

End-Term Examination  
(CBCS) (SUBJECTIVE TYPE) (Off Line)  
Course Name: MBA, Semester: 2  
(May, 2025)

Subject Code: MMS 110	Subject: Knowledge and Intellectual Capital Management
Time: 3 Hours	Maximum Marks: 60

Note: Q1 is compulsory. Attempt one question each from the Units I, II, III & IV.

Q1	(2.5*8=20)	CO Mapping
a) How do the terms data and knowledge differ? Describe each term with the help of a similar example, elucidating the difference between the two.		CO1
b) Discuss the forces driving knowledge management.		CO1
c) Write a short note on explicit and tacit knowledge.		CO2
d) Explain the Knowledge Management System Life Cycle (KMSLC) (5 marks)		CO3
e) Take an example of any organization and explain the step-by-step process of integrating Knowledge Management in the organization.		CO3
f) Explain why knowledge management is first and foremost about managing and increasing intellectual capital, and how it serves as the basis for all knowledge management tools.		CO4
g) Differentiate between Relational and Structural Capital with suitable examples.		CO4
<b>UNIT I</b>		<b>CO Mapping</b>
Q2 A healthcare startup uses wearable devices to collect real-time patient vitals (heart rate, temperature, sleep cycle). The company stores this data in its central server and uses AI to generate personalized health reports for patients. <b>Question:</b> Differentiate between data, information, and knowledge using the above case. (5 marks) Analyze how converting data into actionable knowledge adds value to both the organization and the user. (5 mark)	(10)	CO1
Q3 <b>Knowledge Capture at Viant</b> The Boston-based company Viant uses a variety of means to capture knowledge. It employs a number of simple but unavoidable forms. Before every project, consultants are required to complete a quicksheet describing the knowledge they will need, what aspects of knowledge can be leveraged from prior projects, and what they will need to create along with the lessons they hope to learn that they can share with others later. A longer report, a sunset review, is produced at a team meeting to document what worked and what did not work well. Forgetting these reports is hard due to several reasons (Stewart 2000, p. 278): <i>First, almost every document ends up on Viant's internal Web site, hot-linked every which way. Second, sunset reviews are done with a facilitator who wasn't on the team, which helps keep them honest. Third, every six weeks Newell's knowledge management group prepares, posts, and pushes a summary of what's been learned.</i> <b>Answer the following questions:</b> a) What is the purpose of the "quicksheet" used by Viant before every period?	(10)	CO1

	<p>b) How do sunset reviews contribute to Viant's knowledge management process?</p> <p>c) Identify and briefly explain two ways Viant ensures knowledge is not lost or forgotten.</p>		
<b>UNIT II</b>			<b>CO Mapping</b>
Q4	<p>Toyota encourages engineers to learn on the shop floor, document best practices, share them in teams, and continuously update manuals and training.</p> <p><b>Question:</b> Apply Nonaka and Takeuchi's SECI Model to this case. Identify real examples of Socialization, Externalization, Combination, and Internalization and discuss how they enable continuous improvement.</p>	(10)	CO2
Q5	<p>A retail chain uses real-time analytics on customer footfall, purchase patterns, and social media sentiment to adapt its marketing strategy weekly.</p> <p><b>Question:</b> Define actionable intelligence and explain its role in KM. (5 marks) How does the organization convert raw data into actionable insights, and what KM tools support this? (5 marks)</p>	(10)	CO2
<b>UNIT III</b>			<b>CO Mapping</b>
Q6	<p>LEGO, the Danish toy company known for its interlocking plastic bricks, has long been an innovator in engaging with its customer base. One of its most impactful knowledge management strategies involves <b>LEGO Ideas</b>—a crowdsourcing platform where fans can submit designs for new LEGO sets. If a submission garners 10,000 votes from the community, LEGO reviews it for potential production as an official set, with the original creator earning royalties and recognition. LEGO Ideas captures knowledge from users through creative submissions, community voting, and comments.</p> <p><b>Question:</b> Critically evaluate crowdsourcing as a knowledge management tool. What are its advantages and limitations based on the LEGO case? (5 marks) What precautions should organizations take when managing knowledge from the crowd? (5 marks)</p>	(10)	CO3
Q7	<p>Compare and contrast codification and personalization strategies in Knowledge Management. Based on your understanding, which strategy would best suit an advertising agency and why?</p>	(10)	CO3
<b>UNIT IV</b>			<b>CO Mapping</b>
Q8	<p>With reference to companies like Apple or Samsung, describe how relational capital with customers, partners, and the ecosystem can be cultivated and sustained. How does it reflect in brand value and market position?</p>	(10)	CO4
Q9	<p>Examine the role of intellectual property rights (copyrights, patents, trademarks) in monetizing knowledge assets. Provide examples of two companies that have successfully leveraged IP for competitive advantage.</p>	(10)	CO4