

**STUDY OF “KNOWLEDGE AS AN ASSET IN DESIGN ENGINEERING
CORPORATE”- KEAS CONTROL SYSTEMS INDIA PRIVATE LIMITED**

By

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A PROJECT REPORT

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In partial fulfillment for the award of the degree

of

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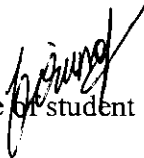
APRIL, 2009



CERTIFICATES

BONAFIDE CERTIFICATE

Certified that this project report titled STUDY OF “KNOWLEDGE AS AN ASSET IN DESIGN ENGINEERING CORPORATE”- KEAS Control Systems India Private Limited is bonafide work of Mr. Thirumal. K who carried out the research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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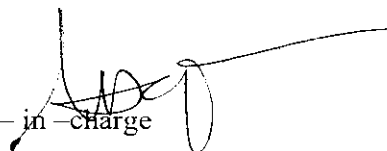
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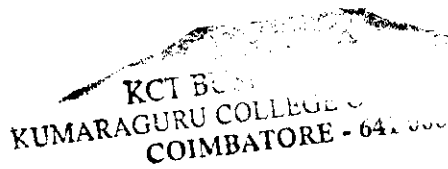
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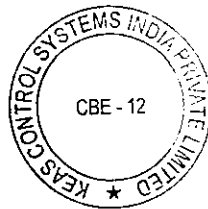
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This is to certify that **Mr. K. THIRUMAL**, completed his project titled “STUDY OF KNOWLEDGE AS AN ASSET IN DESIGN ENGINEERING CORPORATE” at M/s. KEAS Control Systems India Private Limited from 02-JAN-09 to 30-Mar-09.

The questionnaires were distributed to our design engineers and staff for a sample size of 50 respondents and the inferences were complied by him to complete the project.

His Conduct and Character along with Involvement and Commitment all through the project period was Very Good.

We wish him all “The Very Best” for his future endeavors.




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ABSTRACT

India is being seen as a potential goldmine for outsourcing from the world and the latest research has rated as the top destination for major engineering projects. India is suitable for outsourcing the project works. In order to maintain the more projects towards India and this in turn will provide more foreign direct investment. So to get more projects knowledge is the only way to India, because generally Indian's were good in engineering field when compared to the other countries in the world. Getting more projects also provides more job opportunities to the technically sound engineers. This scenario has to exist to develop our country economically and to provide superior status to India in all over the world.

Against this background the study was conducted to understand the profile and technical knowledge of KEAS Control Systems India Private Limited. It also analyses the key factors to find out the knowledge gap form the employees, then to the ways to build the knowledge gap among the employees and to reveal the ways for the continuous updating of the knowledge. Further the study attempts to identify the influence of variables on the level of expectation and satisfaction level. The study assumes the characteristics of the descriptive research. A sample of fifty employees from the KEAS Control Systems India Private Limited Coimbatore is selected on convenience basis and data are collected through specially questionnaire.

The study reveals that the knowledge level required for the design projects is available with the employees and if not what are the ways to improve the knowledge status of employees. The demographic variables like experience, gender and position of employee have a significant influence on the expectation factors. The finding would enable the strategies to frame suitable knowledge progress of the KEAS Control Systems India Private Limited.

ACKNOWLEDGEMENT

I feel honored to place warm salutation to **Director, Centre for Distance Education, Anna University-Chennai**, who has given me the opportunity to have a strong base in Management and profound leading knowledge.

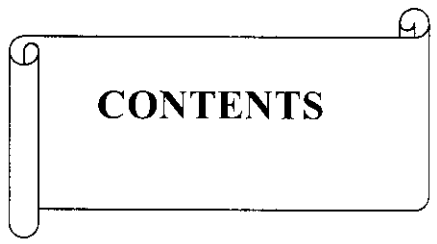
I sincerely acknowledge offering a word of thanks to our beloved and respected **Dr.S.SADASIVAM, Dean (Academic), Kumaraguru College of Technology, Coimbatore and Coordinator, KCT Study Centre, Coimbatore**. Who has encouraged us throughout the course.

I feel immensely happy in acknowledging our sincere thanks to **Mr.A.SENTHIL KUMAR, Faculty-Finance, KCT Business School, Kumaraguru College of Technology, Coimbatore and Counselor - MBA Programme, KCT Study Centre, Coimbatore** who gave the needful suggestions.

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I acknowledge my sincere thanks to **EARAIY ANANDA EZHILAN Managing Director** and **Mr. M. Md. NASSER KAMAL, General Manager, HRD of KEAS Control Systems India Private Limited** for giving me an opportunity for doing the project in their esteemed organizations and encouraged me with their expert counseling and guidance for successful completion of my research study.

I cherish to acknowledge the benevolence of my family and friends for their encouragement, enthusiasm and moral support.



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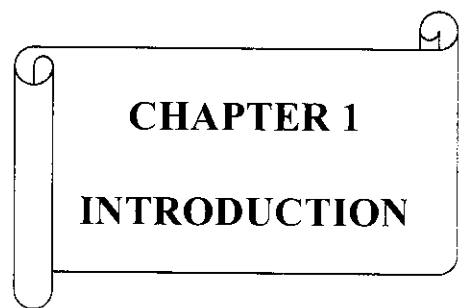
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CHAPTER 1
INTRODUCTION

CHAPTER 1

INTRODUCTION

Organizations often struggle with getting people to incorporate the knowledge management tools and processes into a daily work routine. People are typically socialized to use whatever is the traditional tool for storing or accessing information, and when something new comes along it can be hard for people to adapt and adopt. Technology alone cannot make people into better knowledge managers. Knowledge management means asking people to devote their scarce time to codifying their newly acquired knowledge and transmitting it to others. People need to have personal and organizational incentives and they need to be able to access training to use new tools.

Knowledge update is a very personal activity that, if practiced widely, can improve organization's ability to achieve development results. Knowledge update means taking responsibility for what you know, who you know—and what they know.

1.1 RESEARCH BACKGROUND

The research to be done in “KEAS CONTROL SYSTEMS INDIA PRIVATE LIMITED” Coimbatore. The total concept and idea of research has undergone the attention in terms of engineer response to the project tasks given to them. A large young working population with median of 24 years of age, nuclear families in urban area, along with increasing working women population and emerging opportunities in the services sector are going to be the key factors in the growth of the organized sector in India for the knowledgeable persons.

Personal knowledge skills include:

- ❖ Ways that people filter information overload
- ❖ Effective reading
- ❖ Concise note-taking
- ❖ Making sense of and analyzing information
- ❖ Synthesizing information
- ❖ Communicating effectively with others

The study mainly deals with the engineer perception in the design engineering field. Development workers typically have all of these skills, but these skills are seldom given serious attention within job descriptions, training programs, performance appraisals, and organizational strategic plans. The important factors in designing and assumptions based on knowledge updated by

- ❖ Experience
- ❖ Self realization by reading
- ❖ Attending the technical seminars
- ❖ Group discussion
- ❖ Site study
- ❖ Online analysis

1.2 PROBLEM IDENTIFIED AND CONFIRMED

Knowledge update begins and ends as a personal activity. Without the human understanding, personal context and need for immediate utility which we bring to bear on knowledge, all we have is raw data.

Personally accessible, immediately useful and relatively inexpensive personal knowledge update tools can empower development workers to take ownership of their intellectual assets. Knowledge update starts with the individual and moves through an organization.

Every individual uses knowledge update tools – including personal memory, date books, notebooks, file cabinets, email archives, calendars, post-it notes, bulletin boards, newsletters, journals, and restaurant napkins. Knowledge update begins when an organization enables individuals to link their personal knowledge update systems with organizational knowledge update systems.

Knowledge update tools only work when individuals see direct benefits in linking their personal knowledge update systems with organizational knowledge update systems.

1.3 NEED FOR PROJECT

Nowadays the engineering corporate faces lot of competitions in the global and local market. The only way to show the corporate differ from others is core technology.

The core competency will be done only when the employees have enough technical knowledge to handle a particular project.

The purpose of the project to find the knowledge updating and ways to achieve it. Some of the factors to achieve knowledge updating as follows

- ❖ Knowledge mapping
- ❖ Commitment to multi-stakeholder planning
- ❖ Participant goal setting
- ❖ Organizational goal setting
- ❖ Partnering/networking goal setting
- ❖ Measurement frameworks – monitoring & evaluation
- ❖ Implementation of tools and processes
- ❖ Selection of tools and processes

Implementing organizational knowledge updating requires the full involvement of individuals at all levels across an organization. Only through the participatory design and development of knowledge management systems and processes can a development organization ensure that people actually employ knowledge management tools effectively. This also requires respect and acknowledgement for the value of personal knowledge management activities so that the best features of those activities can be leveraged and adopted across the organization.

If development workers believe that the chores of contributing to an organizational knowledge update program benefit only their bosses, and not themselves or

the communities with which they work, they may decide the best way to take advantage of the value of their individual knowledge is to use it for personal or local advantage. This results in serious knowledge deficits for the wider organization.

Implemented from the bottom up by one development worker at a time, these techniques can increase productivity and enthusiasm and help to build momentum that can overcome the technological and social barriers to top-down, organization-wide knowledge update initiatives.

1.4 OBJECTIVE AND SCOPE OF THE PROJECT

To understand the knowledge applied by design engineer in his project for solving the problem. How design engineers will further improve their capabilities by updating the knowledge.

1.4.1 Objectives

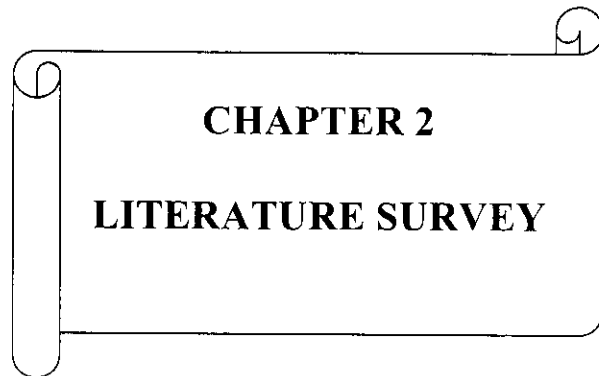
The main objectives of the research as follows

- ❖ To identify the knowledge gap
- ❖ To bridge the knowledge gap
- ❖ Ways to update the knowledge
- ❖ To study the knowledge based solutions provided by corporate
- ❖ To know the minimum skills required to perform job
- ❖ To provide suggestions for improvement

1.4.2 Scope of Study

This research gives a broad frame work of the engineering corporate and an analysis of their profile in knowledge updating. This can be used as a guideline in the future corporate plans and making changes in current activities. It gives an idea of the areas, which need emphasis and development.

This study to be conducted in the Coimbatore city covering all the areas falling within the Coimbatore zone with a sample size of 50 respondents. All the employees of fresher, middle level and lead level will be responding to this research through the questionnaires and participating in the discussion.



CHAPTER 2
LITERATURE SURVEY

CHAPTER – 2

LITERATURE SURVEY

2.1 REVIEW OF LITERATURE

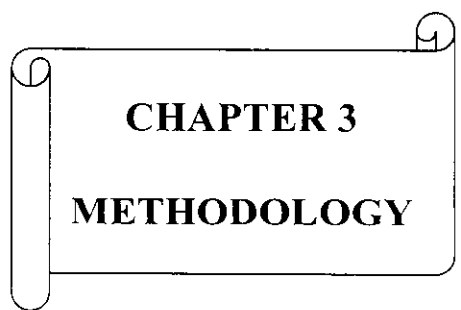
❖ The idea of a gradual diminishing knowledge gap resulting in an incrementally increasing resource commitment is pivotal in the traditional theory of firms' internationalization processes. Potential determinants are derived from traditional internationalization theory as well as organizational learning theory, including the concept of absorptive capacity. “Marjorie A. Lyles, Knowledge Gaps, Indiana University, Kelley School of Management”.

❖ Information and knowledge management technologies (IKMT) and globalization have changed the way that firms in service industries formulate, implement and sustain competitive advantage. It study provides recommendations to International Engineering, Procurement and Construction Industry executives regarding the impact of strategic information technology capabilities on competitive advantage of firms in their industry. “Information and knowledge management technologies and competitive advantage in global organizations, William Schulte, Ph.D. Shenandoah University”.

❖ The ways to update the knowledge and to improvising the statue of personal knowledge to wisdom. Knowledge management – classic and contemporary work, edited by Darly Morey, Mark Maybury and Bhavani thuraisingahm.

2.2 RESEARCH GAP

From the collected review it can be noted that there exists a research gap as study on STUDY OF “KNOWLEDGE AS AN ASSET IN DESIGN ENGINEERING CORPORATE”- KEAS CONTROL SYSTEMS INDIA PRIVATE LIMITED is not attempted much and so this study is being conducted.



CHAPTER 3
METHODOLOGY

CHAPTER - 3

METHODOLOGY

The methodology proposed is the convenient sampling method within the single organization of the design engineers.

3.1 TYPE OF PROJECT

The type of study is descriptive in nature since it describes the perception of the design engineers in the “KEAS Control Systems India Private Limited”.

3.2 TARGET RESPONDENTS

The target respondents is design engineers of following levels

- ❖ Low level (fresh employee)
- ❖ Middle level
- ❖ Top level

The engineers will be responding for the questionnaires given them.

3.3 ASSUMPTIONS, CONSTRAINTS AND LIMITATIONS

- ❖ The study will be limited to the area of Coimbatore only
- ❖ Due to the time constraint only 50 respondents will be covered
- ❖ The method of convenient sampling is used the findings cannot be generalized

3.4 SAMPLING METHODS

The sampling design consists of sampling method and sample size. The sampling method used in convenient method of sampling since the population is infinite. The sample size is 50 respondents from the design engineers of “KEAS Control Systems India Private Limited”.

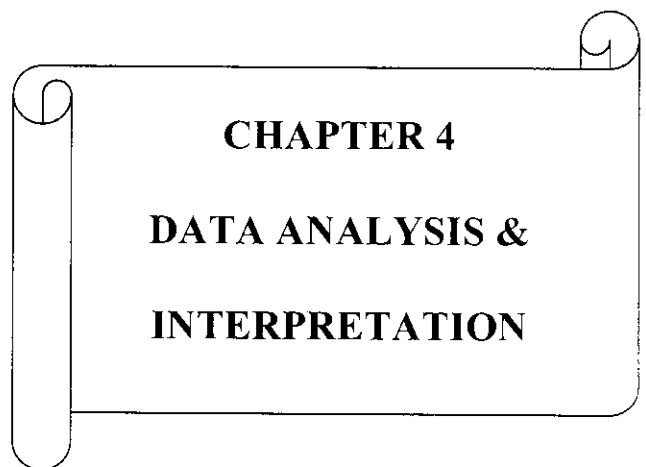
3.5 DATA PROCESSING

For design engineering corporate the most important requirement is knowledge to design a conceptual and technically sound projects. There comes the knowledge economy to develop the design engineering corporate. Knowledge based economy is the one where knowledge is the main source of wealth, growth and employment, with a strong reliance on information technology.

By the collected data it is possible to check for the corporate knowledge requirement from employees. It is also revealing the knowledge gap of employee is existing or not, if it is so how to bridge the knowledge gap. Finally the updating of the knowledge continuously.

Unlike the capital and labour, knowledge strives to be a public good. Once knowledge is discovered and made public, there is marginal cost to sharing it with more users. Secondly, the creator of knowledge finds it hard to prevent others from using it. Instrument such as trade secrets protection and patents, copyright and trademarks provide the creator with some protection.

Technology and knowledge are now the key factors of factors of production. Knowledge is the basic form of capital. Economic growth is driven by the accumulation of knowledge. Knowledge management is a discipline that promotes an integrated approach to identifying, managing and sharing all of an enterprise's information assets. These information assets may include databases, documents, policies and procedures, as well as previously unarticulated expertise and experience resident in individual workers.



CHAPTER 4
DATA ANALYSIS &
INTERPRETATION

CHAPTER – 4

DATA ANALYSIS AND INTERPRETATION

4.1 Proposed Analysis (Statistical Tools) and Interpretation

The statistical tool used for analysis is

- ❖ Percentage analysis

Percentage analysis is used to describe the profile of respondents and status of knowledge updating by design engineers in the “KEAS Control Systems India Private Limited”.

Table 4.1 – Distribution of respondents on design engineering work level

Employee level	No. of respondents	Percentage
Top level	10	20
Middle level	20	40
Lower level	20	40
Total	50	100

From the above table the data shall be interpreted as 20% of top level engineers were respondents, 40% of respondents belong to the middle level engineers and 40% belong to the lower level and fresher engineers.

Figure 4. 1 Respondents percentage level

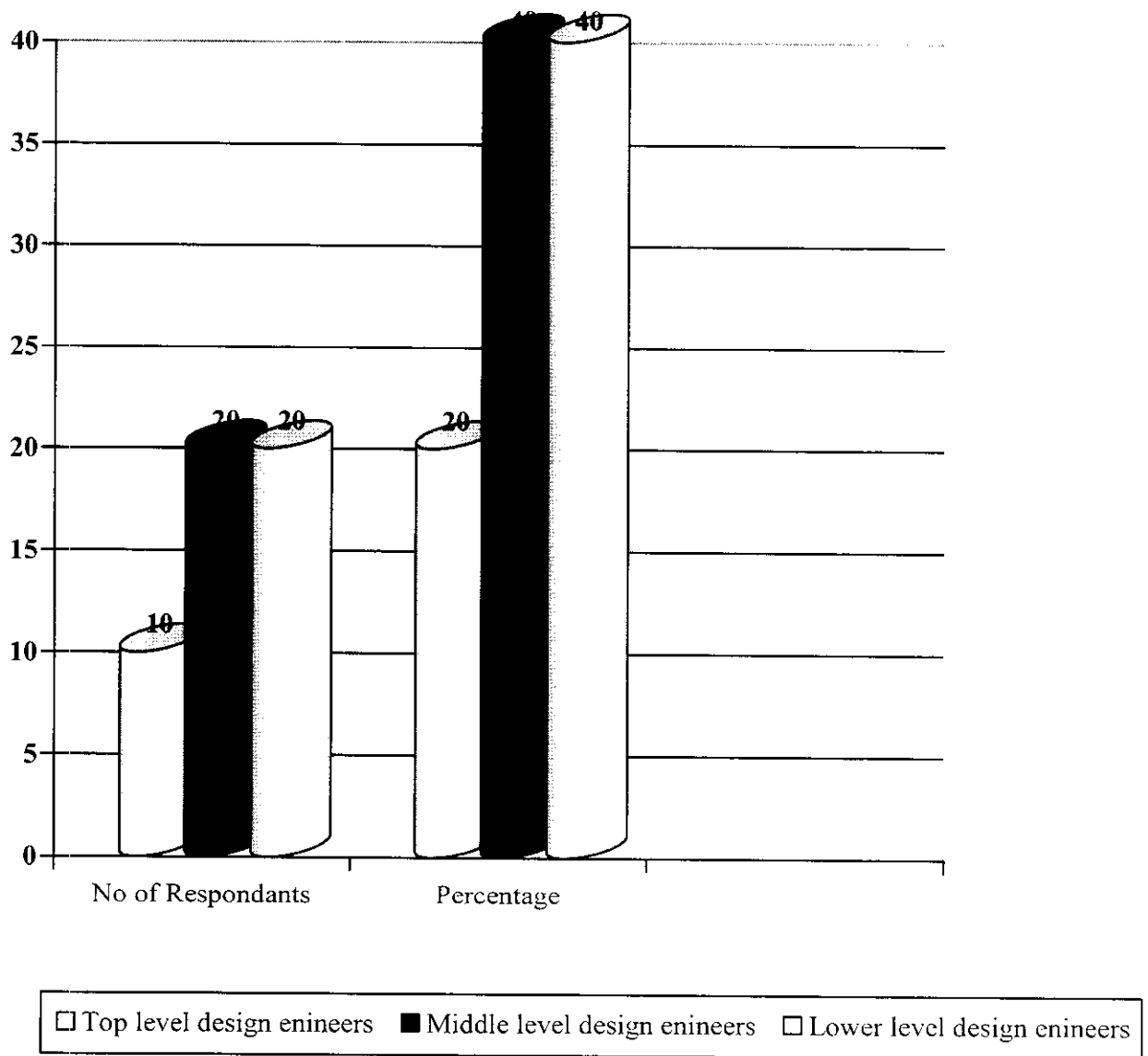


Table 4.2 Top level design engineer's knowledge criteria of ten respondents

Employee criteria in	Percentage		Total
	Exists	Not exists	
Knowledge gap	5	95	100
Bridging the knowledge gap	100	0	100
Updating knowledge	100	0	100

From the above table the data shall be interpreted from 10 numbers of respondents from top level engineers. The selected criteria for top level engineers are the year of experience from 6 years and above. It is found that the knowledge gap existing in the top level engineers is negligible and if at all gap exists it shall be quickly bridged. This is confirmed from their 100% interest showing in bridging the knowledge gap.

Whereas the top level engineers is required to guide and in position to look after the other trainees. So it is necessary to update their knowledge every time. This is also confirmed from their response to the knowledge updating is 100%. So in the KEAS control corporate design top level engineers where capable of doing many projects without any disappointment even thought the customer does not specifying crystal clear specification.

Figure 4. 2- Knowledge Status of top level design engineers

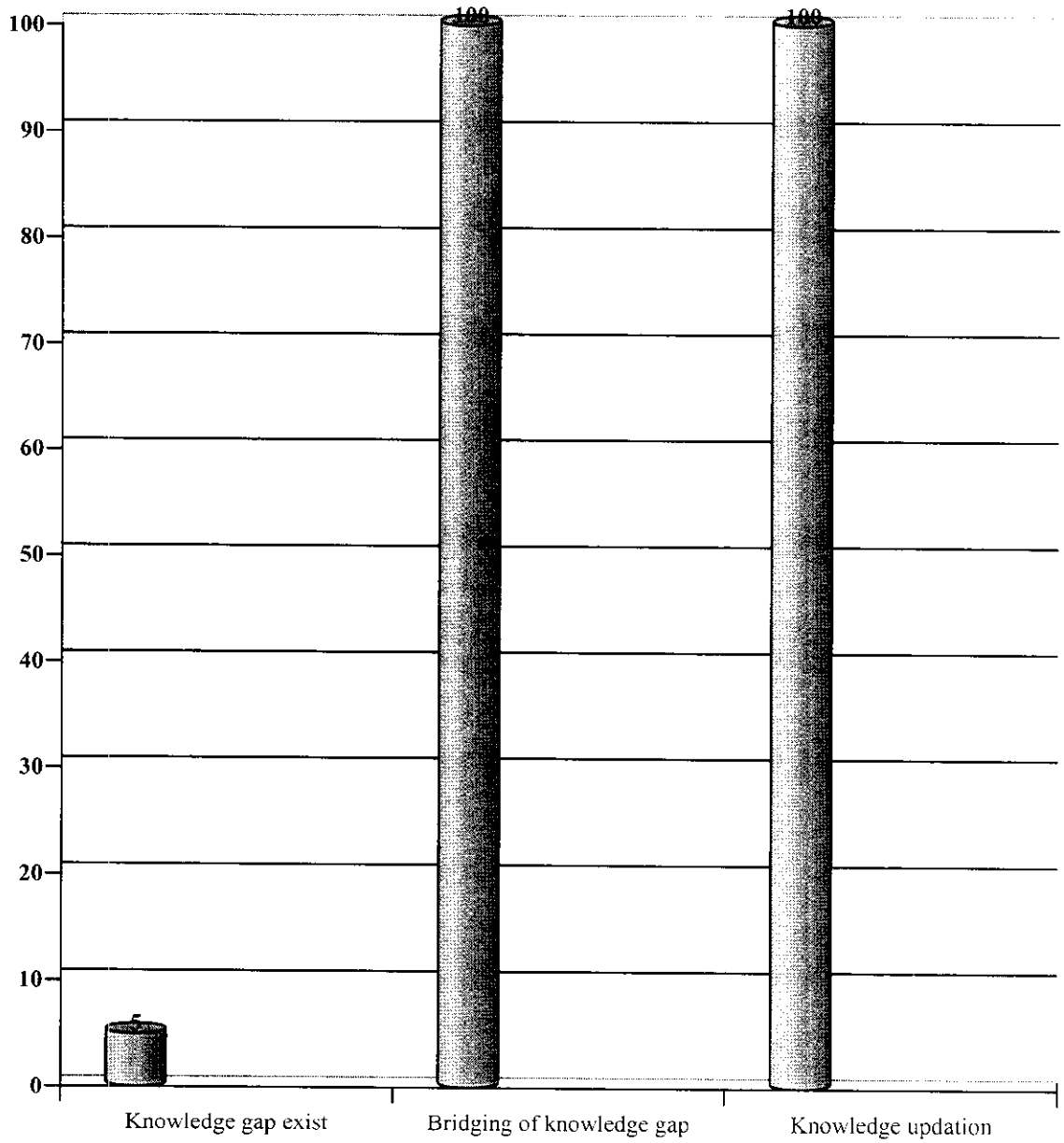


Table 4.3 Middle level design engineer's knowledge criteria of twenty respondents

Employee criteria in	Percentage		Total
	Exists	Not exists	
Knowledge gap	15	85	100
Bridging the knowledge gap	95	5	100
Updating knowledge	90	10	100

From the above table the data shall be interpreted from 20 numbers of respondents from middle level engineers. The selected criteria for middle level engineers are the year of experience between 2 years and 4 years. It is found that the knowledge gap existing in the middle level engineers is tolerable to the corporate and the gap exists it shall be quickly bridged. This is confirmed from their 95% interest showing in bridging the knowledge gap.

It is also observed that the 5 % of respondents were not bridging the knowledge gap, this shows the continuous mistakes done by the particular employee. This employee shall be even proper advice and training to bridge the knowledge gap. Whereas the middle level engineers is required to guide and conduct the technical seminars. So it is necessary to update their knowledge continuously. This is also confirmed from their response to the knowledge updating is 90 %, but 10 % of employee has not been involved in updating the knowledge. This may lead to depending on particular person for all the requirements, to eradicate this proper feedback and monitoring of employee is requested.

Figure 4.3– Knowledge Status of middle level design engineers

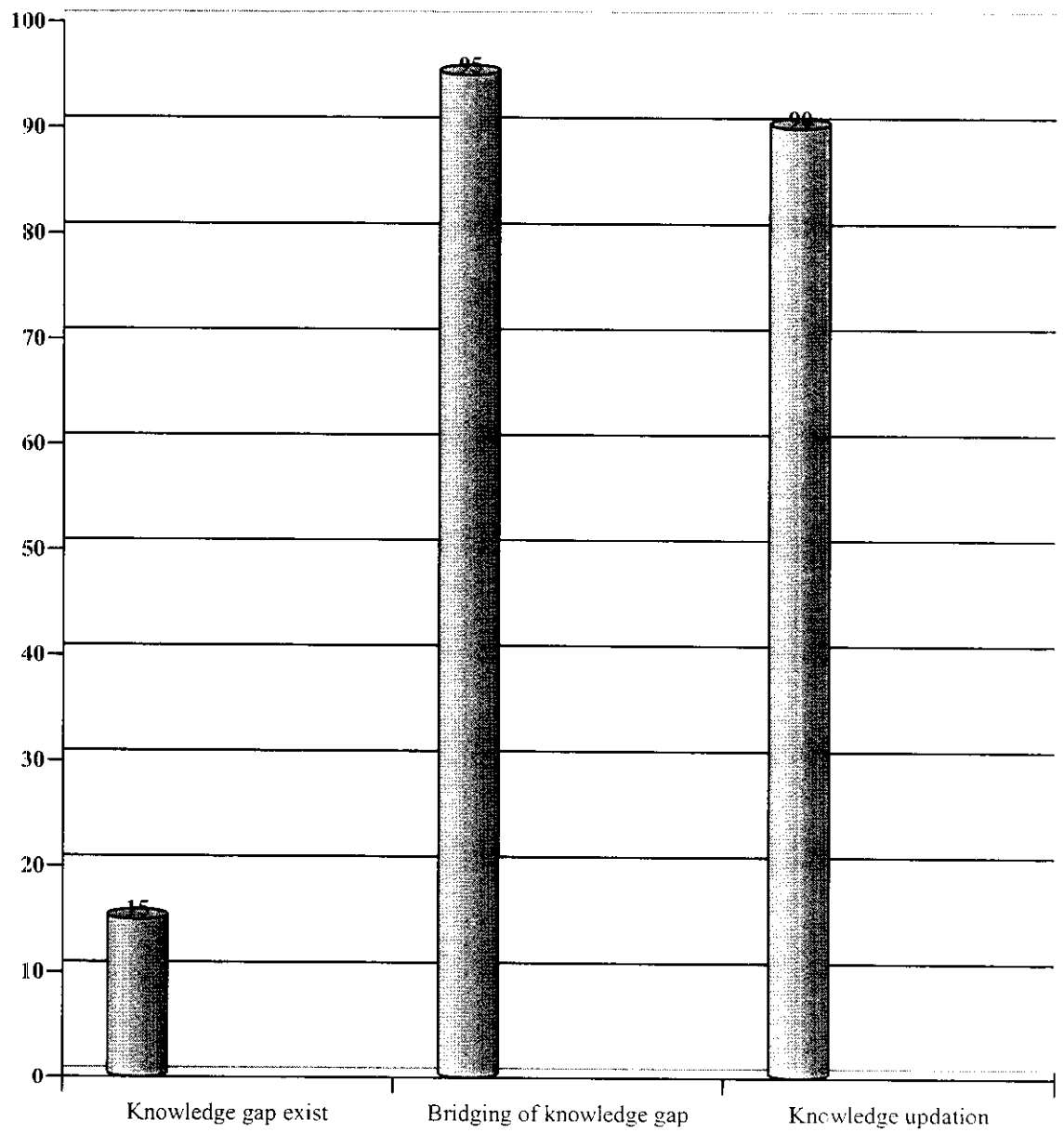


Table 4.4 Lower level design engineer's knowledge criteria of twenty respondents

Employee criteria in	Percentage		Total
	Exists	Not exists	
Knowledge gap	30	70	100
Bridging the knowledge gap	90	10	100
Updating knowledge	85	15	100

From the above table the data shall be interpreted from 20 numbers of respondents from lower level engineers. The selected criteria for lower level engineers are the year of experience between less than and equal to 2 years. It is found that the knowledge gap existing in the middle level engineers is tolerable to the corporate and the gap exists it shall be quickly bridged. This is confirmed from their 90% interest showing in bridging the knowledge gap.

It is also observed that the 10 % of respondents were not bridging the knowledge gap, this shows the continuous mistakes done by the particular employee. This employee shall be even proper advice and training to bridge the knowledge gap. Whereas the lower level engineers is required to attend the technical seminars. So it is necessary to know there weak and strength to update the knowledge. This is also confirmed from their response to the knowledge updating is 85 %, but 15 % of employee has not been involved in updating the knowledge. This may lead to depending on particular person for all the requirements, to eradicate this proper feedback and monitoring of employee is requested.

Figure 4. 4– Knowledge Status of Lower level design engineers

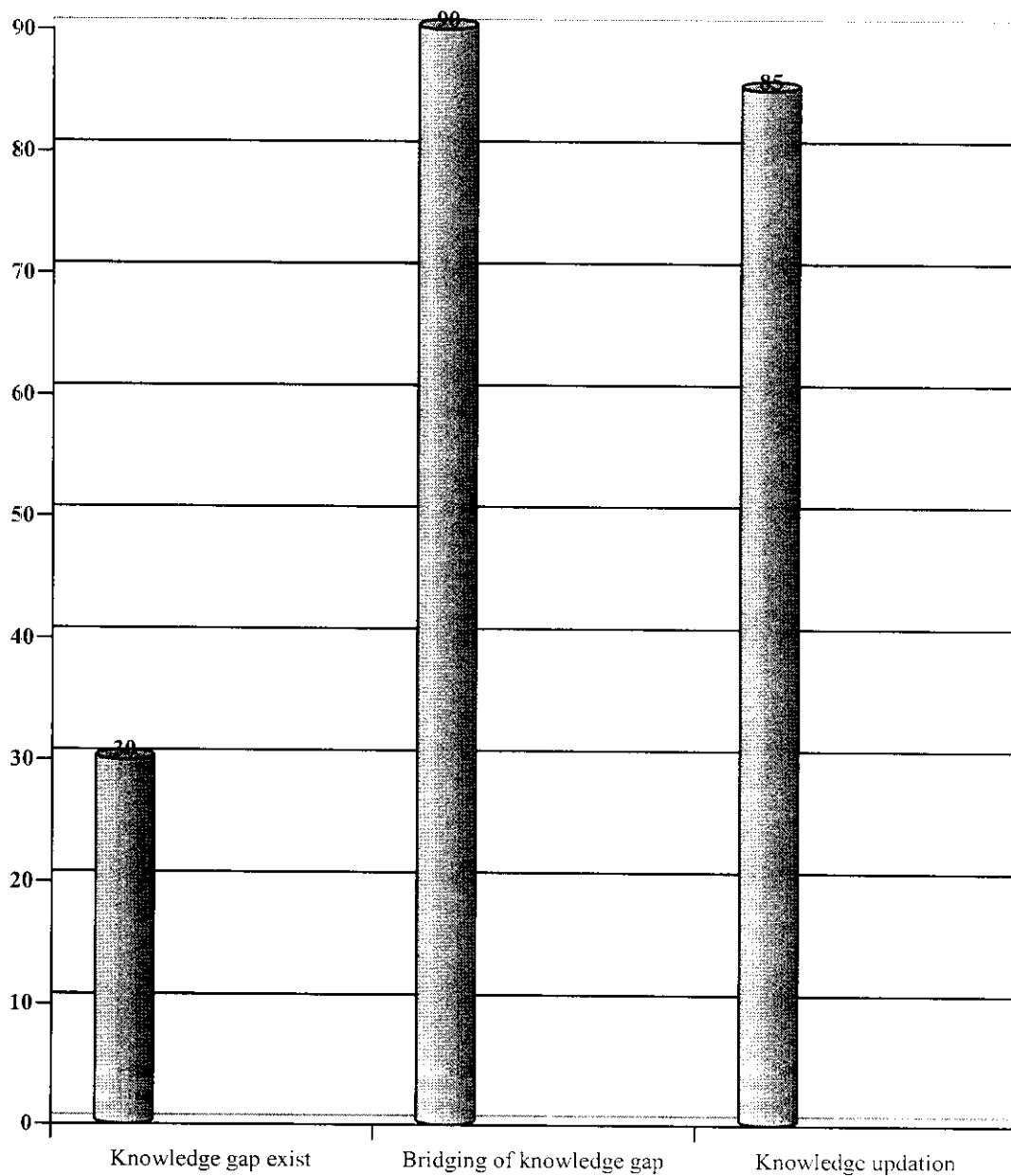
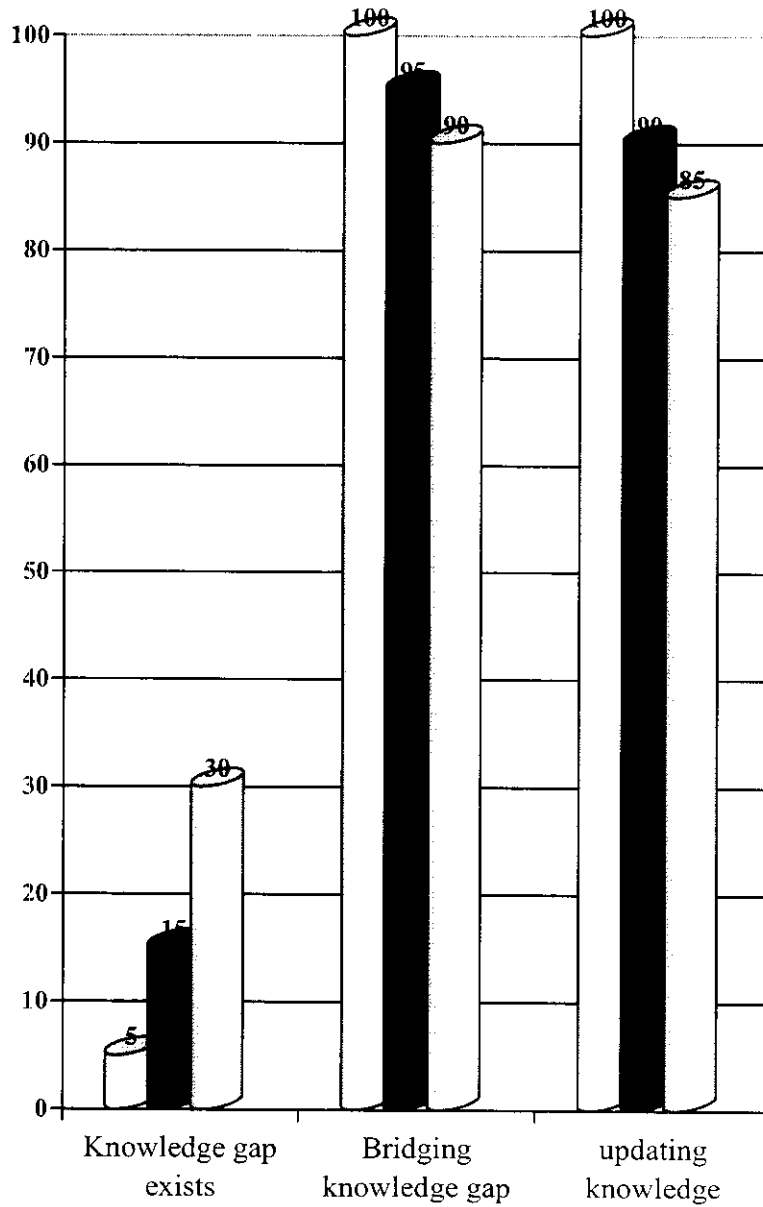


Figure 4. 5- Combined Knowledge Status all level design engineers



□ Top level design engineers ■ Middle level design engineers □ Lower level design engineers

Table 4. 5 Corporate expectations and actual status of employees

Employee criteria in	Expectation of corporate	Actual status of employee
Knowledge gap	Top level	2%
	Middle level	8%
	Lower level	15%
Bridging the knowledge gap	Top level	100%
	Middle level	100%
	Lower level	100%
Updating knowledge	Top level	100%
	Middle level	100%
	Lower level	100%

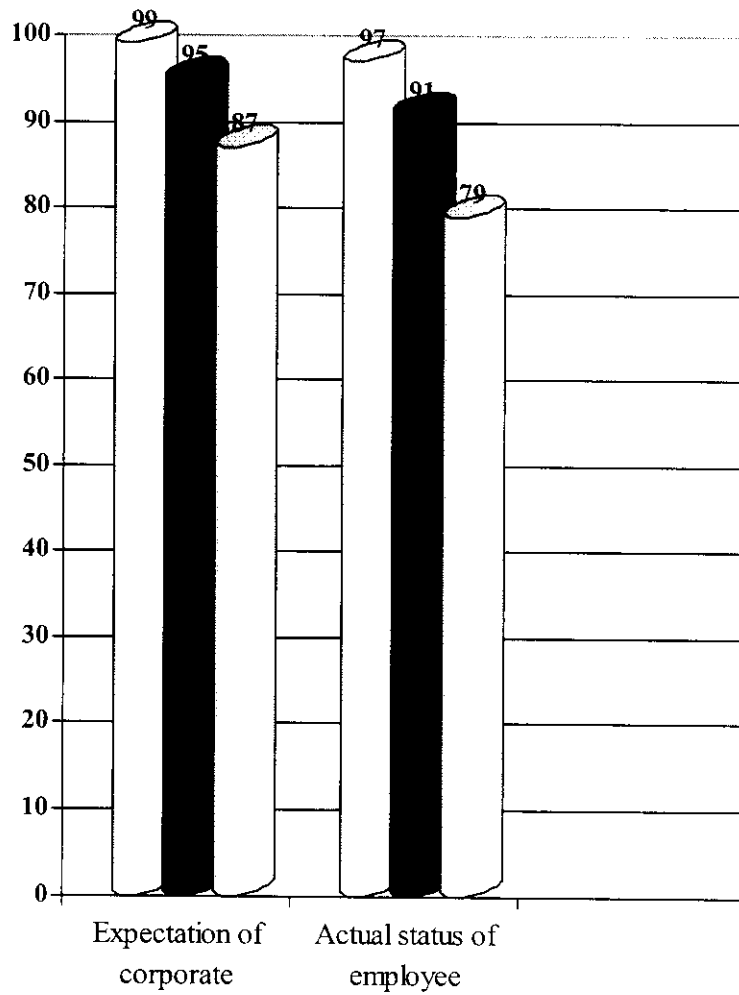
The above table shows the expectation of corporate from the employee and actual status of employees. Based on this the chart is illustrated with the combined parameters of knowledge gap exists, bridging the knowledge gap and updating the knowledge. These parameters combined and shown as percentage in chart.

The expectation corporate from the top level design engineers in individual criteria may be significant difference. When all the three put together and made an average it shows only the 2% difference from the expected and the actual status of employee. So the top level engineers were best doing.

The expectation corporate from the middle level design engineers in individual criteria may be significant difference. When all the three put together and made an average it shows only the 4% difference from the expected and the actual status of employee. So the middle level engineers shall be discussed to bring the difference down to the expected level.

The expectation corporate from the lower level design engineers in individual criteria and in combined analysis also shows minimum significant difference. When all the three put together and made an average it shows only the 8% difference from the expected and the actual status of employee. So the lower level engineers shall be provided proper training and prompt feedback to them to improve themselves.

Figure 4. 6 Expectation and actual status of all level engineers



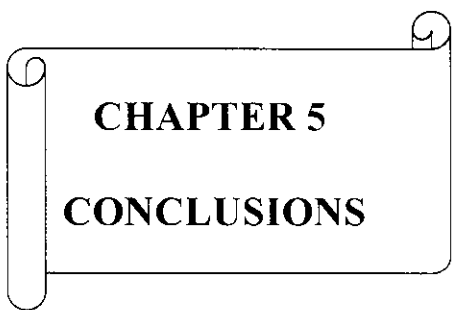
□ Top level design engineers ■ Middle level design engineers □ Lower level design engineers

4.2 DISCUSSION AND INTERFERENCE

From the different type of combinations from the above mentioned table it is found that top level design engineers of the corporate were well doing. The response given by top level design engineer's shows negligible percentage of knowledge gap. More over the top level design engineer responsibility is more and it is confirmed from the response that shows 100% of bridging the knowledge gap if at all it exists with them. The 100% of continuous improvement in their knowledge updating shows the team leading capability of engineers.

Middle level engineers to concentrate on the previous work and response quickly to the queries with them. This suggestion is made by the response provided by them. The knowledge gap exist with middle level is tolerable by the corporate. Bridging the knowledge gap fall in 95%, whereas the knowledge updating is only the 90%. It is also observed that the time of delivery is quickly required by customer and so it is necessary to reduce the knowledge gap. Then the improvement in the knowledge is gradually improved.

Some of the Lower level engineers require more training and continuous monitoring of them. Since it is observed that the 30% of knowledge gap exists, 90% of them only bridging the knowledge gap and 85% of them only updating the knowledge. To improve the status of employees prompt feedback shall be provided to the individual employees.



CHAPTER 5
CONCLUSIONS

CHAPTER – 5

CONCLUSIONS

5.1 SUMMARY OF FINDINGS

The conclusion will cover the level of knowledge updating by the design engineers, recommendation for improvement, client requirement satisfaction.

The profile of the respondent is design engineers. The 40% respondents were fresher, 40% of respondents were seniors and remaining 20% of respondents were super seniors.

The top level and senior employees of KEAS Control Systems India Private Limited does not knowledge gap, whereas the trainee required more practical and theoretical explanation to the work to fill the knowledge gap. In the knowledge updating process continuous evaluation and proper feed back to the employees is required. More awareness of standards and codes shall be made available to all.

The top level design and middle level design engineers performance and response are at satisfactory level only. Only the improvement and proper guiding provision to the fresher and trainees will overcome all this expectation and actual performance gap in the employees that exists. This deviation is only due to small number of employees, whereas most of them fall within the satisfactory level boundary of the corporate expectation. So the outcome of the result is corporate as more knowledge employees to provide best resolutions.

5.2 SUGGESTIONS AND RECOMMENDATIONS

Top level design engineer responsibility is more and it is confirmed from the response that shows bridging the knowledge gap if at all it exists with them. The continuous improvement in their knowledge updating shows the team leading capability of engineers. So the only suggestion for top level is to make sure that there is no knowledge gap with them.

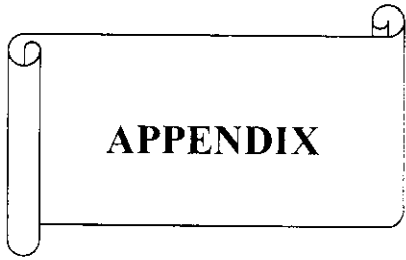
Middle level engineers to concentrate on the previous work and response quickly to the queries with them. This suggestion is made by the response provided by them. The knowledge gap exist with middle level is tolerable by the corporate. Even though it is necessary for the middle level engineers to constantly update the knowledge by attending many technical seminars and working with the expertise.

Some of the Lower level engineers require more training and continuous monitoring of them. Since it is observed that the significant level of knowledge gap exists, only bridging the knowledge gap and updating the knowledge is observed with is level is considerable. To improve the status of employees prompt feedback shall be provided to the individual employees. Monitoring and providing technical group discussions will help is level much to do betterment job.

5.3 CONCLUSION

Design engineering in all works plays a vital role to provide a foundation to the fabricator or the construction engineers. Due to this many companies starting outsourcing the design engineering works in India. Against this back ground the study is attempted to analyse the profile and employee knowing and deciding status. More over the corporate level of expectation and actual level is showing not much significant difference. The finding would enable the organization to frame suitable strategies and enhance the employee knowledge status.

In future for doing this project the person can analyze the different criteria of employees expectation towards corporate for developing their knowledge. More over the project doing person can also compare with other corporate,



The questionnaire starting from this sheet is a casual survey to comprehend your Knowledge attitude towards “KEAS CONTROL SYSTEMS INDIA PRIVATE LIMITED “in Coimbatore. All your details will be kept highly confidential. Kindly provide your co operation in completion this survey successfully.

Name :

Age :

Year of experience :

Gender :

BRINGING OUT KNOWLEDGE GAP

1. Knowledge gathering and creation is difficult in design field without experience

- a) Never
- b) Not always
- c) Sometimes
- d) Always

2. Understanding the concepts in the project is critical

- a) Never
- b) Not always
- c) Sometimes
- d) Always

3. Decision making is not possible without the superior guidelines in a risky task

- a) Never
- b) Not always
- c) Sometimes
- d) Always

4. Organization may lose key knowledge if key people leave the organization

- a) Never
- b) Not always
- c) Sometimes
- d) Always

5. Doing a job without proper direction and aim will not finish the job completely

- a) Never
- b) Not always
- c) Sometimes
- d) Always

6. Knowledge sourcing is not that much effective within the limited time of project work

- a) Never
- b) Not always
- c) Sometimes
- d) Always

7. Client / customer queries have to be replied faster

- a) Never
- b) Not always
- c) Sometimes
- d) Always

8. Interpretation of technical standards and representation to new requirement is not that much easier task

- a) Never
- b) Not always
- c) Sometimes
- d) Always

9. The project task will be easier if the employee gets experience alone

- a) Never
- b) Not always
- c) Sometimes
- d) Always

10. Implementing the known facts, ideas and methodologies to a technical design is not much easier as learnt

- a) Never
- b) Not always
- c) Sometimes
- d) Always

BRIDGING THE KNOWLEDGE GAP

11. Technical seminars will help the persons to understand the job risk and care to do it

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

12. Recording all data including calculations, methodologies, ideas will help as guidelines to the other persons to perform the job

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

13. Proper training and brainstorming will help the persons to do task easier and quicker

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

14. Referring to standards and codes of design will make sure that the job is perfect

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

15. On job training will make employees to understand the skill requirement

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

16. Knowing our own strength and weakness will gain the knowledge

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

17. Self interest and eagerness to learn new things will grow up the persons technically

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

18. Analysis and interpretation of information with references makes the job quicker

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

19. Communication skill is required for sharing and creating the knowledge

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

20. Ensuring quality check and quality assurance will provide correct documents

- a) Accepted
- b) Partially Accepted
- c) In some situation Accepted
- d) Not accepted

KNOWLEDGE UPDATION

21. Knowledge can be gained by

- a) Experience
- b) Technical discussion
- c) Experts advice
- d) All the above

22. Knowledge level shall be raised by

- a) Continuous learning
- b) Self interest
- c) Active in jobs
- d) All the above

23. Knowledge in design field requires

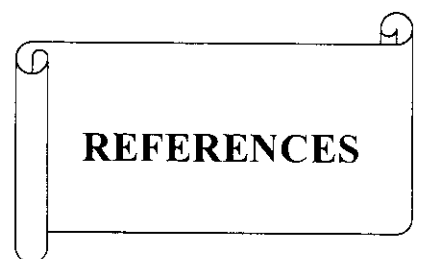
- a) Concept understanding
- b) Technical visualization
- c) Predetermination of effects
- d) All the above

24. To capture a right knowledge

- a) Work with experts
- b) Refer to right codes
- c) Ensure specification met
- d) All the above

25. To generate new knowledgeable ideas and analysis requires

- a) Clear in causes and effects
- b) Right decision making
- c) Decoding correctly
- d) All the above

A decorative scroll-like border with a black outline, featuring a small circular detail at the top left and top right corners. The word "REFERENCES" is centered within the scroll in a bold, black, sans-serif font.

REFERENCES

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