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Fourth Semester MBA Degree Examination, June / July 2013
Change and Knowledge Management

Time: 3 hrs.

Max. Marks:100

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

- 1
 - a. Name any six types of organizational change. (03 Marks)
 - b. What are the components of personal change? (07 Marks)
 - c. Write a detailed note on creativity process. (10 Marks)
- 2
 - a. How do employees learn culture? (03 Marks)
 - b. Draw the three component model of creativity and describe the components. (07 Marks)
 - c. What is role efficacy? What are the ten aspects of role efficacy? (10 Marks)
- 3
 - a. Draw a neat diagram of personal change process and name the steps. (03 Marks)
 - b. What are the five approaches to change the culture? (07 Marks)
 - c. Explain in detail "The Eight step model to transform your organization as suggested by John Kotter. (10 Marks)
- 4
 - a. State few of the organization constraints that block creativity. (03 Marks)
 - b. Draw a model for systems theory approach of organization change management and explain. (07 Marks)
 - c. Write a note on Geert Hofstede's cultural dimensions. (10 Marks)
- 5
 - a. What do you understand by data structure? (03 Marks)
 - b. Explain the knowledge creation and knowledge management process. (07 Marks)
 - c. What do you mean by learning organization? Discuss different components. (10 Marks)
- 6
 - a. Write a brief note on knowledge audit. (03 Marks)
 - b. Explain the drivers of knowledge. (07 Marks)
 - c. Draw the layers of KM architecture. (10 Marks)
- 7
 - a. Define the terms data, information and knowledge. (03 Marks)
 - b. State the challenges faced in building KM systems. (07 Marks)
 - c. Compare and contrast Conventional System Life Cycle and KM System Life Cycle. (10 Marks)

8 CASE STUDY : (Compulsory)

Indian Motor Company was on the brink of bankruptcy when a UAE based auto-maker company purchased controlling interest and installed Mr. Singh as the effective head of IMC. [Indian Motor Company]. Along with the company's known problems of high debt and plummeting market share. Singh saw that the IMC's managers has no apparent sense of urgency to change. "Even though the evidence is against them, they sit down and they watch the problem a little bit longer" says Singh.

His challenge was to act quickly, yet minimize the inevitable resistance that arises when an outsider tries to change traditional Indian business practices. I knew if tried to dictate changes from above, the efforts would back fire, undermining morale and productivity. But I was too passive, the company would simply continue its downward spiral”.

To resolve the dilemma, Singh formed nine cross – functional teams of 10 middle managers each and gave them the mandate to identify innovative proposals for a specific area within 3 months. Each team could form sub teams with additional people to analyze specific issues in more detail. In all, more than 500 middle managers and other employees were so involved in the so called company revival plan.

After a slow start – company managers weren’t accustomed to such authority or working with colleagues across functions or cultures. Ideas began to flow as Singh stuck to his deadline reminded team members of the automaker’s desperate situation, and encouraged teams to break traditions. Three months later, the nine teams submitted a bold plan to close 3 assembly plants, eliminate 1000’s of jobs, cut the company’s debt by half and introduce 22 new models within the next two years.

Although risky, Singh accepted all the proposals. Moreover, when revealing the plan publicly on the eve of annual Tokyo motor show, Singh added his own commitment to the plan. “If you ask people to go through a difficult period of time, they have to trust that you’re sharing it with them” Singh explain. So I said that if we did not fulfill our commitments, I would resign”.

Questions :

- a. If you were an employee for the IMC, how would you resist? Why? (07 Marks)
- b. Was the mode of change opted right or wrong? Justify any choice you make. (07 Marks)
- c. Explain different change process related to IMC. (06 Marks)
