



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELOR OF IT

3RD YEAR 2ND SEMESTER 2023/2024 ACADEMIC YEAR

MAIN CAMPUS

COURSE CODE: ITB 2308

COURSE TITLE: KNOWLEDGE MANAGEMENT

DATE: 24/4//2025

TIME: 15.00-17.00 VENUE: LAB 12

TIME: 2 HOURS

Instructions:

- 1. Answer Question ONE and ANY other TWO questions.**
- 2. Answers to Questions must be written in the spaces provided on the question paper.**

QUESTION ONE (30 MARKS)

- a. Differentiate between the terms:
- i. Knowledge and intelligence. (2 marks)
 - ii) Knowledge Management and information management. (2 marks)
- a) State any three characteristics of knowledge that make it different from other tangible organizational assets, stating how it is different. (4 marks)
- b) State any two characteristic of:
- i. Tacit knowledge (2 marks)
 - ii. Explicit knowledge (2 marks)
- j. Explain any two drivers of knowledge management linked to globalization. (4 marks)
- k. What is the SECI Model? Briefly explain one mode of knowledge conversion in this framework. (4 marks)
- l. The multidisciplinary nature of Knowledge management is such that it draws upon a vast number of diverse fields. List any four of the fields or disciplines. (4 marks)
- m. List three security challenges in implementing secure knowledge management systems. (3 marks)
- n. EduCare, an online learning platform, aims to build a “learning organization” using Peter Senge’s disciplines. However, teams work in silos, and tacit knowledge (e.g., instructors’ teaching techniques) is not documented. Which KM life cycle stage is missing here? Justify your answer. (3 marks)

QUESTION TWO (20 Marks)

1. There are several factors, which have triggered organizations’ interest in Knowledge Management. Describe these factors. [10 Marks]
2. a.) Explain any two key characteristics of a Learning Organization. [2 marks]

b) Describe the relationship between data, information and knowledge as relates to knowledge management systems. [3 Marks]

c) Explain the five learning disciplines according to Peter Senge. [5 Marks]

QUESTION THREE (20 MARKS)

- a) SmartCorp Solutions Company uses AI-driven data mining tools to analyze customer feedback but struggles to integrate insights into decision-making. Employees resist adopting new processes and sensitive data leaks have occurred.
- i. Identify two barriers to effective knowledge sharing in this scenario. (2 marks)
 - ii. Propose solutions combining secure KM systems and strategies to address organizational culture issues. (4 marks)
- b) “Organizational culture is the backbone of successful knowledge management.” Discuss this statement, providing examples of how culture can either enable or hinder Communities of Practice and knowledge sharing. (6 marks)
- c) TechFlow Corp., a software company, struggles with knowledge loss due to high employee turnover. Their KM system relies solely on databases and manuals, but employees rarely use them.
- i. Identify the type of knowledge being lost and explain why the current KM system is failing. (4 marks)
 - ii. Propose strategies to address this issue, incorporating AI tools and human-centric approaches. (4 marks)

QUESTION FOUR (20 MARKS)

- a) Discuss any three applications of data mining in a business organization. [6 marks]
- b) What do you mean by a business intelligence? Explain with examples its uses for an organization. [5 marks]
- c) Describe any two techniques that can be used to secure knowledge management systems. [4 Marks]
- d) Analyze the role of AI in transforming knowledge management practices. Discuss both explicit and tacit knowledge aspects. [5 marks]

QUESTION FIVE (20 MARKS)

- a) Discuss the term ‘knowledge worker’ in the context of 21st century. What are the roles of knowledge workers in any organization? (6 marks)
- b) Explain why modern organizations are fast adopting knowledge management. (4 marks)

- c) Analyze the stages of the KM life cycle in the context of a healthcare organization aiming to reduce medical errors. How might Peter Senge's learning disciplines improve this process? [10 marks]

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