



**PAN AFRICA CHRISTIAN UNIVERSITY
UNIVERSITY EXAMINATIONS
MASTER OF ARTS IN LEADERSHIP (MAL)**

MAL 605: MANAGEMENT KNOWLEDGE SYSTEMS

SECTION 1: COMPULSORY CASE STUDY (10 MARKS)

Answer ALL questions in this section.

Modern businesses rely heavily on the adoption of Knowledge Management Systems for the storing and retrieval of knowledge to improve understanding, collaboration, and process alignment within the organization. Organizations today recognize the need to integrate both explicit and tacit knowledge in formal information systems. Knowledge management continues to be a critical strategy for an organization to succeed in today's knowledge-based economy. As a result, Knowledge Management Systems have proliferated in practice. In turn, theoretical research on Knowledge Management and Knowledge Management Systems has also prominently proliferated many research journals today because of the vast interest in this area amongst the business community. Despite the interest in Knowledge Management Systems, not all organizations have universally been able to adopt owing to various reasons. For this reason, research continues to try and investigate factors that hinder adoption.

Instructions: Use the above Case Study to answer the following questions:

- i. Divulge and discuss at least **FIVE** practical ways leaders in organizations are strategically using Knowledge Management Systems as a means to succeed in today's knowledge-based economy. **(5Marks)**
- ii. Theoretical research on Knowledge Management and Knowledge Management Systems has proliferated modern research journals. As a result, a lot is known about factors that hinder the adoption of Knowledge Management Systems particularly in developing countries. Highlight and discuss at least **FIVE** factors that may hinder the adoption Knowledge Management Systems in developing countries. **(5Marks)**

SECTION 2: SELECT ONLY ONE QUESTION FROM THIS SECTION

QUESTION ONE: (10 MARKS)

- i. The hierarchy between Data, Information, Knowledge, Wisdom is depicted in the (DIKW) Pyramid. Discuss the relationship between Data, Information, Knowledge. Additionally, reveal the type of Information System that can be used to support each level. **(5Marks)**
- ii. Explain how emerging technologies such as E-Commerce and Social Media are transforming Knowledge Management. **(5Marks)**

QUESTION TWO: (10 MARKS)

- i. Top-Down, Bottom-Up and Integrative are all approaches to leadership. Discuss how each may affect the development of an Information System. Further with justification suggest which amongst the three approaches creates the best environment for system development. **(8 Marks)**
- ii. With examples distinguish between **Explicit** and **Tacit** knowledge. **(2 Marks)**

QUESTION THREE: (10 MARKS)

- i. Although computer networks can be hailed to triumph over communication challenges within the organization, there are various downfalls in implementing a computer network. Expose and discuss some challenges of computers networks. **(5 marks)**
- ii. Discuss the process of data warehousing and data mining. Thereafter elucidate on how this process can be used to enhance acquisition of knowledge for the organization. **(5 marks)**