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08MBA41

Fourth Semester MBA Degree Examination, June/July 2011
Change and Knowledge Management

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No. 8 is compulsory.

- 1 a. What is self awareness? (03 Marks)
b. Explain the sources of self efficacy. (07 Marks)
c. Describe John Fisher's model of personal change. (10 Marks)
- 2 a. What is resistance to change? (03 Marks)
b. What are the notable changes we have witnessed in this decade? (07 Marks)
c. Elaborate on the types of organisation change. (10 Marks)
- 3 a. What are learning organizations? (03 Marks)
b. Explain Lewin's change model. (07 Marks)
c. State the causes for resistance to change in organizations. (10 Marks)
- 4 a. What are the components of creativity? (03 Marks)
b. Explain the different types of culture. (07 Marks)
c. Describe the creativity process. (10 Marks)
- 5 a. What are the two main types of knowledge? (03 Marks)
b. What is theory of computation? Explain the computability theory and complexity theory. (07 Marks)
c. Explain the drivers of knowledge management. (10 Marks)
- 6 a. Who are knowledge workers? (03 Marks)
b. How to go about in the knowledge audit? (07 Marks)
c. Elaborate on knowledge management systems life cycle process. (10 Marks)
- 7 a. What is KM architecture? (03 Marks)
b. Explain the data, information, knowledge and wisdom. (07 Marks)
c. What are the components of learning organizations? (10 Marks)

8 Case Study

(05 Marks)

Mr. Krishna Rao's confusion

Mr. Krishna Rao was utterly baffled. He took over office four months ago and has since initiated several changes all of which are good. His main intentions in making the changes were that the office should look more professional and the employees should be facilitated to become productive without making them work too hard.

The office now indeed looks more spacious with the new layout and infact his colleagues from other departments who pass by, comment on how nice and professional the office looked. Mr. Rao had put the secretaries desks close to their bosses cabins so that they did not have to walk up and down all the time. Previously they were huddled together in the secretaries pool and whenever they had to take dictation – which was several times a day, they had to walk quite a bit. He also purchased new calculating machines for the department which are quick, efficient and accurate so that the assistants now do their calculations without making mistakes. In fact he had just placed order for a high speed computer which would take away the boredom and monotony of all the laborious human calculations and would be a boon to all. Actually once the computer is installed, the managers will not have to be dependent on the lower level staff, whatever statistics or information managers need, the computers will generate the data in no time at all. It was the best of all possible worlds for the entire department and Mr. Rao could not understand why the staff were not more enthusiastic and some actually seemed rather unhappy.

Questions :

- a. Analyse the problem situation. (05 Marks)
- b. What are the specific cultural issues involved? (05 Marks)
- c. Where did Mr. Rao go wrong in the given situation? Discuss why the changes did not produce desired results. (05 Marks)
- d. Explain how would you have gone about brining the required changes. (05 Marks)

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