



I Semester M.Com. Degree Examination, April/May - 2024

**COMMERCE**

**Knowledge Management & Innovation**

**(CBCS Scheme)**

**Paper : 1.6**

**Time : 3 Hours**

**Maximum Marks : 70**

**Section - A**

**I. Answer any seven Questions. Each question carries two marks.**

**(7×2=14)**

- a) ✓ What are knowledge assets?
- b) ✓ Give the meaning knowledge Management cycle.
- c) ✓ What is Knowledge based economy?
- d) Give the meaning the term Balancing Innovation.
- e) What is Intellectual capital?
- f) ✓ Mention any two criticisms of a sharing community.
- g) ✓ Give the meaning of Data Mining.
- h) What is takeuchi Knowledge spiral Model?
- i) ✓ Mention the 4 key categories of learning Excellence?
- j) ✓ Define the term Learning Organisation.



**Section - B**

**II. Answer any four questions out of six. Each question carries five marks. (4×5=20)**

2. ✓ Discuss in brief the procedure related to measurement of learning.
3. ✓ Explain in brief knowledge Management system through information technology.
4. ✓ Write a note on information Architecture.
5. ✓ Explain the Nonakas model of knowledge valuation.
6. How does knowledge sharing happen on a virtual COP?
7. ✓ Explain in brief Zack Knowledge Management cycle.

**[P.T.O.]**

**Section - C**

III. Answer any two questions out of four. Each question carries twelve marks. (2×12=24)

8. Explain the multidisciplinary nature of knowledge Management.
9. Explain any two Learning theories in detail.
10. Explain applications of social network analysis.
11. Explain the role of training & Development as a knowledge management strategy. Illustrate your answer.

**Section - D**

IV. Answer the following questions. (1×12=12)

**Whirlpool Corporation and Knowledge Management.**

12. This case is about the knowledge Management practices at whirlpool corporation. In 1999 the then CEO of whirlpool David R. Whitwam launched a worldwide effort to embed innovation as a core competency across the organisation. He felt that whirlpool could gain sustainable competitive advantage by focusing on innovation. The case describes how whirlpool instilled innovation as a core competency by making significant investments which included redesigning business processes, training thousands of employees and changing the culture of the company. The case discusses the various initiatives taken by Whitwam to encourage employee participation.

As innovation from everyone and every where required knowledge to be assimilated and democratized the company set up a comprehensive internal knowledge management system in 2001. The case elucidates the various KM tools used by whirlpool such as the Innovation E-space portal and the I-Pipe to capture, share and manage knowledge. The case highlights how whirlpools KMS served as a platform wherein whirlpool employees worldwide participated and contributed to innovation - related activities resulting in new ideas, products and services which in turn contributed to whirlpool's overall revenues and profits. The case concludes by emphasizing the company's plans to carry on its vision of "Innovation from Every one Every where and to invest in Product innovation to drive sustained future growth and create value for its shareholder employees and customers.

**Questions:**

- a) Bring out the issues and challenges faced by a company in deploying innovation as a core competency (3 Marks)
  - b) Analyze the knowledge Management tools used by whirlpool to capture and disseminate knowledge. (3)
  - c) Examine the role played by the top management to develop a knowledge Management framework in an organisation. (3)
  - d) Explore strategies that the company might adopt in the future to drive innovation and encourage knowledge sharing. (3)
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