INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: BPA
YEAR/SEM: YEAR 3/SEMESTER 1
COURSE CODE: HRM 3104
NAME: KNOWLEDGE MANAGEMENT FOR ORGANIZATIONS

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is compulsory

Question 1:

Pitfalls in effective Knowledge Management

Organizations' most important strategic resource in today's highly competitive environment is knowledge and the ability to transfer it well. Managing knowledge effectively is a prerequisite to competing in today's markets and should thus be carefully studied and understood both by practitioners and researchers.

Knowledge management process involves capturing, storing, and sharing knowledge within an organization to improve decision-making and promote continuous learning and improvement. Benefits of effective transfer include avoiding mistakes and redundancy, strengthening entrepreneurial orientation, gaining competitive advantage reducing time to market, improving organizational effectiveness and performance, and enhancing the ability to meet customer needs. Effective knowledge management consists of knowledge processes creation, acquisition, transfer, sharing, application and management activities that support these processes.

Knowledge sharing as the process of transferring explicit knowledge to other members of an organization. Sharing any knowledge that can be reasonably shared with another person is considered valuable, even if it is tacit knowledge that can be codified into explicit knowledge. Team members play the most influential role in knowledge sharing within

and across teams, although managers can have an enabling effect on this matter by improving knowledge sharing between team members.

Documentation challenges arise from the need to transform tacit knowledge into explicit knowledge that can be accessed by other employees of the organization. A knowledge management system (KMS) enables the documentation, distribution, and transfer of explicit and tacit knowledge between employees in different ways.

(i)List down the importance of storing knowledge in organisations (10 marks)

(ii)Explain “effectiveness” in the context of public administration (10 marks)

(iii)Define the term knowledge sharing and give some examples (10 marks)

(iv)What are some of the significant challenges faced during the

Knowledge transfer process. (10 marks)

Question 2:

Improving Organization effectiveness

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(iii)Define the term knowledge sharing and give some examples (10 marks)

(iv)What are some of the significant challenges faced during the Knowledge transfer process. (10 marks)

SECTION B

Answer ONLY 3 Questions in Section B

Question 1:

(a) Develop a training program that addresses gaps in an organisation where you practiced your internship. The training need must resonate with the organization's mission. (15 marks)

(b) Explain the term gap analysis (5 marks)

Question 2:

Evaluate the impact of emerging technologies such as AI on the future of knowledge management. (20 marks)

Question 3:

List down the main challenges organizations face when implementing knowledge management strategies. (20marks)

Question 4:

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9((a) Compare and contrast individual learning and organizational learning (10marks)

((b) Explain how they complement each other as knowledge areas. (10 marks)

Question 5:

((a) Discuss the challenges and ethical issues organizations face in managing knowledge. (10 marks)

((b) Give solutions to the challenges discussed above. (10

marks)

Question 6:

(a) Define the term needs assessment. (5marks)

(b) Mention some of the most effective needs assessment methods. (15marks)

Question 7:

(a) Defend the statement: “Knowledge is Capital”. (15marks)

(b) How do leaders identify candidates with knowledge potential. (5marks)

Question 8:

(a) Define the term Training. (5marks)

(b) Mention the barriers to effective training. (10marks)

(c) List down the types of training ideal for modern organisations. (5marks)

Question 9:

((a) Mention the 3 major types of knowledge (5 marks)

(b) Give detailed explanation and differences between the 3 types of knowledge. (15 marks)

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Question 11:

As a manager, outline practical measures to nurture and promote a knowledge-sharing culture in your organization. (20 marks)

Question 12:

Propose a knowledge management strategy suitable for a modern organization seeking to improve learning and performance. (20 marks)