

# Organizational Behavior

Knowledge Management: tools & techniques

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# overview I

strategies

tools

good practices

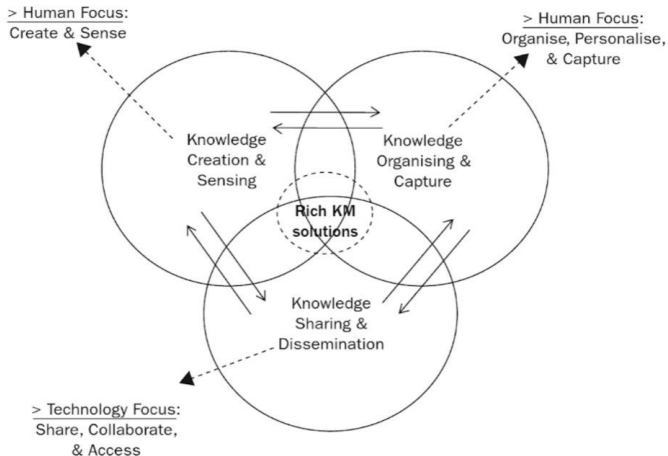
questions

## introduction/question

How would you describe a knowledge management structure in a company?

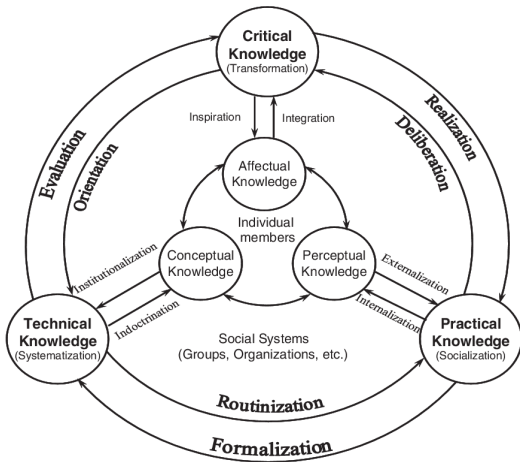
# model

(Botha, Kourie, & Snyman, 2014)



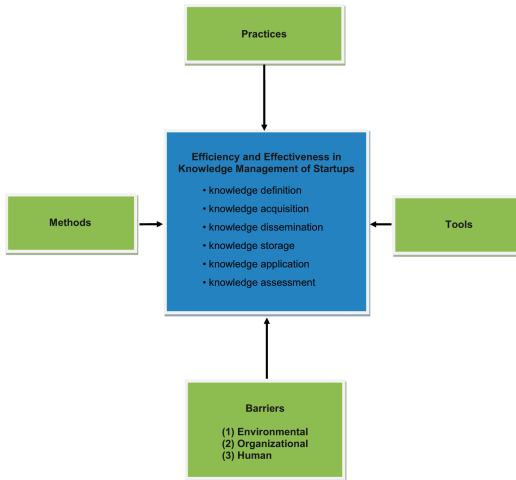
# model

(Yang, Zheng, & Viere, 2009)



# model

(Oliva & Kotabe, 2019)



strategies

# strategies

# What strategies do we have for KM?



# KM: strategies

- personalization
- codification

# model

(Earl, 2001)

SCHOOL ATTRIBUTE	← TECHNOCRATIC →			← ECONOMIC →	← BEHAVIORAL →		
	SYSTEMS	CARTOGRAPHIC	ENGINEERING	COMMERCIAL	ORGANIZATIONAL	SPATIAL	STRATEGIC
FOCUS	Technology	Maps	Processes	Income	Networks	Space	Mindset
AIM	Knowledge Bases	Knowledge Directories	Knowledge Flows	Knowledge Assets	Knowledge Pooling	Knowledge Exchange	Knowledge Capabilities
UNIT	Domain	Enterprise	Activity	Know-how	Communities	Place	Business
EXAMPLE	Xerox Shorko Films	Bain & Co AT&T	HP Frito-Lay	Dow Chemical IBM	BP Amoco Shell	Skandia British Airways	Skandia Unilever
CRITICAL SUCCESS FACTORS	Content Validation Incentives to Provide Content	Culture/Incentives to share Knowledge Networks to Connect People	Knowledge Learning and Information Unrestricted Distribution	Specialist Teams Institutionalized Process	Sociable Culture Knowledge Intermediaries	Design for Purpose Encouragement	Rhetoric Artifacts
PRINCIPAL IT CONTRIBUTION	Knowledge-based Systems	Profiles and Directories on Internets	Shared Databases	Intellectual Asset Register and Processing System	Groupware and Intranets	Access and Representational Tools	Eclectic
"PHILOSOPHY"	Codification	Connectivity	Capability	Commercialization	Collaboration	Contactivity	Consciousness

tools

**tools**

# What tools do we have for KM?

# KM: tools

- tools for creating
  - tools for collaboration
    - social networks
    - meeting
    - chatting
    - expressing
    - knowledge visualization
    - ...
- tools for conserving and maintaining
  - knowledge base
  - content repository
    - codification
    - knowledge visualization
- tools for recalling
  - decision support
  - knowledge visualization

# good practices

# KM: good practices

- knowledge feedback
  - explicit
  - non-explicit
- measuring
  - acces
  - use
  - ...
- reviewing
  - internal
  - external

questions

# questions



# Where can you apply KM?

Where can you apply KM particularly?

Where are the possible  
problems in KM?

Do you know any examples  
of good practices of KM?

Do you know any examples  
of bad practices of KM?

# Zdroje I

- Botha, A., Kourie, D., & Snyman, R. (2014). *Coping with continuous change in the business environment: Knowledge management and knowledge management technology*. Elsevier.
- Earl, M. (2001). Knowledge management strategies: Toward a taxonomy. *Journal of management information systems*, 18(1), 215–233.
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- Yang, B., Zheng, W., & Viere, C. (2009). Holistic views of knowledge management models. *Advances in Developing Human Resources*, 11(3), 273–289.

**M A S A R Y K  
U N I V E R S I T Y**