



**PAN AFRICA CHRISTIAN UNIVERSITY
END TERM EXAMINATION
MASTERS ONLINE EXAM**

**DEPARTMENT: BUSINESS
COURSE CODE: MAL 605
COURSE TITLE: MANAGEMENT KNOWLEDGE SYSTEMS
TIME: 2HRS**

SECTION A: COMPULSORY QUESTION

Case Study: Knowledge Systems Transformation at AfyaCare Clinics

AfyaCare Clinics is a rapidly growing private healthcare provider operating across rural and urban counties in Kenya. As the organization expanded, leadership noticed recurring problems: patient records were stored manually in different branches, knowledge sharing between medical staff was inconsistent, and decision-making at headquarters relied on delayed reports. These inefficiencies resulted in medication errors, duplicated tests, and slow response to disease outbreaks. The executive director initiated a digital transformation project to implement an integrated Health Information System (HIS). The system would centralize patient data, support real-time reporting, and allow doctors across branches to access clinical knowledge resources. However, some senior staff resisted the change due to limited ICT skills and concerns about data privacy. To address this, leadership introduced staff training, established knowledge-sharing forums, and created policies for data governance and information security. Over time, the organization began using dashboards for decision-making, improving service delivery and operational coordination across branches. AfyaCare's leadership now recognizes that aligning information systems, people, and organizational processes is essential for building a knowledge-driven healthcare organization.

REQUIRED: Answer the following Questions Based on the Case Study A above

- a) Using concepts from knowledge management and information systems alignment, explain three leadership actions that AfyaCare management should take to ensure successful adoption of the Health Information System. **[5MARKS]**

- b) Discuss how management information systems can support organizational decision-making and competitive advantage in AfyaCare Clinics. Illustrate your answer using examples from the case. **[5MARKS]**

SECTION B: [ANSWER ANY THREE QUESTIONS FROM THIS SECTION]

QUESTION TWO

Define with examples the following terms (**organizational structure, leadership hierarchy and information flow**) and then discuss at least five (5) points showing how the relationship between them influences the modern digital organizations. **[10Marks]**

QUESTION THREE

Explain five (5) benefits of data resource management in organizations and then discuss five (5) ways in which databases support organizational performance. **[10Marks]**

QUESTION FOUR

Critically examine telecommunications and networking technologies by defining the concept and analyzing four (4) strategic roles of networking technologies in modern organizations. Illustrate your discussion with five (5) well-explained examples demonstrating how networking infrastructures enable global integration and digital business operations. **[10Marks]**

QUESTION FIVE

List and explain the stages of the System Development Lifecycle (SDLC) and then provide any five (5) reasons why leadership involvement is important during system development. **[10Marks]**

QUESTION SIX

Critically examine the concept of business intelligence (BI) and evaluate how BI systems enhance organizational performance and inform strategic decision-making. In your discussion, analyze five (5) ways BI supports effective decision-making and illustrate your answer with two (2) examples of BI tools or systems used in practice. **[10Marks]**

THE END