

Indian Statistical Institute

**Documentation Research and Training Centre
M.S. (Library and Information Science)
2nd Semester Final-term Examination (2024-2026)**

Paper 08: Knowledge Management

Time: 10:00 AM - 1:00 PM

Max. Marks: 100

Date: 28-04-2025

[Instruction: Read the question before you attempt.]

Part A (attempt all questions of 1 marks each)

1. Which four processes does the SECI model of KM include?
 - a) Socialization, Externalization, Compilation, Internalization
 - b) Sharing, Evaluation, Collaboration, Innovation
 - c) Storage, Extraction, Communication, Implementation
 - ☒ d) Socialization, Externalization, Combination, Internalization
2. What is the first step in a Knowledge Management strategy?
 - a) Implementing a KM software
 - ☒ b) Identifying and assessing knowledge assets
 - c) Training employees on KM tools
 - d) Archiving outdated document
3. Which of the following best defines Knowledge Management?
 - a) The use of tools to store data
 - ☒ b) The systematic management of an organization's knowledge assets
 - c) The process of training employees
 - d) A method to eliminate redundant data
4. A key challenge in Knowledge Management is Resistance to change
5. What does Knowledge Retention focus on?
 - ☒ a) Preventing knowledge loss when employees leave
 - b) Deleting outdated documents
 - c) Reducing the workforce
 - d) Outsourcing knowledge processes
6. Which of the following is a barrier to effective KM implementation?
 - a) Supportive leadership
 - ☒ b) Organizational silos
 - c) Collaborative culture
 - d) Advanced KM tools
7. Which one is not the element of The Bukowitz and Williams
 - ☒ a) Divest
 - ☒ b) Contribute
 - ☒ c) Sustain
 - d) Build

8. Which is not correct about the Zack cycle
- ☒ a) It came in 1995
 - b) Retrieval
 - c) Use
 - d) Distribution
9. Which is not in the knowledge creation
- a) Internalization
 - b) Socialization
 - ☒ c) Compilation
 - d) Externalization
10. Which is the element of choo sense making
- a) Problem solving
 - b) Abstraction
 - ☒ c) Enactment
 - d) Concrete
11. Which is not the type of organization culture
- a) Mercenary Culture
 - b) Communal Culture
 - c) Fragmented Culture
 - ☒ d) Combined Culture
12. What is the key characteristic of a learning organization's approach to knowledge management?
- a) Centralized control
 - b) Reactive problem-solving
 - ☒ c) Encouragement of experimentation and innovation
 - d) Strict adherence to predetermined procedures
13. Which factor is essential for effective quality assurance in tacit knowledge management?
- ☒ a) Standardization
 - b) Secrecy
 - c) Collaboration
 - d) Exclusivity
14. What is the primary focus of knowledge management?
- a) Managing tangible assets
 - b) Managing financial resources
 - ☒ c) Managing intangible assets
 - d) Managing physical infrastructure
15. How do cultural issues influence knowledge management?
- a) Cultural diversity impedes knowledge sharing
 - ☒ b) Cultural norms dictate the types of knowledge valued within an organization
 - c) Cultural homogeneity fosters creativity and innovation
 - d) Cultural differences have no impact on knowledge management
16. Which term refers to the process of converting explicit knowledge into tacit knowledge?
- a) Externalization
 - ☒ b) Internalization
 - c) Socialization

- d) Combination
17. Which approach focuses on capturing and codifying explicit knowledge?
- Top-down approach
 - Bottom-up approach
 - Tacit knowledge approach
 - ☒ Explicit knowledge approach
18. What distinguishes knowledge management from information management?
- Knowledge management focuses on explicit knowledge
 - ☒ Knowledge management focuses on tacit knowledge
 - Knowledge management emphasizes data analysis
 - Information management emphasizes knowledge sharing
19. Capability maturity model consist of these component, arrange in correct sequence
i) repeatable ii) defined iii) managed iv) optimizing
- (ii),(i),(iii),(iv)
 - ☒ (i),(ii),(iii),(iv)
 - (i),(iii),(iv),(ii)
 - (i),(iii),(ii),(iv)
20. Match the followings

Types	Description
a) Expert	1. Internalizes the knowledge fully has a deep understanding with full integration into values, judgements and consequences using that knowledge
b) Novice	2. Knows about the knowledge, can use and reason with the knowledge given external knowledge bases such as documents and people to use.
c) Master	3. Knows the knowledge, holds the knowledge in memory, understands where it applies, reasons with it without any outside help.
d) Competent	4. Barely aware

- a-1, b-2, c-3, d-4
- ☒ a-3, b-4, c-1, d-2
- a-2, b-4, c-3, d-1
- a-4, b-3, c-1, d-3

Part B

(Attempt any 6 questions)

1. Briefly explain how cultural influence knowledge transfer and knowledge sharing within organizations.
2. Explain the Choo Sense-making Knowledge Management Model
3. Explain the von Krogh and Roos Model of Organizational Epistemology.
4. Explain integrated KM cycle.
5. What are KM metrics? What are its different approaches
6. Explain Knowledge Portals
7. How has the focus of organizational value shifted from physical assets to knowledge assets in the context of Knowledge Management?
8. Write in brief about the knowledge management strategy and its components.

Part C

(Attempt any 2 questions of 10 marks each)

9. Explain the key components of the McElroy and Wiig KM Cycles. How do these models differ in their approach to managing organizational knowledge?
10. Explain the Nonaka and Takeuchi Knowledge Spiral Model in the context of organizational knowledge creation, how it contributes to the knowledge creation process.
11. Define regression analysis. Explain different types of regression analysis with examples.

Part D

(Attempt any 2 questions of 15 marks each)

12. Explain knowledge management from the perspective of Cognitive Science, what is the multidisciplinary nature of KM and write its needs, objectives and components.
13. Describe the role of metrics in Knowledge Management. Discuss the Benchmarking Method and the Balanced Scorecard Method as approaches to measure KM performance. How do these methods help in evaluating and improving KM initiatives?
14. Compare and contrast the Zack Cycle and the Bukowitz and Williams KM Cycle. Discuss the key components, objectives, and stages of each cycle. How do these models support effective knowledge management in organizations?

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