



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS

SECOND YEAR, SECOND SEMESTER EXAMINATION
2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 423

COURSE TITLE: KNOWLEDGE MANAGEMENT

DATE: 18/4/2024

TIME: 9.00AM – 11.00AM

INSTRUCTION TO CANDIDATES

- Answer question ONE and any other THREE

CASE STUDY

The Care Services Improvement Partnership (CSIP) was created in the United Kingdom to support improvement and development in a range of services across health (including prison health) and local government, for children, adults, and older people, including those experiencing mental distress, physical disability, or learning disability.

CSIP have a successful track-record in providing developmental support for provider organizations and commissioners across the UK National Health Service (NHS), local authorities, regional agencies, and voluntary and private organizations.

In doing this CSIP can draw not only on the diverse background of the experienced clinicians, practitioners, and senior managers within the CSIP Team but also on specialists working for CSIP nationally as well as networks of people who use services and their caregivers.

CSIP is a knowledge organization and supports local organizations to ensure that their service improvement activities are based on the most up-to-date and complete evidence of good practice. CSIP has been well positioned to provide an "honest broker" and facilitative role between the NHS and local government and between both of these and the Department of Health, helping to forge the active partnerships that are critical to successful reduction of health and social care inequalities.

CSIP takes a holistic, "whole-system" approach, involving health, social care, third-sector (voluntary and community) organizations, as well as the users of care services and their caregivers. CSIP employs a range of specialists, approximately 70 people, from a wide range of backgrounds. Many of the Program Leads are seconded from or also hold key roles within local organizations, ensuring that their expertise and knowledge are based on current service delivery, issues, and practices.

CSIP has long recognized that it is a "Knowledge Organization." The ways in which it helps its client and partner organizations to bring about service improvements relies heavily on its knowledge of, for example, the latest developments in new policy implementation and emerging good practice. Equally, CSIP is striving to "keep its own house in order" by making its internal management of key knowledge and information as effective and efficient as it can. Therefore, CSIP decided that it needed to continually develop and improve its working practices, working culture and environment, systems, and tools by implementing knowledge management initiatives and developing a knowledge management strategy to more formally identify, manage, and apply its knowledge assets.

In terms of a more formal KM Process, the nature of the CSIP business requires them to excel in capturing, storing, sharing, collaborating, and harvesting key business knowledge. The same is true of making use of (or being!) leading experts and working in and with leading Communities of Practice.

Question 1

- a) Identify three sources of information for CSIP. (3 marks)
- b) Explain the reasons why CSIP has emerged as a Knowledge Organization (12 marks)
- c) Describe the knowledge management process that CSIP undertakes. (10marks)

Question 2

- a) Describe the three levels of intellectual capital in relation to knowledge management. (6 marks)
- b) Discuss knowledge management under the following organizational perspectives.
 - i. Business (2 marks)
 - ii. Management (2 marks)
 - iii. Hands On (2 marks)

Question 3

- a) Major business drivers behind today's increased interest in and application of Knowledge Management lie in four key areas. Discuss (6 marks)
- b) Explain three importance of knowledge management in each of the following
 - i. Individual (3 marks)
 - ii. Communities of practice (3 marks)
 - iii. Organization (3 marks)

Question 4

- a) Describe the major techniques used to elicit tacit knowledge from subject matter experts. (10 marks)
- b) Analyze the link between knowledge management and human resource management (5marks)

Question 5

- a) Explain the reasons for Emergence and Growth of Knowledge Management. (10 marks)
- b) Differentiate between tacit and explicit knowledge (5 marks)

Question 6

- a) The interaction between tacit and explicit knowledge brings about four modes of knowledge conversion. Discuss. (8 marks)
- b) Knowledge management draws upon a vast number of diverse fields. Explain. (7 marks)