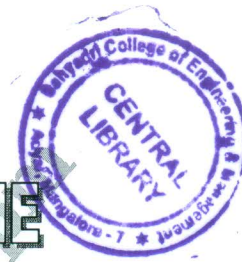


# CBCS SCHEME



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16/17MBAHR305

## Third Semester MBA Degree Examination, Dec.2018/Jan.2019 Knowledge Management

Time: 3 hrs.

Max. Marks:80

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

- 1 a. What is Bench Marking? (02 Marks)  
b. Explain Knowledge Management architecture and its characteristics. (06 Marks)  
c. Elucidate the importance of knowledge management today. (08 Marks)
- 2 a. What are the two major types of knowledge? Give example. (02 Marks)  
b. Explain the Bukowitz and Williams KM cycle with the help of a neat diagram. (06 Marks)  
c. Define community's of practice. What are the roles and responsibilities of COP's. (08 Marks)
- 3 a. What is knowledge management? (02 Marks)  
b. What is KM metrics? What are the benefits of setting KM metrics? (06 Marks)  
c. Define knowledge sharing. How knowledge is disseminated in an organization? (08 Marks)
- 4 a. List the steps followed in knowledge management system life cycle. (02 Marks)  
b. Explain how knowledge audit is done in an organization. (06 Marks)  
c. Explain knowledge application at the individual group and organization level. (08 Marks)
- 5 a. Give the meaning of the term "Experience". (02 Marks)  
b. Explain multidisciplinary nature of KM. (06 Marks)  
c. Explain RICE model, explain how it is associated with learning of an individual. (08 Marks)
- 6 a. What is learning organization? (02 Marks)  
b. Explain major categories of KM roles. (06 Marks)  
c. Explain 8 KM gaps. (08 Marks)
- 7 a. Explain the term "knowledge audit". (02 Marks)  
b. What are the characteristics of learning organization? (06 Marks)  
c. What is Balance Score Card approach? What are the dimensions of BSC? (08 Marks)

8

### CASE STUDY

#### Big Brands Foods, Inc.

Untic the Bonus card; beginning in early 1998, Big Brand Food stores, Inc. led an industry revolution by doing away with coupons. The bonus card is a plastic card that credits purchases with discounts on an ever-changing variety of food, health and home supply products. Using the Bonus card is simple compared to the old days of collecting and sorting coupons. The bonus card approach to attracting and holding customers is a resounding success. The company saves in excess of 40 percent of the expenses – involved in coupon publication and redemption.



16/17MBAHR305

Big Brands Food stores, however soon realized that the program was generating a gold mine of data on customer preferences and purchasing patterns. Day by day, the company's mainframe computer accumulates an exact inventory of purchases by item, price and time of day for each customer participating in the Bonus card program. And well over 80 percent of store customers held Bonus card by October, 1998. These customers were known to the computer not just by telephone number but, by easy interface with telephone company records by name and street address. The computer could specify, for example that Mr. C. J. Jones of 187 ocean Ave., San Francisco, spent Rs.214 on over-the counter pharmaceutical and health related purchases in the past six months and could further list the specific items purchased.

Deciding what to do with this mushrooming database of otherwise private information was the next step. The company first began to extract meaningful information from its data heap by seeking generalized customer profiles for the purpose of more targeted marketing.

While the program in an outstanding success, potential problems access to the information gold mine insurance companies began to develop. Insurance companies, brand vendors, HMOs, and even the IRS requested would use the data to rate the insurability of new applicants. Brand vendors wanted to know who was buying their product, when, where and for how much. HMOs felt that customers with a record of high expenses for pharmaceuticals would be ideal targets for HMO advertising. The IRS wanted to use individual gross expenditures at the food store as a means of detecting unreported income. Because of profit margins at the stores seldom exceed 2 percent, management was engaged by the prospect of selling information to interested third parties.

- a. What policies should guide knowledge management in the company? (04 Marks)
- b. What should customers be told about how this information will be used by the company or others? (04 Marks)
- c. Should customer consent be obtained for the use of existing information or the gathering of future information? (04 Marks)
- d. Should the Bonus card program be continued? Expanded? (04 Marks)

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