

Indian Statistical Institute

Documentation Research and Training Centre  
M.S. (Library and Information Science)  
2nd Semester Final-term Examination (2025-2027)

Paper 08: Knowledge Management

Time: 10:00 AM - 1:00 PM

Max. Marks: 100

Date: 29-04-2026

PART-I

Attempt all questions

[20x2]

- 1) Which statement best describes the relationship between codification and diffusion in Boisot's I-Space model?
  - a) Structured data is harder to diffuse because it lacks context.
  - b) The more data can be structured and converted into information, the more easily it can be diffused.
  - c) Abstract knowledge is less diffusible because it requires a shared coding scheme.
  - d) Diffusion is independent of the degree of codification.
  
- 2) In the SECI model, what is the primary function of "Externalization"?
  - a) Converting explicit knowledge into a more complex explicit form.
  - b) Transforming personal, difficult-to-articulate tacit knowledge into communicable, explicit concepts often through metaphors and analogies.
  - c) Sharing tacit knowledge through direct experience without the use of language.
  - d) Embedding explicit knowledge into an individual's mental models through practice.
  
- 3) According to the Choo Sense-Making model, how does a "loosely coupled system" benefit an organization?
  - a) It ensures that all parts of the system are identical for easier management.
  - b) It prevents individuals from interpreting reality based on past events.
  - c) It allows the system to be revised or adapted without damaging the entire organizational structure.
  - d) It eliminates the need for shared interpretations among employees.
  
- 4) Why would an organization choose to "Divest" a knowledge asset according to the Bukowitz and Williams KM cycle?
  - a) Because the asset is being used too frequently by competitors.
  - b) Because the resources required to maintain the knowledge exceed the value it currently creates for the organization.
  - c) Because the knowledge has been fully codified into a database.

- d) To ensure that employees do not become too specialized in one area.
- 5) What is the core distinction between "Single-Loop" and "Double-Loop" learning in the McElroy KM cycle?
- a) Single-loop learning involves groups, while double-loop involves individuals.
  - b) Single-loop learning produces new knowledge, while double-loop only reinforces existing beliefs.
  - c) Single-loop learning leads to behavioral adjustments, while double-loop learning leads to the rejection of existing knowledge and the production of new knowledge.
  - d) There is no functional difference between the two in a business environment.
- 6) In Wiig's KM model, why is "Connectedness" a critical dimension of a knowledge base?
- a) It measures the total volume of data stored in the repository.
  - b) It defines the relations between knowledge objects, making the content more coherent and valuable.
  - c) It ensures that only public knowledge is accessible to novices.
  - d) It prevents the use of semantic networks in mental modeling.
- 7) What is the primary risk associated with "Black Box" models in data mining?
- a) They require too much storage space in the knowledge repository.
  - b) They are too easy for competitors to replicate.
  - c) They make it difficult for humans to hypothesize about or understand the underlying causal relationships behind a prediction.
  - d) They cannot be used for market basket analysis.
- 8) According to the Balanced Scorecard (BSC) method, why is the "Learning and Growth" dimension essential?
- a) It provides the only metric for calculating immediate financial ROI.
  - b) It addresses the organization's ability to improve processes and educate employees, which ultimately drives long-term performance.
  - c) It replaces the need for an internal business process dimension.
  - d) It is used exclusively to monitor customer satisfaction ratings.
- 9) In the context of organizational maturity, what characterizes the "Optimizing" stage (Level 5)?
- a) Processes are documented and standardized for the first time.
  - b) Continuous process improvement is embedded through quantitative feedback and the piloting of new ideas.
  - c) The organization relies entirely on the individual skills of a few experts.
  - d) Basic processes are established but only applied on a project-specific basis.

- 10) What is the strategic purpose of a "Gap Analysis" in a KM road map?
- a) To count the number of documents in the company's archive.
  - b) To identify the differences between the current "as is" state and the desired "to be" state, highlighting enablers and barriers.
  - c) To provide a list of all employees nearing retirement.
  - d) To determine which IT vendor offers the cheapest software.
- 11) How does "Socialization" differ from "Internalization" in the SECI spiral?
- a) Socialization is explicit-to-tacit, while Internalization is tacit-to-explicit.
  - b) Socialization involves tacit-to-tacit sharing through shared experience, while Internalization involves explicit-to-tacit conversion through learning-by-doing.
  - c) Socialization requires a database, while Internalization only requires a classroom.
  - d) Internalization happens between groups, while Socialization only happens within individuals.
- 12) Why does Wiig emphasize that knowledge should be organized in multiple ways?
- a) To ensure that the same data is never repeated in different systems.
  - b) Because different cognitive tasks require different perspectives and purposes for the same knowledge.
  - c) To make the knowledge repository more difficult for hackers to navigate.
  - d) Because novices and masters should never access the same information.
- 13) What is the significance of "Ba" in the SECI model?
- a) It is the software platform used to host the knowledge portal.
  - b) It represents a shared physical or virtual space that enables individuals to interact and create knowledge.
  - c) It is a metric used to measure the speed of knowledge diffusion.
  - d) It refers to the final step of the KM strategic road map.
- 14) In Choo's model, what does "Satisficing" behavior in decision-making imply?
- a) That a decision-maker has exhausted every possible alternative for a perfect outcome.
  - b) That a decision is made because it is "good enough" within the constraints of limited time and information.
  - c) That the organization has reached the highest level of KM maturity.
  - d) That personal values have been completely removed from the decision process.
- 15) What is the primary reason for conducting a "Knowledge Audit" before implementing new technology?
- a) To justify the purchase of the most expensive KM system available.
  - b) To understand exactly what tools are appropriate by identifying core knowledge needs, flows, and gaps among the people who will use them.
  - c) To replace the need for a business vision statement.

- d) To ensure that all tacit knowledge is immediately converted to explicit documents.
- 16) How do "Intelligent Agents" differ from standard software in KM?
- a) They require constant manual input from the user to function.
  - b) They possess autonomy and proactivity, meaning they can take initiative and act on behalf of the user without direct instruction.
  - c) They are only used for physical archiving of paper documents.
  - d) They cannot learn or adapt to a user's past behavior.
- 17) Which form of knowledge in Wiig's hierarchy is the "least accessible but most complete"?
- a) Public Knowledge.
  - b) Shared Expertise.
  - c) Personal Knowledge.
  - d) Factual Knowledge.
- 18) In Boisot's model, what is a potential negative consequence of high "Codification"?
- a) The knowledge becomes impossible to share with other departments.
  - b) The loss of context may result in the loss of valuable content or nuances.
  - c) The knowledge becomes too abstract for the "Scanning" phase.
  - d) Diffusion speed is significantly reduced.
- 19) What is the role of "Artifacts" in the "Impacting" phase of Boisot's Social Learning Cycle (SLC)?
- a) They are used to test if a knowledge claim is falsified.
  - b) They represent the fixing of abstract knowledge into concrete practices, rules, or physical objects.
  - c) They are only relevant during the "Problem-Solving" phase.
  - d) They prevent knowledge from becoming tacit again.
- 20) According to Schein's definition, why is organizational culture taught to new members?
- a) To ensure everyone uses the same password for the intranet.
  - b) Because those basic assumptions have worked well enough to be considered the "correct" way to perceive and feel regarding organizational problems.
  - c) To discourage any form of innovation or change.
  - d) To replace the need for a formalized KM strategy.

## PART-II

### Attempt six questions

1. Explain the four modes of knowledge conversion in the Nonaka and Takeuchi model. [10]
2. Analyze the concept of organizational maturity models in knowledge management. Detail the five levels of the Capability Maturity Model (CMM) and explain how maturity impacts KM implementation. [5+5]
3. Explain organizational culture and its different types supported by example. [10]
4. Define Semantic Network and elaborate on Wiig's Knowledge Management Model with illustrative examples. [10]
5. Describe the knowledge management strategy in detail supported by example. [10]
6. What are the core challenges when conducting a Knowledge Audit? [10]
7. Evaluate the importance of KM metrics and discuss the two methods as frameworks for monitoring organizational performance. [2+4+4]
8. What is the Integrated KM Cycle? Also explain its components. Provide a mapping of Integrated KM Cycle with rest all other KM Cycle? [2+4+4]