



UNIVERSITY OF KELANIYA – SRI LANKA

Centre for Distance and Continuing Education

FACULTY OF COMMERCE & MANAGEMENT STUDIES

Bachelor of Commerce (Special) Degree Fourth Year Examination (External) – 2015/ 2016

July 2022

BCOM E4032 – Knowledge Management

No. of questions: Three (03)

Time: 03 hours

Answer **all** questions.

Please take marks allocated into consideration when answering questions.

Use diagrams and answer in point form or in short paragraphs where necessary.

State your assumptions where necessary.

Question No 01

“Miracle Bits” is a leading manufacturing organization in the apparel sector. Three employees of the top management are planning to resign as they are migrating. They have been key players who worked for the success of the company. Their absence will make a significant loss to the company.

The 3 employees who will be leaving the company are

i) Head of Sales & Marketing - Mr. Krishan Fernando

He is a Textile and Apparel Engineer who has completed CIM (The Chartered Institute of Marketing) qualifications. He joined Miracle Bits 9 months ago and handles the Sales team of 50 members. He is interested in reading articles on global sales trends. Further he tends to apply globally proven best practices to his sales team to increase sales. However, he doesn't have an in-depth knowledge of Miracle Bits' main customers. This is due to the fact that he recently joined the company and the special information related to the customers (preferences, tastes and unspoken expectations, etc.) is not properly documented in the company.

ii) Senior Executive – Human Resource – Ms. Piumi Perera

She has been a most respected and loved employee of the company because of her strong Personal Relationship skills. She's a born leader and was recognized as a kind and very helpful colleague who never refuse to listen and provide assistance. Since the

HR Division connects with all the departments of the organization and she has a very good understanding of the employees throughout other departments. Her sound awareness of the staff has been instrumental in accurately identifying and providing assistance to employees in need during natural disasters over the past 5 years and during the Covid-19 period.

iii) **Head of Maintenance – Mr. Amila Silva**

He has joined Miracle Bits as a technician and has grown up in the hierarchy. His talent and dedication empowered him to reach the top of the hierarchy. He has worked on almost every stage of the hierarchy. Therefore he knows, the employees from different levels. Also, through his experience over the past 8 years, he has gained a great deal of knowledge about the machinery used in the company. He says because of this, he can quickly identify whether an employee is making a mistake or taking too long to complete a task. His empowering and target oriented nature, made the Maintenance Department the best team in the company for several years.

a). What is **tacit knowledge** and **explicit knowledge**?

04 Marks (02 Marks x 2)

b). Based on the above facts, explain the knowledge of each person in below aspects.

i). How the knowledge was acquired

ii). Mention that knowledge is either tacit knowledge or explicit knowledge.

iii). Why do you think the knowledge is tacit or explicit? Justify your answer.

18 Marks (06 Marks x 3)

c). What methods can you suggest to convert these employees' tacit knowledge into explicit knowledge?

(06 Marks)

d). As per your opinion, which person is the most difficult to replace and who is the easiest to replace? Explain.

06 Marks (03 Marks x 2)

e). Describe what you as a Management Trainee of Miracle Bits, and a student who followed Knowledge Management module, can do to help the knowledge management process of the company. Describe at least 4 points.

16 Marks (04 Marks x 4)

(Total 50 Marks)

Question No 02

Knowledge Management (KM) depends on two broad aspects: KM solutions, which are specific in nature; and KM foundations, which are broader and more long-term.

- a). Distinguish between KM foundation and KM solutions. You may use a diagram to explain further.
(06 Marks)
- b). State the role of organizational culture in the development of a good knowledge management infrastructure.
(06 Marks)
- c). State the role of organizational structure in the development of a good knowledge management infrastructure.
(06 Marks)
- d). Discuss in what way does information technology infrastructure contribute to knowledge management within an organization.
(07 Marks)

(Total 25 Marks)

Question No 03

“Knowledge” is quite distinct from “data” and “information,” although the three terms are sometimes used interchangeably.

- a). Describe Data, information, knowledge and wisdom in your own words. Provide suitable examples for each term. You may use one scenario or you can use several examples accordingly.
12 Marks (03 marks x 4)
- b). In every organization there are number of scheduled and situational meetings. From Knowledge Management perspective what are the reasons for having meetings in business organizations. Explain your answer with example.
(06 Marks)
- c). “Knowledge Capturing is not only about technology”. Critically evaluate this statement.
(07 Marks)

(Total 25Marks)

