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10MBA41

Fourth Semester MBA Degree Examination, June 2012
Change and Knowledge Management

Time: 3 hrs.

Max. Marks:100

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

- 1 a. What is a self managed team? (03 Marks)
b. Explain the different types of changes experienced in an organization. (07 Marks)
c. Discuss action research approach to organizational change with examples. (10 Marks)
- 2 a. What are artifacts? (03 Marks)
b. Distinguish between group resistance and individual resistance. (07 Marks)
c. Explain strategies for overcoming resistance to change. (10 Marks)
- 3 a. List the elements of culture. (03 Marks)
b. Compare contingency perspective with institutional perspective. (07 Marks)
c. Examine the constraints to creativity and innovation in an employee. (10 Marks)
- 4 a. What are personal values and beliefs? (03 Marks)
b. Define self awareness. Why is self awareness important? (07 Marks)
c. Discuss various aspects of role efficacy. (10 Marks)
- 5 a. Who is a knowledge worker? (03 Marks)
b. What are the components of knowledge architecture? Briefly explain. (07 Marks)
c. Explain various approaches to knowledge management. Discuss the steps in knowledge management process. (10 Marks)
- 6 a. Distinguish between data, information and knowledge. (03 Marks)
b. What is knowledge audit? What is its purpose and how is it done? Explain. (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. Illustrate the scope of “knowledge management”. (07 Marks)
c. Explain the fine components, disciplines in a learning organization. (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.

CASE STUDY

Mr. Renka, CEO of Mysore chemicals Ltd., Mysore established an open communication link with managers and workers. The first communication from Mr. Renuka of his very first day of assuming of the employees was in Kannada. This outlined the company's policies and also sought the suggestions of the employees for improving the performance of MCL.

Mr. Renka met the managers and office bearers of unions separately and listened to their grievances. He did a quick SWOT analysis and identified many key result areas for concentration.

The CEO sent educative circular on effective management practices to managers and also personally participated in management development programmes. Managers were encouraged to get higher academic qualifications. By his own behaviour Mr. Renka set an example of punctuality. He was also prompt in taking decisions. He insisted that performance requirements be met by agreed time schedules. He stressed integrity and resisted improper political interference.

The overall strategic plans of the company were discussed in open meetings of top managers to give them a broad picture of where the organization stood and where it planned to go. This created among them an awareness of corporate level matters gave them a sense of involvement. The employees were moved around to make best use of the available talent. Managers were entrusted the responsibility of both operations and maintenance of plants. This resulted in fewer breakdowns.

Mr. Renka called in a consultant to review the company's management practices and recognize the set up and train its employees in modern management concepts.

Questions:

- a. What are your comments on the leadership style of Mr. Renka? **(05 Marks)**
- b. What are the motivation strategies to retain the employees of the organization? **(05 Marks)**
- c. If you were the consultant, what are the changes you would like to bring in? **(05 Marks)**
- d. What is the organizational culture prevailing in MCL? Discuss. **(05 Marks)**

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