

PAN AFRICA CHRISTIAN UNIVERSITY

MASTER OF ARTS IN LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT - LEADERSHIP

COURSE CODE - MAL 605

MANAGEMENT KNOWLEDGE SYSTEMS

EXAM DATE – APRIL 2022

Duration – 3 HOURS

INSTRUCTIONS

- This exam script has **TWO (2)** sections.
- Read all questions carefully before attempting.
- Section **A: COMPULSORY**. Answer any ONE question in Section **B**.

SECTION 1: COMPULSORY CASE STUDY

QUESTION ONE: (10 MARKS)

INSTRUCTIONS: Carefully read the following excerpt obtained from an Abstract of a research study done on the “Influence of a Knowledge Management System and Organizational Performance”. After which you are required to answer ALL the questions in this section.

Abstract

Historically, information systems have focused on capturing, storing, managing, and reporting explicit knowledge. 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 achieve a sustainable competitive advantage, and consequently succeed in today's knowledge-based economy. Knowledge management systems (KMS) are a class of information systems that manage, store and distribute knowledge. Knowledge management systems have proliferated in practice. In turn, theoretical research on knowledge management and knowledge management systems has proliferated. Knowledge management systems have emerged as powerful sources of competitive advantage. In this paper, we describe the characteristics and concepts of knowledge management systems. We explain how these systems transform modern organizations to high levels of success and present two successful cases that demonstrate this principal. We conclude with a summary of success factors that were common within two successful knowledge management system implementations.

Adopted from: Halawi, L., McCarthy, R., & Aronson, J. (2017). Success Stories in Knowledge Management Systems. *Issues in Information Systems*, 18(1). Retrieved from: <https://commons.erau.edu/publication/559>

- a) The preceding case study mentions that “Organizations today recognize the need to integrate both **explicit** and **tacit** knowledge in formal information systems”. Distinguish between the two types of knowledge, providing real examples of each.

[6Marks]

- b) While refereeing to a particular industry of your choice; reveal and discuss at least **four** practical ways that Knowledge Management Systems (KMS) has created competitive advantage.

[4Marks]

SECTION B: SELECT ONLY ONE QUESTION FROM THIS SECTION

QUESTION TWO: (10 MARKS)

- a) Typically, organizations are hierarchies consisting of three principal levels: senior management, middle management, and operational management. Information systems serve each of these levels. Divulge the information needs at each of the three levels and further explain how Information Systems can be used to support the three levels.

[6Marks]

- b) Discuss at least **four (4)** strategies leaders in developing countries can employ to sufficiently address factors contributing to high system failure rates.

[4Marks]

QUESTION THREE: (10 MARKS)

- a) Distinguish between the Internet, Intranet and Extranet. Further discuss how each can be used to support communication and in an organization of your choice. **[6Marks]**

- b) Distinguish between Collaborative and Single-User Decision Support Systems and provide practical applications of each.

[4Marks]

QUESTION FOUR: (10 MARKS)

- a) Discuss any **five (5)** types of security breaches that may affect an information system and further provide both **managerial** and **technical** strategies for addressing security issues.

[6Marks]

- b) In each case above suggest appropriate mediating measures that can be taken to either avoid or reduce the effect of the breach.

[4Marks]