

VPM's
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Programme: MMS (2014-16)
Forth Semester Examination April 2016

Subject	Building Learning Organization		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages		Date	11-04-2016

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) Case Study How To fix Knowledge Management 20 Marks (Compulsory)

It's time to abandon the fiction that knowledge management technology is working. Last year, U.S. companies spent \$4.5 billion on software and other technologies that claim to foster information sharing among employees. Where's the payoff?

The problem is that most organized corporate information sharing is based on a failed paradigm: publishing. In the publishing model, someone collects information from employees, organizes it, advertises its availability, and sits back to see what happens. But because employees quickly create vast amounts of information, attempts to fully capture it are frustrated every time. Even the most organized efforts collect just a fraction of what people know, and by the time this limited knowledge is published, it's often obsolete. The expensive process is time consuming, and it doesn't scale well. Worse, it's retrospective: Companies make decisions about which information to capture based on what's been useful in the past. It's like using the rear view mirror to navigate the road ahead.

Even if all the right knowledge could be identified, the publishing model wrongly assumes that people are willing to share their most valuable knowledge equally and without some quid pro quo. The reality is that what employees say they know depends on who's on the receiving end of that information. People guard their information and selectively release it. This tendency to hoard knowledge is often cited as a core problem of corporate culture and the cause of poor collaboration. But, in fact, hoarding and meting out information result from an important positive impulse, the desire to appear valuable to the company.

Instead of squelching people's natural desire to control information, companies should exploit it. They should stop trying to extract knowledge from employees; they should instead leave knowledge where it is and create opportunities for sharing by making knowledge easy for others to find. This requires a shift away from knowledge management based on a publishing model, and a focus on collaboration management based on a brokering model.

Going for Brokering

A brokering model taps people's eagerness to share when there's something in it for them—particularly when sharing makes them visibly more valuable to their company. For example, if, unbeknownst to each other, two managers in different divisions are evaluating the same vendor, wouldn't they want to talk to each other and compare notes—especially if their successful connection was apparent to management? Or consider the executive in New York evaluating an acquisition and the plant manager in Michigan who used to work at the target company. These people would have a lot to share—if only they knew about each other.

The challenge for the brokering model, then, is to connect people who should be connected. One IT-based solution is to continually survey the flood of electronic information that flows through a company to learn who is likely to know what. Then, when someone needs informa-

tion, those who have it can be asked privately whether they are willing to share. At Tacit, our software sifts through e-mail, network folders, and other data sources to identify common information threads. Our systems alert people about their shared interests without identifying them—somewhat like a dating service. That gives knowledge holders the opportunity to contact seekers directly or to confidentially decline contact. The systems also field queries. For example, an individual can ask whether anyone else is talking to the vendor he or she is considering. The parties can then connect or confidentially decline.

Our experience shows that brokering works best when people feel free to share the information they want, when they want. Technology should not flood people with information or take it from them; instead, it should identify connections that are valuable to the people that are being connected. Paradoxically, the more privacy privileges companies extend to employees in this process, the more they will choose to share.

Questions:

- 1) Will brokering model solve the issues of managing knowledge?
- 2) What could be the challenges with implementing the brokering model?
- 3) What strategies should organizations adopt to manage knowledge?
- 4) What is the role of IT in knowledge management?

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Why do organizations become a learning organization?
- b) What strategies were used by xerox during its process of benchmarking?
- c) *'The ability to learn faster than your competitors may be the only sustainable competitive advantage'*. Comment

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain few best practices of learning organization?
- b) How can organization bring a culture of learning?
- c) Explain the different levels of Organizational capability?

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the barriers to learning organization?
- b) What strategic elements would an organization need from HR perspective to build a LO?
- c) Differentiate between Tacit vs Explicit Knowledge.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain in brief the process of Knowledge Management.
- b) How does organization Benchmark itself? Give examples
- c) Why is PDCA cycle important in Process Mapping?

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What is Process Mapping. Explain with the help of a diagram?
- b) How does an organization architect itself towards LO?
- c) Explain system learning model with an example of your choice.

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) How does Benchmarking process becomes successful?
- b) According to you, how should organizations encourage its employees for sharing knowledge.
- c) Explain the role of a leader in a learning organization?