system to include features for documenting best practices, creating a knowledge repository, and facilitating communication across offices. The company also aims to create a knowledge - sharing culture that encourages employees to contribute to the system regularly. The leadership team believes that a well - implemented KM system will enhance productivity and innovation across the organization.

Questions:

a) What challenges did ABC Inc. face in managing its knowledge before the implementation of the Knowledge Management system?

b) How can ABC Inc. develop a knowledge - sharing culture that encourages employees to contribute to the Knowledge Management system?

c) Discuss the stages of the Knowledge Management process that would be critical for ABC Inc. to focus on during the system's implementation.

———————