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Ministry of Higher Education and Scientific
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Article Summary:

Knowledge Management Meets Artificial
Intelligence: A Systematic Review and
Future Research Agenda

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2025/2026

Paper Analysis

Text Identification:

Title: Knowledge Management Meets Artificial Intelligence: A Systematic Review and Future Research Agenda

Authors: Maayan Nakash and Ettore Bolisani

Field/Specialization: Management and Knowledge Management

Type of Text: Systematic Literature Review (Review Article)

Source: Proceedings of the 25th European Conference on Knowledge Management (ECKM 2024)

Keywords:

Artificial Intelligence, Cognitive Computing, Machine Learning, Knowledge Management, Knowledge-Driven Organizations

Problematic:

How does Artificial Intelligence affect Knowledge Management, and how can organizations use this integration to improve performance and innovation?

Introduction:

The article discusses the strategic importance of Knowledge Management and how Artificial Intelligence changes the way KM operates. AI improves learning, decision-making, problem-solving, and helps organizations become more efficient and competitive.

Research Design Analysis:

The study adopts bibliometric analysis combined with a systematic literature review conducted in two phases: Bibliometric Analysis and Systematic Literature Review.

Content Analysis:

AI is becoming a central factor in modern KM. Technologies such as machine learning, cognitive computing, natural language processing, robotics, and computer vision improve how organizations create, store, transfer, and use knowledge. AI improves knowledge acquisition, documentation, sharing, and application. AI-powered KMS transform traditional systems into smarter platforms for retrieval and decision-making. Challenges include employee fear, knowledge hiding, resistance to automation, and limited infrastructure. The study also identifies the lack of empirical studies and the need for more qualitative and mixed-method research.

Methodology Analysis:

The methodology is based on bibliometric analysis, systematic literature review, keyword-based search

strategy, inclusion and exclusion criteria, and English peer-reviewed journal articles.

Results Analysis:

AI has a strong positive impact on KM. AI improves

core KM processes. Smart KMS improve organizational learning and decision-making.

Research increased significantly between 2013 and 2023. Generative AI accelerated publication growth after 2022.

Discussion on Findings:

Research on KM and AI increased significantly. AI improves KM efficiency and supports innovation.

Organizations still face barriers such as resistance to change, fear of automation, ethical concerns, and

limited understanding of AI value. Most studies remain theoretical and future research should focus more on empirical studies.

Conclusion:

Artificial Intelligence significantly enhances Knowledge Management by improving knowledge processes and supporting smart systems. Future

studies should focus on empirical validation, implementation barriers, and the human side of AI adoption.

Case Study: The Integration of Artificial Intelligence in Knowledge Management Systems

Introduction :

In recent years, the integration of Artificial Intelligence (AI) into Knowledge Management (KM) has become a critical factor in enhancing organizational performance. According to the literature, AI technologies enable organizations to efficiently acquire, store, share, and apply knowledge. This case study illustrates how AI can support KM processes within an organizational context, in line with the perspectives presented in the article “Knowledge Management Meets Artificial Intelligence: A Systematic Review and Future Research Agenda.”

Organizational Context:

The case focuses on a medium-sized IT company, TechSolutions Ltd, employing approximately 300 individuals. The organization experienced several knowledge-related challenges, including knowledge loss, limited information sharing, and inefficiencies in decision-making processes. These issues highlighted the need for a more advanced and intelligent KM system.

Methodology and Implementation:

To address these challenges, the company adopted an AI-driven knowledge management system. The implementation

involved multiple AI technologies:

Natural Language Processing (NLP): to improve access to information through intelligent search systems.

Machine Learning (ML): to analyze historical data and extract relevant knowledge.

Chatbots: to facilitate real-time knowledge sharing among employees.

Recommendation Systems: to support decision-making by suggesting relevant information and solutions.

These technologies were integrated into the KM lifecycle, covering knowledge acquisition, storage, sharing, and application.

Results and Findings:

The implementation of AI significantly improved the organization's knowledge management practices. The main outcomes include:

- Increased productivity due to faster access to relevant information.
- Reduction in time spent searching for knowledge resources.
- Improved quality of decision-making.
- Enhanced collaboration and knowledge sharing across teams.

These findings confirm that AI can effectively enhance KM processes by automating and optimizing knowledge-related activities.

Discussion:

The case study supports the argument that AI transforms traditional KM systems into intelligent and adaptive systems. By leveraging AI technologies, organizations can

manage large volumes of data, extract valuable insights, and facilitate continuous learning.

However, several challenges were identified, including resistance to organizational change, difficulties in integrating AI with existing systems, and the need for high-quality structured data. These challenges are consistent with the limitations highlighted in the reviewed article

Conclusion:

This case study demonstrates that the integration of Artificial Intelligence into Knowledge Management systems can significantly improve organizational efficiency and performance. AI serves as a powerful enabler that enhances, rather than replaces, human expertise.

Future research should focus on developing more practical implementations and exploring how organizations can overcome the challenges associated with AI adoption in KM.