KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
SECOND YEAR, SECOND SEMESTER EXAMINATION
2024/2025 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 423

COURSE TITLE: KNOWLEDGE MANAGEMENT

DATE: 30/04/2025   **TIME: 12.00PM -2.00PM**

INSTRUCTION TO CANDIDATES
SEE INSIDE

Answer question ONE and any other THREE

CASE STUDY

Tata Consultancy Services (TCS) is among the leading global information technology consulting services and business process outsourcing organizations. Pioneer of the flexible global delivery model for IT services that enables organizations to operate more efficiently and produce more value. TCS focuses on delivering technology led business solutions to its international customers across varied industries. The TCS – KM practice has executed multiple assignments across verticals and geographies over the years. The gathered expertise has emerged as its multidimensional approach to knowledge management implementation known as SIGMARG. It describes the approach, methodology and a delivery model for successfully conceptualizing, designing and executing a KM initiative in any organization.

Knowledge Maturity: It is observed that technology alone cannot enable an enterprise to be a knowledge enabled enterprise. While technology plays an important role in knowledge management (KM) in an organization, it is equally or more important to look at people, processes and how technology is used to enable people and processes to create, use, reuse, share, protect and retire knowledge within the enterprise and also with all the stakeholders.

It is observed that the state of knowledge maturity can be achieved by systematically addressing the three pillars of KM and by continuously upgrading the KM maturity to reach a state where it gets embedded in the business processes. This is a path of continuous improvement and must be governed by a strong maturity framework, which has the ability to assess and benchmark the various aspects of people, process and technology in a holistic manner. The maturity model has been evolved by keeping in mind all these aspects of KM. This framework describes each state of maturity and addresses its objective. Further, it is able to relate the KM initiatives with the perceived business benefits of each state.

Question One

"It is observed that the state of knowledge maturity can be achieved by systematically addressing the three pillars of KM" . Based on this statement:

  i.   Identify the three pillars of knowledge management.   (3 marks)
  ii. In regard to (i) above explain the importance of each in achieving knowledge management maturity.   (3marks)
  iii. "Technology plays an important role in knowledge management (KM)" . Explain. (7marks)
  iv. Describe the knowledge management cycle used by TCS. (12 marks)

Question Two

a) The SECI model emphasizes that knowledge creation is a dynamic and continuous process, where tacit and explicit knowledge interact and evolve within an organization. Describe the process of interaction between the two types of knowledge. (8 marks)

b) Communities of Practice are a valuable component of knowledge management, helping to build a culture of collaboration and continuous improvement within organizations. Discuss (7marks)

Question Three

a) Leadership commitment is essential to embedding knowledge management into the organization's fabric, ensuring that it becomes a sustained and integral part of the business. Discuss. (10 marks)

b) Knowledge mapping is the process of creating a visual representation of where knowledge resides within an organization and how it flows. Explain its importance. (5 marks)

Question Four

a) Measuring the success of knowledge management (KM) initiatives is crucial for understanding their impact and guiding future improvements. Explain five of the metrics used to measure the success.
(7marks)

b) Organizational culture significantly influences the effectiveness of knowledge management (KM) initiatives. Based on this statement explain its role in relation to knowledge management. (6 marks)

c) Explain the meaning of knowledge management repository (2mark)

Question Five

a) Artificial intelligence (AI) plays a transformative role in knowledge management. Analyze its contribution to knowledge management. (10 marks)

b) Explain the meaning of knowledge management framework and identify uses in the organizational effectiveness. (5marks)

Question Six

a) Explain the relationship between Knowledge Management and innovation. (3 marks)

b) By addressing ethical considerations, organizations can build trust, protect the reputation, and ensure that knowledge management practices contribute to positive outcomes for all stakeholders. Discuss (12 marks)