



UNIVERSITY
OF
JOHANNESBURG

**FACULTY OF MANAGEMENT
SUPPLEMENTARY EXAMINATION JUNE 2016**

DEPARTMENT OF BUSINESS MANAGEMENT

MODULE: KNOWLEDGE MANAGEMENT
CODE: BMK9X05
DATE: JULY 2016 SUPPLEMENTARY EXAM
DURATION: 3 HOURS
TIME: 08:30 – 11:30
TOTAL MARKS: 100

EXAMINER(S) : Dr Z BARNARD
(EXTERNAL) MODERATOR: Dr M de Kock
NUMBER OF PAGES : THREE PAGES

INSTRUCTIONS TO CANDIDATES:

- Read the following case study
- Please answer all the questions.
- Question papers must be handed in.
- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

QUESTION 1

When Netscape went public in 1995, it was a \$17 million company with fifty employees. Yet after only the first day of trading, the stock market valued Netscape at \$3 billion. What were investors buying? Certainly not telephones and the company's inventory of software. In fact, they "bought" the people who had built Netscape – their knowledge, skills, ideas and talent. They were also investing in the company's demonstrated ability to innovate, create, and bring to market a product that makes the Internet accessible to the public at large. Discuss how Intellectual Capital can contribute to innovation and strategic renewal in a company.

[25]

QUESTION 2

Gartner Group advises that, in order to minimize the risk of failure, as well as aligning Intellectual Capital management to the strategic direction of the enterprise, the Intellectual Capital initiative must be based on strategies that directly support business objectives. Discuss how you would implement an Intellectual Capital management framework in a company.

[25]

QUESTION 3

Explain the dimensions and benefits of a Community of Practice and the different steps you would follow to implement a Community of Practice (CoP) in a company.

QUESTION 4

Compile a well-motivated proposal for the top management of your company in order to conduct a knowledge audit in the company. Create your own scenario for the motivation. Also include an overview of the methodology which should be used.

[25]

Total: [100]

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