



UNIVERSITY OF KELANIYA – SRI LANKA
Centre for Distance and Continuing Education
Faculty of Commerce & Management Studies

Bachelor of Commerce (Special) Degree Fourth Year Examination (External) – 2022

July – 2025

BCOM E 4032 - Knowledge Management

No. of questions: Four (04)

Answer all questions.

Time: 03 hours

Instructions:

- Please take the marks allocated into consideration when answering the questions.
- Use diagrams and answer in point form or in short paragraphs where necessary.
- Use examples where appropriate and demonstrate critical thinking and practical application in your responses.
- State your assumptions where necessary.
- Total 100 marks.

Question No. 01

- a) Define what is knowledge and explain the differences between data, information, and knowledge, using appropriate examples.
(05 Marks)
- b) Describe what is meant by Knowledge Management and analyse both the theoretical and practical reasons for the necessity of managing knowledge within an organization.
(08 Marks)
- c) Provide a detailed explanation of Tacit Knowledge and Explicit Knowledge. Discuss the key challenges and opportunities associated with managing these types of knowledge in an organizational context.

(12 Marks)

(Total 25 Marks)

Question No. 02

- a) Define the term “Knowledge Management Process” and describe the core stages of a typical Knowledge Management process with relevant examples.

(05 Marks)

- b) Analyse the role of organizational culture and human-based mechanisms in supporting the Knowledge Management process. How do these non-technological enablers influence the creation, sharing, and retention of knowledge within organizations?

(08 Marks)

- c) Critically evaluate the impact of implementing a Knowledge Management System (KMS) within an organization by discussing its benefits, limitations, and the organizational factors that enable or hinder its success.

(12 Marks)

(Total 25 Marks)

Question No. 03

- a) Explain how Knowledge Management practices can enhance organizational performance through improved effectiveness, innovation, and decision-making.

(05 Marks)

- b) Analyse how Knowledge Application Systems (KAS) support decision-making and enhance operational efficiency or service quality in a dynamic organizational environment. Support your analysis with suitable examples.

(08 Marks)

- c) Critically evaluate the challenges organizations face in fully integrating Knowledge Management into their strategic processes focusing on leadership, employee participation, and alignment with organizational goals. Provide reasoned arguments on how these challenges can be addressed.

(12 Marks)

(Total 25 Marks)

Question No. 04

- a) Identify a real-world or hypothetical organization of your choice and explain how it can implement a knowledge-sharing strategy to improve interdepartmental collaboration.

(05 Marks)

- b) Using appropriate examples, analyse how leadership and incentive structures can promote or hinder knowledge sharing within an organization.

(08 Marks)

- c) Critically evaluate how Knowledge Management practices contribute to organizational resilience during **global crises** (e.g., pandemics, cyber-attacks, natural disasters) by reducing disruption and supporting continuity.

(12 Marks)

(Total 25 Marks)