

Chapter 14

Knowledge Capture Systems

True-False Questions

1. Storytelling is a mechanism used to pass on values and wisdom.
Answer: True Difficulty: Easy Reference: p. 278
2. Knowledge capture systems are only meant to elicit and store organizational knowledge
Answer: False Difficulty: Medium Reference: p. 278
3. Knowledge engineering is an internalization knowledge mechanism.
Answer: False Difficulty: Easy Reference: p. 279
4. Knowledge capture mechanisms and technologies facilitate both externalization and internalization.
Answer: True Difficulty: Easy Reference: p. 279
5. Stories play a significant role in organizations characterized by strong individual work practices.
Answer: False Difficulty: Medium Reference: p. 279
6. Stories originate within the organization and reflect organizational norms.
Answer: True Difficulty: Easy Reference: p. 279
7. Not every strategic narrative should reach a conclusion to help promote knowledge discovery.
Answer: False Difficulty: Hard Reference: p. 280
8. Telling strong winning stories can help motivate and mobilize an organization.
Answer: True Difficulty: Medium/Easy Reference: p. 280
9. Storytelling is only successful in transferring knowledge if the listener is interested in learning.
Answer: True Difficulty: Easy Reference: p. 281
10. Organization storytelling programs should rely on external experts for sustenance.
Answer: False Difficulty: Medium Reference: p. 281

11. A weakness of storytelling is the episodic nature of organizational stories.
Answer: False Difficulty: Medium Reference: p. 281
12. Storytelling can be effective in bridging the knowing-doing gap.
Answer: True Difficulty: Medium Reference: p. 282
13. Storytelling is an excellent mechanism for facilitating organizational knowledge capture, but is not effective as a knowledge mechanism for individual growth.
Answer: False Difficulty: Easy Reference: p. 283
14. Organizational stories capture knowledge content and the context of knowledge.
Answer: True Difficulty: Easy/Medium Reference: p. 283
15. Dit-spinning is a story elicitation technique that uses a naïve interviewer to gather stories.
Answer: False Difficulty: Hard Reference: p. 283
16. Concept maps are best suited for knowledge capture when supporting educational settings.
Answer: True Difficulty: Medium Reference: p. 284
17. Context-based reasoning is best suited to capture tactical knowledge.
Answer: True Difficulty: Medium Reference: p. 284
18. A concept map is essentially just a collection of different concepts from a domain.
Answer: False Difficulty: Easy Reference: p. 284-285
19. Context-based reasoning is based on the tenet that anything can happen to change the current situation.
Answer: False Difficulty: Medium Reference: p. 291
20. One barrier to automated knowledge capture systems is that some knowledge sources may be resistant to trying new technologies.
Answer: True Difficulty: Easy Reference: p. 295

Multiple Choice Questions

21. What is the goal of knowledge capture systems?
- a. To convert tacit knowledge into an explicit format.
 - b. To perform the combination and exchange knowledge processes.
 - c. To evaluate explicit knowledge resources.
 - d. To identify and fill organizational knowledge gaps.
 - e. To elicit and store organizational and personal knowledge.

Answer: e **Difficulty:** Medium **Reference:** p. 278

22. Storytelling is a knowledge capture mechanism that enables _____.
- a. externalization
 - b. exchange
 - c. direction
 - d. socialization
 - e. combination

Answer: a **Difficulty:** Hard **Reference:** p. 279

23. What knowledge capture mechanism is facilitated from on the job training (OJT) where an employee observes another employee performing the skill to be learned?
- a. Exchange.
 - b. Externalization.
 - c. Routines.
 - d. Internalization.
 - e. Socialization.

Answer: d **Difficulty:** Medium **Reference:** p. 279

24. Externalization through knowledge engineering is necessary for implementing _____.
- a. knowledge discovery systems
 - b. internalization systems
 - c. intelligent technologies
 - d. CRM systems
 - e. data mining

Answer: c **Difficulty:** Medium **Reference:** p. 279

25. Which of the following is not a component of organizational stories?
- a. An implied moral.
 - b. Multiple subplots.
 - c. An outcome.
 - d. Major characters.
 - e. None of the above.

Answer: b **Difficulty:** Medium **Reference:** p. 279

26. What is the desired result from the practice of only telling winning stories?
- a. Motivate an organization.
 - b. Facilitate listener's to recall.
 - c. Enable knowledge application.
 - d. Facilitate storytelling.
 - e. Promote knowledge discovery.

Answer: a **Difficulty: Easy** **Reference: p. 280**

27. What does it mean that organizational stories are episodic in nature?
- a. The complete story is conveyed in a single telling.
 - b. A story is only applicable to a specific problem type.
 - c. The stories are related to actual experienced events.
 - d. Some stories are better told by professional actors.
 - e. Each story is part of a series of ongoing episodes.

Answer: c **Difficulty: Medium** **Reference: p. 281**

28. Since stories may not transfer well across internal or external organizational boundaries, storytellers should be cautious of _____.
- a. who the audience is
 - b. the background and perspective of their listeners
 - c. giving away proprietary knowledge
 - d. overgeneralization and forgetting particulars
 - e. changing the ending or problem solution

Answer: d **Difficulty: Medium** **Reference: p. 281**

29. Which of the following is not an important consideration in the design of an organizational storytelling process?
- a. Employees must agree that storytelling is an effective knowledge transfer mechanism.
 - b. Employees willing to share how they learned in stories need to be identified.
 - c. Metaphors are a method to confront difficult business issues.
 - d. Employees must be interested to learn from the stories they hear.
 - e. None of the above.

Answer: e **Difficulty: Easy** **Reference: p. 281**

30. Which of the following is not an organizational area where storytelling can be effective?
- a. Igniting action.
 - b. Enhancing technology usage.
 - c. Bridging the knowledge-doing gap.
 - d. Nurturing communities of practice.
 - e. None of the above.

Answer: e **Difficulty: Medium** **Reference: p. 282**

31. How does storytelling foster innovation?
- a. Effective communication of complex multidimensional ideas.
 - b. Collaborative nature eliminates knowledge hierarchies.
 - c. Enables listeners to easily absorb and relate knowledge.
 - d. Listeners live vicariously as a participant.
 - e. Reduces stress from 24-7 connectedness.
- Answer: c Difficulty: Medium Reference: p. 282**
32. What is the name given to the narrative elicitation technique of using a naïve interviewer?
- a. Dit-spinning.
 - b. Anthropological observation.
 - c. Indirect storytelling.
 - d. Innocent capture.
 - e. Archetypal generation.
- Answer: b Difficulty: Difficult Reference: p. 283**
33. Which of the following is not an aspect of stories that make them an effective knowledge capture mechanism in organizations?
- a. Knowledge content.
 - b. Organizational social networks.
 - c. Knowledge context.
 - d. Privacy using fictional characters.
 - e. None of the above.
- Answer: d Difficulty: Easy Reference: p. 283**
34. How are stories typically indexed in narrative databases?
- a. By theme of the story only.
 - b. By theme of the story, stakeholders of the story, or by archetypal characters.
 - c. By theme of the story or problem resolution.
 - d. By theme of the story, stakeholders of the story, or by problem resolution type.
 - e. By stakeholders of the story, archetypal characters, or specific problem resolution.
- Answer: b Difficulty: Medium Reference: p. 283**
35. What is the specific situation that concept maps are best suited for capturing knowledge?
- a. Acquiring tactical knowledge.
 - b. Large organization applications.
 - c. Employee adaptation.
 - d. Supporting educational settings.
 - e. Small organization applications.
- Answer: d Difficulty: Medium Reference: p. 284**

36. What is the specific situation in which context-based reasoning is best suited for knowledge capture?
- a. Acquiring tactical knowledge.
 - b. Large organization applications.
 - c. Employee adaptation.
 - d. Supporting educational settings.
 - e. Small organization applications.

Answer: a **Difficulty: Medium** **Reference: p. 284**

37. What does a cross-link represent in a concept map?
- a. A relationships between a concept and more than one other concept.
 - b. A self-referential relationship from a concept to itself.
 - c. A relationship between the current concept and a concept in a different domain.
 - d. A relationship that crosses multiple vertical levels.
 - e. A relationship that is used multiple times in a concept map to join different concepts.

Answer: c **Difficulty: Medium** **Reference: p. 285**

38. What controls what is likely to happen in a context or current situation?
- a. The historical actions performed in similar situations.
 - b. The context itself.
 - c. The perception of the problem solver.
 - d. The captured situation knowledge.
 - e. Nothing, there is no control and anything can happen.

Answer: b **Difficulty: Medium** **Reference: p. 291**

39. Case based reasoning provides the important _____ of contexts.
- a. identification
 - b. explanation
 - c. externalization
 - d. unordered relationship
 - e. hierarchical organization

Answer: e **Difficulty: Easy** **Reference: p. 292**

40. One of the largest barriers to automatic elicitation of expert knowledge is that the KE must understand _____ very early in the process, which is a severe difficulty for knowledge capture systems.
- a. the nature and structure of knowledge
 - b. the time limitations for interacting with an expert
 - c. the inability of experts to sometimes explain their knowledge
 - d. the fact that documents contain the results of knowledge not knowledge itself
 - e. an expert's possible fear of information technology

Answer: a **Difficulty: Medium** **Reference: p. 294**