# Chapter 15
# Knowledge Sharing Systems

## True-False Questions

1.     Knowledge sharing systems are designed to help users share their tacit and explicit knowledge.

       **Answer: True**          **Difficulty: Easy**          **Reference: p. 299**

2.     Knowledge sharing systems are designed to share organizational knowledge, not individual knowledge.

       **Answer: False**          **Difficulty: Easy**          **Reference: p. 299**

3.     Knowledge repositories store tacit individual knowledge.

       **Answer: False**          **Difficulty: Medium**          **Reference: p. 299**

4.     Knowledge sharing systems help distribute organizational knowledge even after the original knowledge sources are no longer with the organization.

       **Answer: True**          **Difficulty: Easy**          **Reference: p. 301**

5.     Paper memorandums are still the primary communication medium for KM applications.

       **Answer: False**          **Difficulty: Medium**          **Reference: p. 301**

6.     Knowledge sharing systems may be viewed as knowledge markets.

       **Answer: True**          **Difficulty: Easy**          **Reference: p. 301**

7.     Knowledge owners typically share their knowledge altruistically.

       **Answer: False**          **Difficulty: Medium**          **Reference: p. 301**

8.     Many knowledge management systems integrate a collection of various IT tools.

       **Answer: True**          **Difficulty: Easy**          **Reference: p. 302**

9.     A document management system is a repository of documents.

       **Answer: False**          **Difficulty: Medium**          **Reference: p. 303**

10.    Portals provide a common user interface to distributed repositories of information.

       **Answer: True**          **Difficulty: Easy**          **Reference: p. 303**

11. Collaborative environments support both the communication and collaboration of two or more people.

   **Answer:  True          Difficulty:  Medium     Reference:  p. 303**

12. The KM most significant impact of workflow systems is the fact that they are training tools.

   **Answer:  False          Difficulty:  Hard       Reference:  p. 303**

13. The creation of knowledge sharing systems is based on the collection of tacit knowledge.

   **Answer:  False          Difficulty:  Medium     Reference:  p. 304**

14. User feedback can be used to help keep knowledge fresh and relevant.

   **Answer:  True          Difficulty:  Easy       Reference:  p. 304**

15. Knowledge sharing systems will be used and produce ROI for any type of organizational culture.

   **Answer:  False          Difficulty:  Medium     Reference:  p. 305**

16. Best practices databases and Lessons-learned systems are examples of knowledge sharing systems.

   **Answer:  True          Difficulty:  Easy       Reference:  p. 305**

17. Knowledge sharing systems may differ along many characteristics including if the results shared are successes or failures.

   **Answer:  True          Difficulty:  Easy       Reference:  p. 306-307**

18. Lessons learned always demonstrate a solution to a negative experience.

   **Answer:  False          Difficulty:  Easy       Reference:  p. 307**

19. It is important for all lessons collected for a lessons learned system to be evaluated for correctness and relevancy.

   **Answer:  True          Difficulty:  Easy       Reference:  p. 308**

20. Lessons learned systems are a new knowledge technology and have not yet been widely implemented.

   **Answer:  False          Difficulty:  Easy       Reference:  p. 309**

# Multiple Choice Questions

21.    What type of knowledge is normally stored in a knowledge repository?
      a.  Tacit individual knowledge.
      b.  Explicit organizational knowledge.
      c.  Tacit individual and organizational knowledge.
      d.  Explicit individual and organizational knowledge.
      e.  Tacit individual and explicit organizational knowledge.

      **Answer:**     **d**     **Difficulty:**     **Medium**     **Reference:**     **p. 299**

22.    What makes up corporate memory?
      a.  The aggregate intellectual assets of an organization.
      b.  The tacit knowledge of all current employees.
      c.  The routines of an organization.
      d.  The documents and other explicit knowledge of an organization.
      e.  The databases and data warehouses of an organization.

      **Answer:**     **a**     **Difficulty:**     **Medium**     **Reference:**     **p. 299**

23.    What causes corporate memory loss?
      a.  Employee turnover or retirement.
      b.  Proliferation of disparate information sources.
      c.  Inadequate support for communication.
      d.  Lack of appropriate technologies for organization of documents.
      e.  All of the above.

      **Answer:**     **e**     **Difficulty:**     **Medium**     **Reference:**     **p. 299**

24.    Why is the WWW considered to be the standard communications medium for modern KM applications?
      a.  Extremely low cost.
      b.  Does not require extensive training.
      c.  Platform independence and pervasiveness.
      d.  Eliminates need for infrastructure.
      e.  All of the above.

      **Answer: c**     **Difficulty:**     **Medium**     **Reference:**     **p. 301**

25.    Which of the following is not a characteristic of knowledge owners in a knowledge sharing system?
      a.  Want to share with a controllable and trusted group.
      b.  May not be aware of all the possibilities for sharing.
      c.  Decide when to share.
      d.  Seek an exchange or reward for sharing.
      e.  None of the above.

      **Answer: b**     **Difficulty:**     **Hard**     **Reference:**     **p. 301**

26.     A knowledge sharing system is said to define _____.
        a.  A learning organization.
        b.  Intellectual capital.
        c.  Knowledge assets.
        d.  Exchange technologies.
        e.  The employee internalization process.

        **Answer:  a               Difficulty:   Easy          Reference:   p. 302**

27.     What is a knowledge portal?
        a.  The first KM initiative that demonstrates ROI at an organization.
        b.  Security and privacy measures placed on access to corporate databases.
        c.  A customizable common user interface for distributed knowledge resources.
        d.  The Web page that is the front end to an organization's e-business presence.
        e.  A KM technology that limits the number of employees who can work on a document simultaneously.

        **Answer:  c               Difficulty:   Medium       Reference:   p. 303**

28.     What is the primary knowledge sharing impact of groupware software?
        a.  Brings together distributed team members for face-to-face meetings.
        b.  Facilitates launching communities of practice.
        c.  Formalizes knowledge externalization.
        d.  Increases communication between team members.
        e.  Enables intelligent scheduling of meetings and resource allocation.

        **Answer:        d       Difficulty:    Medium        Reference:    p. 303**

29.     Which of the following is not a capability of a workflow system?
        a.  Knowledge capture through the capture of steps that lead to project completion.
        b.  Knowledge discovery by analyzing and optimizing processes detailing a project.
        c.  Knowledge sharing by providing a template for reuse of stored processes.
        d.  Knowledge capture and sharing when used as a training tool.
        e.  None of the above.

        **Answer:        e       Difficulty:    Medium        Reference:    p. 303**

30.     Which of the following is not considered as a crucial requirement for the success of a knowledge sharing system in industry?
        a.  Minimize up-front knowledge engineering.
        b.  Identify knowledge gaps and determine how to fill them.
        c.  Active presentation of relevant information.
        d.  Collection of information from various sources.
        e.  Exploiting user feedback for maintenance and evolution.

        **Answer:  b               Difficulty:  Medium       Reference:    p. 304**

31.    Why should knowledge sharing systems be integrated into existing environments?
       a.  Reduce implementation costs and increase ROI.
       b.  Better collection of dispersed organizational knowledge.
       c.  Humans tend to avoid efforts to formalize knowledge.
       d.  Reduce training time needed.
       e.  Take advantage of explicit organizational data.

       **Answer:       c        Difficulty:     Medium        Reference:      p. 304**

32.    Knowledge sharing systems are envisioned to become _____, automatically eliciting
       and providing knowledge.
       a.  knowledge brokers
       b.  intelligent assistants
       c.  knowledge application systems.
       d.  data miners
       e.  knowledge repositories

       **Answer:       b        Difficulty:     Medium        Reference:      p. 304**

33.    What is the term used for the business culture when an organizational subunit will not use
       solutions or information created outside of the subunit?
       a.  Knowledge hoarding.
       b.  Recursive knowledge sharing.
       c.  Internal exchange.
       d.  Not-invented-here syndrome.
       e.  Intra-unit knowledge collection and sharing.

       **Answer: d                    Difficulty: Easy/Medium  Reference:      p. 305**

34.    Which of the following is not an example of a specific type of knowledge sharing system?
       a.  Incident report databases.
       b.  Expertise locator systems.
       c.  Lessons learned systems.
       d.  Best practices databases.
       e.  None of the above.

       **Answer:  e                   Difficulty:   Easy        Reference:   p. 305**

35.    What specific type of knowledge sharing system reports negative or positive experiences to
       the knowledge sharing community, normally within an industry?
       a.  Report generation systems.
       b.  Incident report databases.
       c.  Experience repositories.
       d.  Role playing systems.
       e.  Alert systems.

       **Answer:  e                   Difficulty:   Easy        Reference:  p. 306-307**

36.    Which of the following is not a potential difference that is measured between different types
          of knowledge sharing systems?
       a.  Application.
       b.  Results.
       c.  Size.
       d.  Orientation.
       e.  None of the above.

       **Answer:  c               Difficulty:   Medium      Reference:   p. 306**

37.    Which of the following is not a way to collect lessons for a lessons learned system?
       a.  Forecasting solutions to future problems.
       b.  Contributors submit lessons.
       c.  A third party submits lessons on behalf of the contributor.
       d.  From post event analysis.
       e.  Automatic collection by an expert system.

       **Answer:  a               Difficulty:   Easy         Reference:     p. 307-308**

38.    Which of the following is not an appropriate technology for storing lessons learned?
       a.  Object-oriented databases.
       b.  Electronic e-mail messages.
       c.  Case libraries.
       d.  Semi-structured document management systems.
       e.  Relational databases.

       **Answer:  b               Difficulty: Easy/Medium  Reference:      p. 308**

39.    What is the type of dissemination when lessons from a lessons learned system are
          disseminated throughout an entire organization after they are stored in the system?
       a.  Active casting.
       b.  Reactive dissemination.
       c.  Proactive dissemination.
       d.  Broadcasting.
       e.  Active dissemination.

       **Answer:  d               Difficulty: Medium/Easy  Reference:      p. 309**

40.    How are skill and knowledge owners identified in most organizations with expertise locator
          systems today?
       a.  Self-assessment.
       b.  Document analysis by expert systems.
       c.  CBR systems.
       d.  Data mining.
       e.  Natural language processing.

       **Answer:  a               Difficulty:   Easy         Reference:     p. 310**