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**NEW SCHEME**

**Third Semester MBA Degree Examination, Dec. 06 / Jan. 07**  
**Business Administration**  
**Change and Knowledge Management**

Time: 3 hrs.]

[Max. Marks:100

*Note: Answer any FIVE full questions including Q.No.5, which is compulsory.*

- 1 a. Define organizational culture. (03 Marks)
- b. Both individuals and organizations resist to change. Elaborate. (07 Marks)
- c. Explain in detail the external and internal forces of change. (10 Marks)
  
- 2 a. Define change management. (03 Marks)
- b. Explain the characteristics making up organizational culture. (07 Marks)
- c. What are the strategies for overcoming resistance to change? (10 Marks)
  
- 3 a. Explain briefly strategic types of change. (03 Marks)
- b. Discuss organizational change models. (07 Marks)
- c. Explain Laissez – Faire approach and Collaborative approach. (10 Marks)
  
- 4 a. Define self efficacy. (03 Marks)
- b. What are the managerial options for implementing change? (07 Marks)
- c. Explain force field analysis of Lewin’s change model. (10 Marks)

**5 CASE STUDY:**

Insurance and investment company STAR Financial Inc. is outsourcing a “piece of the rock” to CITY Inc. The human resources of outsourcer will take over STAR’s HR systems and administrative functions in a deal worth \$800 million over ten year. The deal calls for CITY to handle all state payroll, HR call center’s management and information systems and support, employee data, staffing, and records management for STAR’s 50,000 employees. CITY also will be responsible for the companies accounts payable transactions. Executives at STAR which includes STAR Insurance Co. and other companies, declined to comment on the deal.

CITY chairman and CEO Jim told investors on a conference call that STAR in New Jersey, decided to outsource its HR functions after noting CITY’s ten-year, \$1.1 billion HR outsourcing contract with one of the top banks in 2005 and its ability to support STAR’s people soft human resources system. Although STAR didn’t say how much money it expects to save over the duration of the contract, Jim says, the insurer anticipates being able to operate more efficiently and focus on strategic human resource functions, such as providing employee self – service HR processes.

More companies are turning to self-service applications as a way to empower customer and employees and cut down on administrative costs. Xylon corp., a \$20 billion insurance company in Philadelphia, partnered with Theta group, to provide personalized portals designed to let Xylon’s sixteen million customers better track claim status, benefit services, and other aspects of their health and retirement plans.

"It's no surprise that companies are outsourcing functions as a way to save money and focus on core businesses". Says David, a principal at management consultant firm Tower Perrin. He says businesses are "buying expertise and the ability to work effectively" when they decide to outsource.

- a. Briefly analyze the case. (05 Marks)
  - b. What are the implications of outsourcing HR functions? (05 Marks)
  - c. What do you think STAR should worry about most? (05 Marks)
  - d. How can STAR make certain that internal forces of change are managed effectively? (05 Marks)
- 6
- a. Differentiate between tacit and explicit knowledge. (03 Marks)
  - b. What are essentials of knowledge management drivers? (07 Marks)
  - c. Phases in the designing, developing and deployment of an effective knowledge management system. Discuss. (10 Marks)
- 7
- a. What is learning organization? (03 Marks)
  - b. Explain knowledge life cycle. (07 Marks)
  - c. Briefly summarize the evolution of knowledge management and explain the present day emphasis on knowledge management. (10 Marks)
- 8
- a. What is knowledge audit? (03 Marks)
  - b. Explain the knowledge management practices in organizations. (07 Marks)
  - c. Explain the five learning disciplines/ component technologies of learning organizations. What are the components of learning organization? Explain the knowledge sources and documentation. (10 Marks)

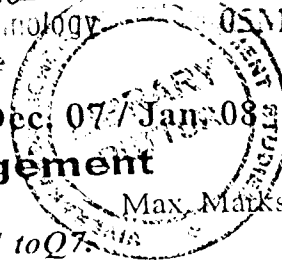
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## Third Semester MBA Degree Examination, Dec. 07/Jan. 08

### Change and Knowledge Management



Time: 3 hrs.

Note : Answer any **FOUR** full questions, from Q1 to Q7.  
Question No.8 is compulsory.

- |   |   |            |
|---|---|------------|
| 1 | a. Define self analysis.  | (03 Marks) |
|   | b. How do changes in one subsystem influence other subsystems?  | (07 Marks) |
|   | c. What are the types of changes experienced in an organization?  | (10 Marks) |
| 2 | a. Define organizational culture.   | (03 Marks) |
|   | b. How does forces of change affect organization?   | (07 Marks) |
|   | c. Explain Lewin's change model.  | (10 Marks) |
| 3 | a. Define change management.  | (03 Marks) |
|   | b. Explain strategy for cultural change.  | (07 Marks) |
|   | c. What are the options available for implementing change?  | (10 Marks) |
| 4 | a. Write a note on self-managed team.   | (03 Marks) |
|   | b. Explain organizational change process.   | (07 Marks) |
|   | c. Explain strategies for overcoming resistance to change.  | (10 Marks) |
| 5 | a. What are the components of organizational knowledge management?  | (03 Marks) |
|   | b. Explain the reasons for implementing knowledge management system in organization.                      | (07 Marks) |
|   | c. Explain the drives for knowledge management.   | (10 Marks) |
| 6 | a. Define Explicit knowledge.   | (03 Marks) |
|   | b. Explain implementation strategies for knowledge management.  | (07 Marks) |
|   | c. Elaborate on the main steps of a feasibility study. When should a feasibility study be conducted? Why? | (10 Marks) |
| 7 | a. What is knowledge audit?   | (05 Marks) |
|   | b. Explain knowledge life cycle.  | (07 Marks) |
|   | c. Elaborate on smart leadership requirement.   | (10 Marks) |

#### 8 Case study:

Ethicon Ltd, a medical device Co. that manufactures sutures for medical applications. They had been undergoing restructuring for some years; at the time, the most recent announcement was that the research and development function was to move to Germany and new focus of the UK site was to be manufacturing.

In managing change, Ethicon set up new in-house systems to refocus people's ideas on three main goals: i) To improve process cycle time ii) To decrease costs iii) To improve quality. Throughout the change process the company communicated well with employees and made them aware of the intentions and benefits. A number of project managers were put in place to drive through the change. Ethicon also introduced cross-functional teams that have broken down interdepartmental barriers and encouraged open forum discussions. They managed to involve the workers in the project and made them believe that there were gains to be made by changing the way they worked. This initiated change across the whole company. They also set in play a system of measurements against objectives in order to translate them into tangible business benefits. It is believed that one of the greatest achievements gained from this redesign project was the true sense of team working. The end result was a measured increase in productivity levels. The new ways of working were being implemented throughout the company and the hope was that they would produce positive results and cost savings to the company to ensure that Ethicon remained competitive.

Questions :

- |  |            |
|--|------------|
| a. Analyse the case.                                   | (06 Marks) |
| b. How did management at Ethicon 'Get it right'?       | (07 Marks) |
| c. What aspects have encouraged the successful change? | (07 Marks) |



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**Third Semester MBA Degree Examination, Dec.08/Jan.09**  
**Change and Knowledge Management**

Time: 3 hrs.

Max. Marks:100

**Note: Answer any TWO questions each from Part-A and Part-B.****Question No.5 is compulsory.****PART - A**

- 1 a. Define change. (03 Marks)
- b. Explain the different types of changes experienced in an organization. (07 Marks)
- c. Discuss the different forces of change stemming from both the external and internal environment. (10 Marks)
  
- 2 a. Define organizational culture. (03 Marks)
- b. Explain the management strategies used in dealing with human resistance to change. (07 Marks)
- c. Explain the role of information technology in transformation planning and management. (10 Marks)
  
- 3 a. What is a self managed team? (03 Marks)
- b. Explain the organizational change process. (07 Marks)
- c. Discuss the implementation issues concerning an 'organizational culture change' program. (10 Marks)
  
- 4 a. What is meant by an innovative organization? (03 Marks)
- b. Explain the action research approach to organizational change with examples. (07 Marks)
- c. Discuss Kurt Lewin's Force Field analysis. (10 Marks)
  
- 5 Analyse the case given below and answer the questions given at the end.

Ethicon Ltd. a global medical device company has been a leader in surgical sutures (stitches) for more than 100 years. The late 1990's saw the company restructure; one of the aims at that time was the relocation of the research and development function to Germany with the UK site to concentrate on manufacturing. In managing this change, Ethicon set up new in-house systems to refocus people's ideas on three main goals.

- to improve process cycle times;
- to decrease costs; and
- to improve quality.

Throughout change process, the company communicated well with employees and made them aware of the intensions and the benefits. A number of project managers were put in place to drive through change. Ethicon also introduced cross-functional teams that broke down interdepartmental barriers and encouraged open forum discussions. They managed to involve the workers in the project and made them believe that there were gains to be made by changing the way they worked. This initiated change across the whole company. They also set in play a system of measurements against objectives in order to translate them into tangible business benefits. It is believed that one of the greatest achievements gained from this redesign project was the true sense of team working. The end result was a measured increase in productivity levels. The new ways of working were implemented throughout the company and the hope was that they would produce positive results and cost savings to the company to ensure that Ethicon remained competitive.

- a. How did management at Ethicon 'get it right'? (06 Marks)
- b. What particular aspects have encouraged the successful change? (06 Marks)
- c. What kind of human resistance to change Ethicon would have faced while implementing the change? What lessons you think corporate India can learn from Ethicon Ltd's successful implementation of change. (08 Marks)

**PART – B**

- 6 a. Distinguish between tacit and explicit knowledge. (03 Marks)  
b. Explain the knowledge management life cycle. (07 Marks)  
c. What do you mean by learning organizations? Discuss the different components of a learning organization. (10 Marks)
- 7 a. What is knowledge audit? (03 Marks)  
b. Discuss the evolution of knowledge management. (07 Marks)  
c. Explain organizational knowledge hierarchy. (10 Marks)
- 8 a. What is meant by knowledge management architecture? (03 Marks)  
b. Explain the process of knowledge creation and transfer through teams. (07 Marks)  
c. Discuss the myths about knowledge management that could adversely affect its effective implementation. (10 Marks)

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**Third Semester MBA Degree Examination, June-July 2009**  
**Change and Knowledge Management**

Time: 3 hrs.

Max. Marks:100

**Note: Answer any FIVE full questions, choosing at least one question each from Part A and Part B.**

**Part A**

- 1
  - a. Define organizational change. (03 Marks)
  - b. What do you understand by self-awareness? Discuss the role and relevance of self-awareness in personal effectiveness. (07 Marks)
  - c. Discuss the forces of change with corporate examples. (10 Marks)
- 2
  - a. Define change management and comment on its significance. (03 Marks)
  - b. Explain the different types of change that an executive need manage, with examples. (07 Marks)
  - c. Discuss the different models of organizational change. (10 Marks)
- 3
  - a. What is organizational culture? (03 Marks)
  - b. How do you manage cross cultural diversity in a multinational business environment? (07 Marks)
  - c. Discuss the various causes for individual resistance to change. How do you think these resistances could be overcome? (10 Marks)
- 4
  - a. Distinguish between creativity and innovation. (03 Marks)
  - b. Analyse the managerial options for implementing change in an organization. (07 Marks)
  - c. Explain Kurt Lewins Force Field theory of change. (10 Marks)

**Part B**

- 5 Analyse the case given below and answer the questions given at the end:

**Procter and Gamble's Culture Is Hard to Change!**

Procter and Gamble (P&G), the well known soap and detergent company, is widely recognized as having one of the most distinct and insular corporate cultures in the United States. Although it does try to recruit people from the diverse backgrounds, once they join the company, they encounter such a strong and homogeneous set of organizational values and norms that they begin to sound alike, think and even look alike, at least so say the company's critics. Is this a good or a bad thing?

According to former P&G CEO Durk I. Jager, who took control of the company in 1999 but was ousted in 2001, it is a bad thing. As part of his attempt to learn about P&G, Jager took a world tour of the company's facilities. He came to the conclusion that P and G's values and norms that emphasize consensus, obedience to the hierarchy, respect for authority, and participative decision making were causing a bureaucratic nightmare. He believed that P&G's managers were spending over 50 percent of their time working on "non-value added" work such as memo writing and group meetings rather than in innovating new products and marketing strategies. In Japan, one worker complained to him that all he did was to write and rewrite management charts.

Jager's goal? To break P&G's culture that caused slow decision making and disappointing sales growth and to install a new entrepreneurial spirit in the company. He wanted P&G's manager to take risks. In 1999, he started to change the company's culture. He fired 15000 employees, or 15% of P&G's workforce, he transferred thousand more to new jobs, and he linked manager's pay directly to their and to P&G's performance. After shaking up P&G's workforce he announced that in the future, "stretch, innovation and speed" would be the company's new terminal and instrumental values.

As you might imagine, the old guard P&G's employees did not like what Jager was up to and did their best to thwart his efforts. Unfortunately, for Jager, P&G's performance declined sharply after he took over because of the way his predecessors had mismanaged it, and his critics were able to convince P&G's board to oust his as CEO. One of the old guards once again assumed control of P&G, but the changes Jager made have had lasting effects on the organization.

**5** Questions:

- a. Discuss your views on the organization culture at Procter and Gamble.
  - b. Why the P&G employees did not like Jager's views of organizational culture?
  - c. "Procter and Gamble's Culture is Hard to Change". Do you agree with this statement? Give reasons.
  - d. Why do different organizations have different cultures? **(20 Marks)**
- 6**
- a. Differentiate between data information and knowledge. **(03 Marks)**
  - b. Explain the tools and techniques of knowledge sharing in an organization. **(07 Marks)**
  - c. Discuss the need for and drivers of knowledge management in the contemporary business scenario. **(10 Marks)**
- 7**
- a. What is knowledge audit? **(03 Marks)**
  - b. Explain the organizational knowledge hierarchy. **(07 Marks)**
  - c. Explain knowledge management life cycle. **(10 Marks)**
- 8**
- a. Define 'Meta Knowledge' and comment on its significance. **(03 Marks)**
  - b. Compare and contrast knowledge workers with traditional workers in terms of their type of work measurement of work output, work inputs and potential for change in work roles. **(07 Marks)**
  - c. Discuss the five Ps of strategic knowledge management. **(10 Marks)**

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**Fourth Semester MBA Degree Examination, May/June 2010**

**Change and Knowledge Management**

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from the Q.No.1 to 7.  
2. Question No. 8 is compulsory.**

- 1 a. What do you understand by the word change? Narrate your feelings towards change. (03 Marks)  
b. Explain the managerial options for implementing the change. (07 Marks)  
c. Explain the forces of organizational change. (10 Marks)
- 2 a. What are the consequences of low self esteem? (03 Marks)  
b. Explain the types of change. (07 Marks)  
c. Explain force field analysis and systems approach model of organizational change. (10 Marks)
- 3 a. What are the deliverables of knowledge audit? (03 Marks)  
b. Explain the types of organizational cultures. (07 Marks)  
c. What is group resistance? Explain the tactics for overcoming resistance. (10 Marks)
- 4 a. Explain the creativity process, in brief. (03 Marks)  
b. Explain the forms in which employees learn the culture. (07 Marks)  
c. Explain the factors of organizational environment for creativity and innovation. (10 Marks)
- 5 a. What is organizational learning? (03 Marks)  
b. Explain the knowledge creation and knowledge management process. (07 Marks)  
c. Explain the stages of knowledge management systems life cycle. (10 Marks)
- 6 a. What are the two basic types of knowledge? (03 Marks)  
b. Explain the drivers of knowledge management. (07 Marks)  
c. Explain the knowledge management implementation strategies. (10 Marks)
- 7 a. What do you understand by the term data structure? (03 Marks)  
b. What is theory of computation? Explain computability theory and complexity theory. (07 Marks)  
c. What is knowledge engineering? Explain the principles and views of knowledge engineering. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

8 **Case study :**

Dell Computer Corporation is a leading direct computer systems company. In the United States, Dell ranks number one and is a premier supplier of PCs to business customers, government agencies, educational institutions and customers. Dell's success has come from direct sales, while other companies ignored this channel. Michael Dell formed the company in 1984 with \$1000 of starting capital and no venture capital, forming, what he refers to as the 'direct business' model. In 1992, direct sales accounted for 15% of PC sales and in 1998 this direct sales amounted for 1/3<sup>rd</sup> of the PC sales. Dell's PCs are built to order and are enhanced by the knowledge the company gains from direct sales made in the past.

Dell has been able to succeed, because, it strives for quicker operations and lower overhead. Dell keeps inventory costs low, by turning inventory, over every seven days on an average and turn sales into cash in 24 hours, compared to Compaq's average of 35 days. Dell is still improving its operations. The company has reduced the number of parts in a PC from 204 to 47 and has been working on speeding up delivery of these parts, moving selected distributed centres from Malaysia to Mexico.

However, all of these achievements pale in comparison to Dell's use of the internet. Dell began selling PCs from the site [www.dell.com](http://www.dell.com) in 1996 and recorded daily sales over the internet of \$50 million, just four years later. The company set a goal in 1997 to have 50% of sales be over the internet, and reached that goal by the end of the first quarter of 2000. This is an increase from \$30 million per day over the past year.

However, Michael Dell does not see sales as the only value of the internet. Direct contact with customers over the internet helps keep inventory costs down and gives the company a competitive advantage. By having extensive knowledge of what the customer wants, money is not wasted on unpurchased inventory, crucial in the computer software industry, where, inventory value decreases about 1% per week. These savings allow Dell to sell its computers at 10 to 15 percent less than the rivals. Dells direct sales method has translated to success in the computer industry on and off-line.

**Questions :**

- a. How has dell leveraged knowledge and the new economic order to succeed? (05 Marks)
- b. What must the management of Dell do, to continue its success? (05 Marks)
- c. How will the management of their knowledge assets come into play? (05 Marks)
- d. How can you apply knowledge engineering to sustain and enhance the effectiveness of Dell's operations? (05 Marks)

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