Chapter 3
Knowledge Management Solutions

True-False Questions

1.   If knowledge is treated as a resource, knowledge management may be defined as doing what is needed to get the most out of knowledge resources.

     Answer: True   **Difficulty: Easy**   **Reference: p. 30**

2.   The term 'knowledge resources' refers to just the knowledge currently possessed by individuals within the firm.

     Answer: False   **Difficulty: Medium**   **Reference: p. 30**

3.   The benefits of KM do not necessarily have to exceed the cost of doing so.

     Answer: False   **Difficulty: Medium**   **Reference: p. 30**

4.   KM mechanisms and technologies rely on KM infrastructure.

     Answer: True   **Difficulty: Easy**   **Reference: p. 32**

5.   Each KM system must select one KM mechanism and one KM technology.

     Answer: False   **Difficulty: Medium**   **Reference: p. 32**

6.   Externalization is the conversion of tacit knowledge into explicit form.

     Answer: True   **Difficulty: Easy**   **Reference: p. 34**

7.   Internalization is the conversion of tacit knowledge into explicit form.

     Answer: False   **Difficulty: Easy**   **Reference: p. 34**

8.   KM mechanisms are organizational or structural methods used to promote KM.

     Answer: True   **Difficulty: Medium**   **Reference: p. 35**

9.   The Viant corporation uses their new employee initiation process and assignment rotation as KM mechanisms.

     Answer: True   **Difficulty: Medium**   **Reference: p. 36**

10. KM technologies support KM infrastructure.

     Answer: False   **Difficulty: Hard**   **Reference: p. 36**

11.   According to the text, traditional MIS (management information systems) are a technology that supports KM.

    Answer: True   **Difficulty: Medium**   **Reference: p. 36**

12.   KM technologies do not have to be a key element of KM systems, since people are the source of knowledge.

    Answer: False   **Difficulty: Medium**   **Reference: p. 36**

13.   KM mechanisms facilitate socialization, while KM technologies support combination.

    Answer: False   **Difficulty: Medium**   **Reference: p. 37**

14.   Video taped interviews of retiring employees are an example of the use of KM technologies.

    Answer: True   **Difficulty: Medium**   **Reference: p. 37**

15.   Mechanisms that facilitate combination include collaborative problem solving, joint decision making, and employee rotation across areas.

    Answer: False   **Difficulty: Hard**   **Reference: p. 37**

16.   KM technologies support socialization to a lesser extent than combination.

    Answer: True   **Difficulty: Medium**   **Reference: p. 38**

17.   On-the-job training is an example of a mechanism that facilitates internalization.

    Answer: True   **Difficulty: Easy**   **Reference: p. 38**

18.   The unavoidable forms utilized by Viant to capture employee knowledge is an example of internalization.

    Answer: False   **Difficulty: Easy**   **Reference: p. 38**

19.   Knowledge application through direction is necessary for the implementation of expert systems.

    Answer: False   **Difficulty: Medium**   **Reference: p. 39**

20.   An important challenge for KM initiatives is that the current organization culture does not encourage knowledge sharing.

    Answer: True   **Difficulty: Easy**   **Reference: p. 40**

Multiple Choice Questions

21.　　Knowledge resources are relevant to the decision making of which of the following?
　　　　a.　An individual.
　　　　b.　A corporation.
　　　　c.　A department within a firm.
　　　　d.　A and c.
　　　　e.　All of the above.

　　　　Answer:　　e　　　Difficulty:　　Medium　　　Reference:　　p. 30

22.　　"Get the most (out of knowledge resources)," reflects the impacts of KM on the
　　　　_____ of the individual or the organization.
　　　　a.　goal achievement
　　　　b.　motivations
　　　　c.　business strategies
　　　　d.　performance evaluation
　　　　e.　market value

　　　　Answer:　　a　　　Difficulty:　　Hard　　　Reference:　　p. 31

23.　　Which of the following is not a possible activity involved in KM?
　　　　a.　Share knowledge with others.
　　　　b.　Capture existing knowledge.
　　　　c.　Discover new knowledge.
　　　　d.　Archive old knowledge.
　　　　e.　Apply knowledge.

　　　　Answer:　　d　　　Difficulty:　　Medium　　　Reference:　　p. 31

24.　　Which of the following is not a component in KM solutions?
　　　　a.　KM mechanisms and technologies.
　　　　b.　KM infrastructure.
　　　　c.　KM electronic help facilities.
　　　　d.　KM processes.
　　　　e.　None of the above.

　　　　Answer:　c　　　Difficulty:　　Medium　　　Reference:　　p. 31

25.　　Each KM system utilizes a combination of _____.
　　　　a.　multiple processes and multiple infrastructures
　　　　b.　multiple mechanisms and multiple technologies
　　　　c.　a single process and multiple technologies
　　　　d.　a single mechanism and a single technology
　　　　e.　multiple technologies and a single infrastructure

　　　　Answer:　b　　　Difficulty:　　hard　　　Reference:　　p. 32

26.   Knowledge discovery is the development of new knowledge from data and information or from _____.
       a. the synthesis of prior knowledge
       b. capturing tacit knowledge from people
       c. applying knowledge in new ways
       d. sharing knowledge effectively
       e. data warehouses

       Answer: a   Difficulty: Easy   Reference: p. 33

27.   Which of the following is not true regarding the process of knowledge sharing?
       a. Sharing may take place across individuals or groups.
       b. The recipient must understand the shared knowledge well enough to act on it.
       c. Knowledge sharing requires an effective telecommunications infrastructure.
       d. Sharing may take place across departments or organizations.
       e. What is shared must be knowledge and not recommendations based on knowledge.

       Answer: c   Difficulty: Easy   Reference: p. 34

28.   Which of the following is not a subprocess that facilitates one of the KM processes?
       a. Combination.
       b. Exchange.
       c. Internalization.
       d. Management.
       e. Routines.

       Answer: d   Difficulty: Medium   Reference: pp. 32-35

29.   Which of the following is not an example of a KM mechanism?
       a. OJT (On the Job Training).
       b. Hiring a CKO (Chief Knowledge Officer).
       c. Face-to-face meetings.
       d. Employee rotation across departments.
       e. None of the above.

       Answer: e   Difficulty: Easy   Reference: p. 36

30.   Face-to-face meetings and OJT (on-the-job training) are examples of _____ that facilitate _____.
       a. knowledge capture, knowledge sharing.
       b. mechanisms, internalization
       c. socialization, application
       d. externalization, application
       e. technologies, externalization

       Answer: b   Difficulty: Medium   Reference: p. 37

31.   Which of the following is a mechanism for facilitating the knowledge discovery socialization
        process?
        a.   SQL-based document retrieval from data warehouses.
        b.   Collaborative document creation and preparation.
        c.   Brainstorming groups to solve novel problems.
        d.   Blogs (Web logs).
        e.   Web cams for video teleconferencing.

        Answer: c   Difficulty: Medium   Reference: p. 37-38

32.   Which of the following is true regarding how KM technologies facilitate combination and
        socialization?
        a.   KM technologies strongly facilitate both combination and socialization.
        b.   KM technologies facilitate socialization to a lesser extent than combination.
        c.   KM technologies only facilitate combination.
        d.   KM technologies do not facilitate either of the KM system subprocesses.
        e.   KM technologies only facilitate socialization.

        Answer: b   Difficulty: Difficult   Reference: p. 38

33.   What are the two subprocesses of knowledge capture systems?
        a.   Direction and routines.
        b.   Combination and socialization.
        c.   Exchange and socialization.
        d.   Externalization and internalization.
        e.   Application and discovery.

        Answer: d   Difficulty: Easy   Reference: pp. 38, 32

34.   _ _____ through knowledge elicitation is necessary for the implementation of intelligent
        t technologies such as expert systems.
        a.   Socialization
        b.   Knowledge discovery
        c.   Exchange
        d.   Knowledge sharing
        e.   Externalization

        Answer: e   Difficulty: Medium   Reference: p. 39

35.   _____ is the foundation on which KM resides.
        a.   KM mechanism
        b.   KM technology
        c.   KM systems
        d.   KM infrastructure
        e.   KM metrics

        Answer: d   Difficulty: Easy   Reference: p. 40

36.   Which of the following is not a main component of KM infrastructure?
       a.   Artificial intelligence.
       b.   Organization culture.
       c.   Common knowledge.
       d.   IT infrastructure.
       e.   Organization structure.

       Answer: a   Difficulty: Medium   Reference: p. 40

37.   Which of the following is not one of the four most important challenges in KM?
       a.   The organization's employees have no time for KM.
       b.   The current organization culture does not encourage knowledge sharing.
       c.   KM is a new term and is not known by managers.
       d.   An inadequate understanding of KM processes and its benefits to the organization.
       e.   An inability to measure the financial benefits from KM.

       Answer: c   Difficulty: Medium   Reference: p. 40

38.   Which of the following is an attribute of an enabling organizational culture for knowledge
        sharing?
       a.   Strong hierarchical organization structure.
       b.   Management support of KM at all levels.
       c.   A curved individual-based reward system.
       d.   Encouragement of competition between employees.
       e.   Purchasing the latest information technology.

       Answer: b   Difficulty: Medium   Reference: p. 42

39.   Which of the following is a specialized structure or role within an organization's structure
        that facilitates KM?
       a.   Chief knowledge officer (CKO).
       b.   A separate department for KM.
       c.   The research and development (R&D) department.
       d.   The corporate library.
       e.   All of the above.

       Answer: e   Difficulty: Medium   Reference: p. 43

40.   Which of the following best describes the part of an organization's technology infrastructure
        that facilitates KM?
       a.   All of the organization's information systems.
       b.   Expert systems and other intelligent technologies.
       c.   Data warehouses and data mining applications.
       d.   Communication technologies.
       e.   Conferencing technologies (video and scheduling).

       Answer: a   Difficulty: Medium   Reference: p. 43-44