

# Organizational Behavior

Knowledge Management

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# overview I

KNOWLEDGE MANAGEMENT

STRATEGIES

TOOLS

GOOD PRACTICES

ORGANIZATIONAL LEARNING

QUESTIONS

# KNOWLEDGE MANAGEMENT

# organizational knowledge

“To sum up, knowledge is the individual capability to draw distinctions, within a domain of action, based on an appreciation of context or theory, or both. Organizations are three things at once: concrete settings within which individual action takes place; sets of abstract rules in the form of propositional statements; and historical communities. Organizational knowledge is the capability members of an organization have developed to draw distinctions in the process of carrying out their work, in particular concrete contexts, by enacting sets of generalizations (propositional statements) whose application depends on historically evolved collective understandings and experiences. The more propositional statements and collective understandings become instrumentalized (in Polanyi’s sense of the term), and the more new experiences are reflectively processed (both individually and collectively) and then gradually driven into subsidiary awareness, the more organizational members dwell in all of them, and the more able they become to concentrate on new experiences, on the operational plane.”

(Tsoukas & Vladimirou, 2001)

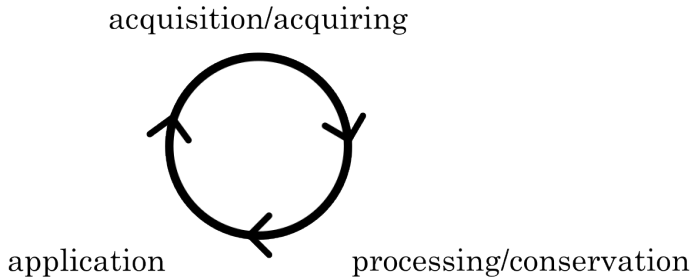
# types of organizational knowledge

- tacit
- implicit
- explicit

## introduction/question

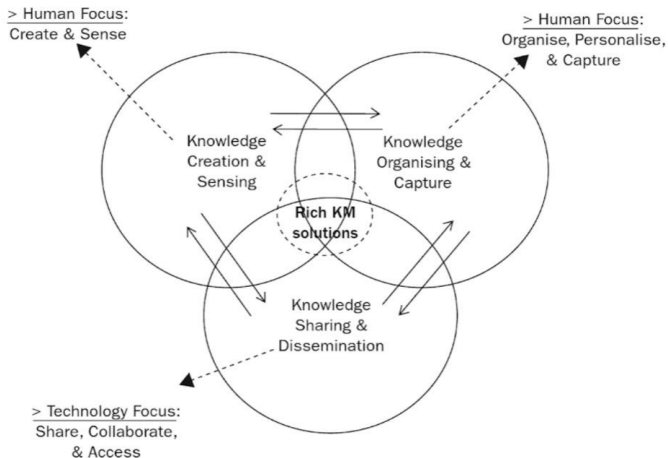
How would you describe a knowledge management structure in a company?

# basic model



# model

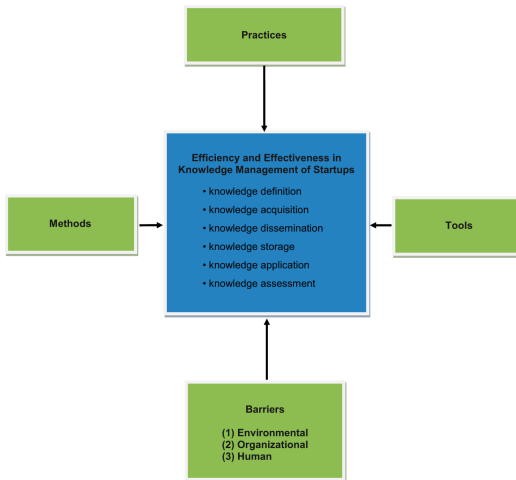
(Botha, Kourie, & Snyman, 2014)





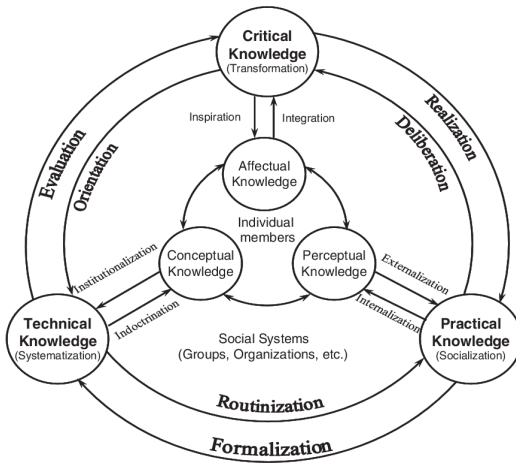
# model

(Oliva & Kotabe, 2019)



# model

(Yang, Zheng, & Viere, 2009)



# STRATEGIES

What strategies do we have  
for KM?

# KM: strategies

- people
- tech

# KM: roles

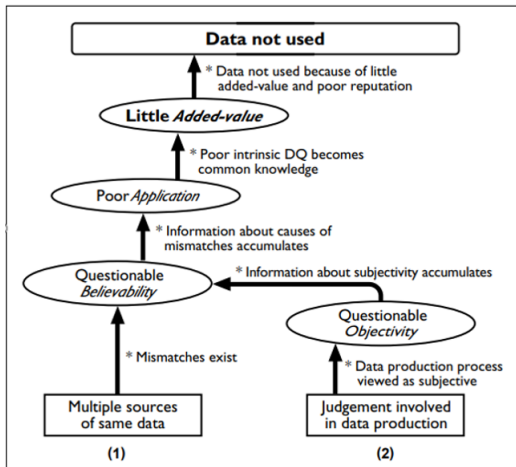
- collector
- custodian
- consumer

# KM: knowledge objectification

## knowledge objectification

Knowledge objectification is the embedding of acquired knowledge into documents, artifacts, procedures, etc., so that they are independent of their holder.

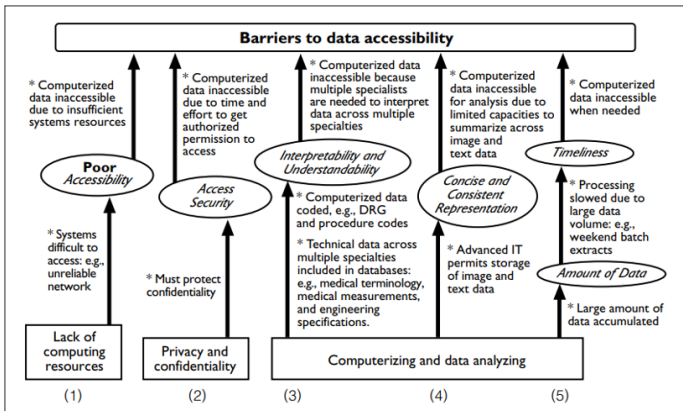
# data quality



(Strong, Lee, &amp; Wang, 1997)



# data availability



(Strong et al., 1997)

# 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

## KM: tools 1/2

- KMS (knowledge management system)
- CMS (content management system)
- DMS (document management system)
- data storage

# KM: tools 2/2

- 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

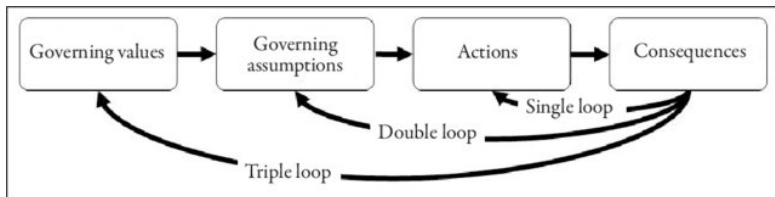
# KM: good practices

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

# ORGANIZATIONAL LEARNING



# organizational learning



(Roux & Murray, 2008)

# QUESTIONS

Where can you apply KM?

Where can you apply KM particularly?

Do you know any examples  
of good practices of KM?

Do you know any examples  
of bad practices of KM?

# Zdroje I

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