

## Chapter 2

### The Nature of Knowledge

#### True-False Questions

1. Data and information are essentially the same and should be treated equally.  
**Answer: False                      Difficulty: Medium                      Reference: p. 12**
2. Data is devoid of context.  
**Answer: True                      Difficulty: Easy                      Reference: p. 13**
3. Information is any subset of data.  
**Answer: False                      Difficulty: Easy                      Reference: p. 13**
4. Knowledge is justified beliefs about relationships among concepts relevant to a specific area.  
**Answer: True                      Difficulty: Medium                      Reference: pp. 13-14**
5. Knowledge refers to information that facilitates action.  
**Answer: True                      Difficulty: Medium                      Reference: p. 13**
6. Knowledge helps produce information from data.  
**Answer: True                      Difficulty: Medium                      Reference: p. 14**
7. In the subjective view, knowledge is independent of social practices.  
**Answer: False                      Difficulty: Easy                      Reference: p. 17**
8. Knowledge may be viewed objectively as enabling access and utilization of information.  
**Answer: True                      Difficulty: Medium                      Reference: p. 18**
9. Three different perspectives of knowledge exist: the subjective, the normative, and the objective.  
**Answer: False                      Difficulty: Easy                      Reference: p. 17**
10. The various perspectives of knowledge are consistent in their focus, but differ in their views of knowledge as beliefs about relationships between items of information.  
**Answer: False                      Difficulty: Medium                      Reference: p. 18**

11. Declarative knowledge focuses on beliefs about relationships among variables.  
**Answer: True                      Difficulty: Easy                      Reference: p. 19**
12. Procedural knowledge focuses on beliefs relating sequences of actions to outcomes.  
**Answer: True                      Difficulty: Easy                      Reference: p. 19**
13. Tacit knowledge is any knowledge that can be expressed into human words.  
**Answer: False                      Difficulty: Hard                      Reference: p. 19**
14. Explicit knowledge may be converted into tacit knowledge.  
**Answer: True                      Difficulty: Medium                      Reference: p. 20**
15. Specific knowledge is possessed by a large number of individuals.  
**Answer: False                      Difficulty: Easy                      Reference: p. 20**
16. Associational expertise is learned by repeatedly performing specific tasks.  
**Answer: False                      Difficulty: Medium                      Reference: p. 22**
17. Complex knowledge draws on multiple distinct areas of expertise.  
**Answer: True                      Difficulty: Easy                      Reference: p. 23**
18. Codifiability reflects the extent to which knowledge can be taught to another individual.  
**Answer: False                      Difficulty: Medium                      Reference: pp. 23-24**
19. Knowledge may be stored within organizational entities.  
**Answer: True                      Difficulty: Easy                      Reference: p. 25**
20. All knowledge is stored tacitly in people's heads.  
**Answer: False                      Difficulty: Medium                      Reference: p. 25**

## Multiple Choice Questions

21. The number of times a telephone number is called per day should be considered as \_\_\_\_\_.

- a. data
- b. information
- c. knowledge
- d. business expenses
- e. cannot be determined from the information given

**Answer:**        **a**        **Difficulty:**    **Easy**        **Reference:**    **pp. 12-14**

22. Given the GDP and population of a country, the means for converting this into the debt owed by each individual of the country (in behalf of the country) should be considered as \_\_\_\_\_ for a politician.

- a. data
- b. information
- c. knowledge
- d. an algorithm
- e. cannot be determined from the information given

**Answer:**        **c**        **Difficulty:**    **Medium**        **Reference:**    **pp. 12-14**

23. Knowledge in an area is a set of justified beliefs about relationships among concepts \_\_\_\_\_.

- a. that are not well known to the general populace
- b. relevant to that particular area
- c. that appear unrelated
- d. which are obvious
- e. in the head of an employee

**Answer:**        **b**        **Difficulty:**    **Medium**        **Reference:**    **pp. 13-14**

24. Which of the following is true about knowledge?

- a. Knowledge helps produce information from data.
- b. Knowledge produces more valuable information from less valuable information.
- c. Knowledge helps facilitate action.
- d. All of the above.
- e. None of the above.

**Answer:**        **d**        **Difficulty:**    **Medium**        **Reference:**    **p. 14**

25. Knowing the expected value of a 6-sided die roll (3.5) is an example of \_\_\_\_\_.

- a. data
- b. information
- c. knowledge
- d. common sense
- e. gambler's fallacy

**Answer:**        **b**        **Difficulty:**    **Medium**        **Reference:**    **p. 14**

26. The subjective view of knowledge represents knowledge as \_\_\_\_\_.  
a. relevance  
b. access to information  
c. an object  
d. a capability  
e. a state of mind or a practice

**Answer:** e      **Difficulty:** Easy      **Reference:** p. 16

27. Which of the following is not an objective view of knowledge?  
a. Knowledge as objects.  
b. Knowledge as access to information.  
c. Knowledge as capability.  
d. Knowledge as practice.  
e. None of the above.

**Answer:** d      **Difficulty:** Medium      **Reference:** pp. 17-18

28. Which of the following is not an objective view of knowledge?  
a. Knowledge as capability.  
b. Knowledge as access to information.  
c. Knowledge as practice  
d. Knowledge as objects.  
e. None of the above.

**Answer:** c      **Difficulty:** Easy      **Reference:** p. 18

29. The procedure for filing for family emergency medical leave in the employee handbook of an organization is an example of what types of knowledge?  
a. Tacit and procedural.  
b. Explicit and specific.  
c. Explicit and declarative.  
d. Tacit and specific.  
e. Explicit and procedural.

**Answer:** e      **Difficulty:** Medium      **Reference:** pp. 19-22

30. Which of the following knowledge classifications may be characterized as “know what” and “know how”?  
a. Declarative and procedural knowledge.  
b. Tacit and explicit knowledge.  
c. General and specific knowledge.  
d. Objective and subjective knowledge.  
e. Technical and contextual knowledge.

**Answer:** a      **Difficulty:** Medium      **Reference:** p. 20

31. Which of the following descriptions best defines tacit knowledge, according to the text?
- a. Personal knowledge based on individual experience that may be difficult to share.
  - b. Knowledge possessed by a large number of individuals.
  - c. Knowledge of particular circumstances of time and place in which work is to be performed.
  - d. Knowledge that focuses on beliefs about relationships among variables.
  - e. The set of collective beliefs reflected in an organization's activities.

**Answer:**        **a**        **Difficulty:**    **Easy**        **Reference:**    **p. 20**

32. How many types of knowledge exist, given the classifications of: tacit, explicit, general, technically specific, contextually specific, declarative, and procedural?
- a. 2
  - b. 3
  - c. 7
  - d. 8
  - e. 12

**Answer:**        **e**        **Difficulty:**    **Medium**        **Reference:**    **p. 21**

33. Which of the following statements describes associational expertise?
- a. Knowledge held as collective beliefs and actions of a group.
  - b. A skill learned through extensive practice.
  - c. Knowledge of relationships between observed events and causes.
  - d. Creative ingenuity based on theoretical knowledge of the domain.
  - e. Knowledge focused on multiple distinct areas of expertise.

**Answer:**        **c**        **Difficulty:**    **Medium**        **Reference:**    **p. 22**

34. Automatic processes that do not require conscious thought for action are \_\_\_\_\_.
- a. associational expertise
  - b. black-box expertise
  - c. deep expertise
  - d. motor skills expertise
  - e. tacit expertise

**Answer:**        **d**        **Difficulty:**    **Easy**        **Reference:**    **p. 22**

35. Which types of knowledge are represented by an HR manager's knowledge of factors to consider in motivating an employee to participate in the company's new knowledge sharing business culture?
- a. Explicit and declarative.
  - b. Tacit and contextually specific.
  - c. Procedural and technically specific.
  - d. General and procedural.
  - e. Explicit and procedural.

**Answer:**        **b**        **Difficulty:**    **Medium**        **Reference:**    **p. 22**

36. Which types of knowledge are represented by the help facility in a word-processor that informs a user how to create a table of contents for a document?
- a. Procedural and technically specific.
  - b. Declarative and technically specific..
  - c. Procedural and general.
  - d. Declarative and contextually specific.
  - e. Declarative and general.

**Answer:**        **a**        **Difficulty:**    **Medium**        **Reference:**    **p. 22**

37. What is the explicitness of a piece of knowledge?
- a. The number of domain areas to which the knowledge refers.
  - b. The extent to which knowledge exists in an explicit form.
  - c. The level of action enabled by the knowledge.
  - d. The extent to which the knowledge can be taught to others.
  - e. The level to which knowledge can be acquired by individuals with specific knowledge.

**Answer:**        **b**        **Difficulty:**    **Medium**        **Reference:**    **p. 23**

38. Which of the following are people knowledge reservoirs?
- a. Individuals and their technology.
  - b. Individuals and knowledge repositories.
  - c. Individuals and groups.
  - d. Individuals and their practices.
  - e. Individuals and organizations.

**Answer:**        **c**        **Difficulty:**    **Medium**        **Reference:**    **pp. 24-25**

39. A spreadsheet of weekly orders for specific products of an organization with trend lines added is an example of what type of knowledge reservoir?
- a. Knowledge repositories.
  - b. Organizations.
  - c. Organizational networks.
  - d. Technologies.
  - e. Practices.

**Answer:**        **d**        **Difficulty:**    **Medium**        **Reference:**    **p. 25**

40. The collective knowledge of a group is \_\_\_\_\_, greater than the sum of each group member's individual knowledge?
- a. a community of practice
  - b. virtual
  - c. tactical
  - d. strategic
  - e. synergistic

**Answer:**        **e**        **Difficulty:**    **Medium**        **Reference:**    **p. 25**