Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, May 2025
Course: Organization Learning and Knowledge Management
Semester: VI
Program: Int_BBA_MBA_General   Time: 03 hours
Course Code: HRES_3042   Max. Marks: 100

SECTION A
10Qx2M=20Marks
Instruction: Read all the questions carefully and attempt all of them. In MCQs only 1 option is correct.

S. No.		Marks	CO
Q1	Explicit knowledge refers to knowledge that is: A. intuitive, internalized, and hard to communicate. B. embedded in personal experiences and cultural practices. C. easily codified, documented, and transferred through formal means. D. acquired through years of practice but difficult to explain to others.	[2]	CO1
Q2	Which of the following best represents the correct relationship between data, information, and knowledge? A. Information is raw facts; data is processed information; knowledge is just a collection of information. B. Data is processed knowledge; information is raw data; knowledge is unstructured and chaotic. C. Knowledge is raw data organized into meaningful patterns; information is intuition-based. D. Data are raw facts, which when processed become information, and when understood and applied become knowledge.	[2]	CO1
Q3	Which of the following is not one of the five disciplines in Peter Senge's model of a Learning Organization? A. Personal Mastery	[2]	CO1

	B. Shared Vision		
	C. Organizational Restructuring		
	D. Systems Thinking		
Q4	In the context of a knowledge audit, analyzing knowledge flows within an organization helps to: A. Eliminate the need for documentation B. Understand how knowledge moves across people and processes C. Identify high-performing employees D. Replace legacy systems automatically	**[2]**	**CO1**
Q5	In the SECI Model, which process represents the conversion of tacit knowledge to explicit knowledge? A. Socialization B. Externalization C. Combination D. Internalization	**[2]**	**CO1**
Q6	Which of the following best describes "proprietary knowledge" in the Boisot Model? A. It is widely shared and not codified, like common sense B. It is codified but not widely diffused, like patents or official secrets C. It is neither codified nor diffused, like biographical stories D. It is codified and widely diffused, like textbooks and newspapers	**[2]**	**CO1**
Q7	Fill up: Metadata is often described as "data about _____," providing context or additional information about the primary data.	**[2]**	**CO1**
Q8	True/False Storytelling in knowledge management is primarily used for entertainment and has little impact on organizational learning.	**[2]**	**CO1**
Q9	True or False:	**[2]**	**CO1**

	Data mining is used to identify patterns and trends in large datasets that are not immediately obvious.		
Q10	True/False Wiig's KM model asserts that knowledge creation alone is sufficient for effective organizational knowledge management.	[2]	CO1
	SECTION B **4Qx5M= 20 Marks**		
Q11	Differentiate between data, information, and knowledge using suitable examples. Why is it important for organizations to understand this distinction in knowledge management?	[5]	CO2
Q12	Describe three stages of the Knowledge Management (KM) process. How do these stages contribute to improving organizational performance?	[5]	CO2
Q13	The SECI model emphasizes dynamic interaction between tacit and explicit knowledge. Briefly explain each of the four SECI processes with a practical example from an organization.	[5]	CO2
Q14	How can the 'Use' and 'Learn' phases of the Bukowitz and Williams KM model be leveraged during a business crisis? Illustrate with a brief example.	[5]	CO2
	SECTION-C **3Qx10M=30 Marks**		
Q15	Identify and explain at least five individual-level barriers to effective knowledge sharing within organizations. Discuss how these barriers can hinder knowledge transfer and propose practical measures that management can take to overcome them.	[10]	CO3
Q16	Describe the four core subsystems of a learning organization—organization, people, knowledge, and technology. How do these elements interact to foster continuous learning and adaptability within an organization?	[10]	CO3
Q17	What is a knowledge audit, and how does it differ from traditional audits such as financial audits? Describe its core purpose and explain why people are placed at the center of a knowledge audit.	[10]	CO3
	SECTION-D **2Qx15M= 30 Marks**		
Q18	Case Scenario:		

	You have recently been appointed as the Chief Knowledge Officer (CKO) at a large multinational IT services company. Despite having an advanced technological infrastructure, the organization is struggling with poor knowledge sharing across departments, high duplication of efforts, and low employee engagement in knowledge initiatives. Drawing upon your understanding of the individual, organizational, and technological barriers to knowledge sharing, answer the following: **a)** Identify and explain at least five major barriers that could be affecting knowledge sharing in this organization. (15 marks) **b)** Propose and justify strategic interventions at the leadership, structural, and cultural levels to build a more robust and sustainable knowledge-sharing culture. (15 marks)	**[30]**	**CO4**