



PAN AFRICA CHRISTIAN UNIVERSITY

PhD IN ORGANIZATIONAL LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT

LEADERSHIP

COURSE CODE

MKS 605

COURSE TITLE

MANAGEMENT KNOWLEDGE SYSTEMS

(ONLINE)

INSTRUCTIONS

Read all questions carefully.

ANSWER **Question ONE** and **any** question from **section B (20 Marks)**

QUESTION ONE (Compulsory)

Carefully reading the following excerpt obtained from an Abstract of an actual empirical research. Then answer all the questions that follow.

Abstract

Knowledge Management literature predominant comes from a Western perspective. The purpose of this paper is to report on an empirical study to find out if the organizations acting in less business environment such as Libyan organizations (banking in particular) will be able to implement a knowledge management system (KMS) and how they can benefit from it. The study is built mainly around the “what” question related to information processes by organizations within a social context. This study uses a case study approach applying an interpretive perspective (a qualitative method) to map and describe relationships. This approach enables a greater degree of granularity to be captured. The findings of the study were that KMS could be of most significance for enhancing organizational performance. The banking and financial sectors are fundamental drivers of innovation. In this context, the contribution of KM concept and applications are of specific value, especially concerning the leverage of intellectual capital. Knowledge intensive organizations like these are increasingly implementing KMS to drive forward their strategies and improve performance. This paper therefore, focuses specially on presenting a framework tailored to meet the banking and financial sector's needs.

Adopted from: Belaid Kridan, A. and Steven Goulding, J. (2006), "A case study on knowledge management implementation in the banking sector", VINE, Vol. 36 No. 2, pp. 211-222. <https://doi.org/10.1108/03055720610683013>

- a) Clearly bring out examples and discuss at least **five (5)** ways that KMS can be used to enhance the organization's performance (be industry specific in your answer). **[5Marks]**
- b) Draw a well operationalized conceptual framework (containing at least four independent variables and a dependent variable with indicators for each) that hypothesizes the relationship between a KMS and organizational performance. Be sure to include either a moderator or mediator to better explain this relationship.

[5Marks]

Section B (answer any one question)

QUESTION TWO

- a) Internet of Things (IoT) is an emerging cutting-edge application of technology that utilizes smart devices. With reference to a specific organization, demonstrate how application of IoT can be used as a business strategy to capture data which in turn can be used to provide critical information and knowledge resulting in competitive advantage.

[5Marks]

- b) Further discuss five ways proper knowledge management would lead to business intelligence.

[5Marks]

QUESTION THREE

- a) Distinguish between characteristics of information needs at the operational level versus information needs at the strategic level systems. In each case give examples of systems that can be used to support the informational needs. **(6 marks)**
- b) A database has some built in security features. Identify features that enable a database control data access. **(4 marks)**

QUESTION FOUR

- a) Discuss at least **five (5)** types of breaches that may occur in organizations involved in e-commerce. **(5Marks)**
- b) In each case further discuss mediating measures that can be taken to either avoid a breach or reduce the effect of the breach. **(5Marks)**

QUESTION FIVE

- a) Discuss the process of data warehousing and data mining and elucidate on how both can be used by organizations to create competitive advantage. **(5Marks)**
- b) Reveal at least five factors that would lead to the organization not taking full advantage of data it has gathered. **(5Marks)**

QUESTION SIX

- a) Decision Support Systems (DSS) can be used to support decision making. With reference to a specific organization, demonstrate how application of DSS can be used to support decision making. **(5Marks)**

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

(5Marks)