



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) – 2021

August - 2024

BCOM E ¹⁰³²~~4082~~ – Knowledge Management

No. of Questions : Three (03)

Time: 03 hours

Answer all questions.

Instructions:

- Please take the 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.
- Total 100 marks.

Question No. 01

Case Study of MiracleFit

Background:

MiracleFit Gym has been a popular fitness centre in the community for over five years, and it is known for its friendly environment and personalized service. The gym prides itself on the strong relationships between its staff and members, which have contributed to its success. Recently, three key employees—each playing a different role—have announced their decision to leave the gym. This sudden turnover poses significant challenges for MiracleFit Gym in maintaining the quality of service and member satisfaction.

Scenario:

Gym Instructor: Shevin Perera

- Shevin joined MiracleFit Gym six months ago as a fitness instructor. He has just completed his graduation in Physical Education from a renowned University and also has completed a 6 months internship in a related field. Although relatively new, he has quickly become a valuable

member of the team due to his eagerness to learn and innovate. Shevin regularly enrolls in online courses on the latest fitness trends and reads medical and fitness-related articles. He is known for trying out new workout plans and introducing them to his clients, which has made him popular among gym members who appreciate variety in their routines.

- Shevin's departure could mean the loss of fresh, cutting-edge workout programs that keep the members engaged and motivated.

Receptionist: Vishmi Cooray

- Vishmi has been with MiracleFit Gym since its inception and is often described as the heart and soul of the gym. Her warm personality and ability to remember almost every member's name and preferences have made her an irreplaceable part of the gym experience. Vishmi's deep knowledge of the members' likes, dislikes, and fitness goals has helped create a welcoming atmosphere that keeps members coming back.

The potential loss of Vishmi represents not just a logistical challenge but also a significant emotional and relational gap. Her deep understanding of the members' individual needs and personalities is deeply embedded in the gym's culture.

Assistant Trainer: Ian Silva

Ian has worked as an assistant trainer at MiracleFit Gym for the past two years. While he doesn't possess as much tacit knowledge as Vishmi, he still plays an important role. Ian assists in personal training sessions, helps with equipment maintenance, and supports the gym's operations. He knows the gym's daily routines well and is familiar with the preferences of many members, particularly those who need extra attention or encouragement during workouts.

Ian's departure would disrupt the day-to-day operations and could lead to a decline in service quality, as he often bridges the gap between the instructors and the members.

The combined departure of Shevin, Vishmi, and Ian could create a significant void at MiracleFit Gym. Their contribution has positively influenced the motivation of the members. Members may feel less motivated to attend the gym without the personalized attention they received from Vishmi and Ian, and Shevin's new workout plans. This may result in decreased member satisfaction and a potential drop in gym memberships.

The departure of Shevin, Vishmi, and Ian presents a significant challenge for MiracleFit Gym. However, with proactive knowledge transfer and the implementation of a robust KM strategy, the gym can mitigate the impact and continue to provide high-quality, personalized service to its members.

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

(04 Marks)

b). What are the impacts of losing these key employees who have tacit knowledge of the organization? Mention one impact by each person and describe it.

(06 Marks)

c). Based on the above facts, explain the knowledge of **each person** in below aspects. You may use a table to present your answer.

- i). How was the knowledge acquired?
- ii). State whether it is tacit knowledge or explicit knowledge.
- iii). Why do you think the knowledge is tacit or explicit? Justify your answer.

(18 Marks)

d). Theoretically explain 3 ways to transform the tacit knowledge of these employees into explicit knowledge.

(06 Marks)

e). What strategies can be implemented to mitigate the risk of future knowledge loss?

(08 Marks)

f). Create an action plan for a successful Knowledge Transfer. Mention at least 4 points.

(08 Marks)

g). If you were given the chance to retain either Shevin or Ian, who would you retain?

Explain your answer (3 points) related to Knowledge Management concepts learnt.

(10 Marks)

(Total 60 Marks)

Question No. 02

- a). Does the organization's **Organizational Structure** influence the development of a good knowledge management infrastructure? If so, how? Explain with examples.

(06 Marks)

- b). "**Common knowledge increases the internal bond within the members of the organization**".

Explain this statement in terms of **Common knowledge** discussed under Knowledge Management Infrastructure.

(07 Marks)

- c). As a CEO of a manufacturing company, how would you facilitate the growth of knowledge management practices in your organization?

(07 Marks)

(Total 20 Marks)

Question No. 03

- a). What is **externalization** and **internalization**? Explain these terms, providing 2 examples for each term.

(06 Marks)

- b). Combination, socialization and exchange are three keywords found in knowledge management processes. State to which sub-category they belong and explain the terms using examples.

(08 Marks)

- c). What are Knowledge Management Processes? Explain using Knowledge Management Solutions and Knowledge Management Foundations. You can use a diagram to explain further.

(06 Marks)

(Total 20 Marks)