MUNI
ECON

Organizational Behavior

Knowledge Management

Tomáš Ondráček
ondracek.t@mail.muni.cz

Faculty of Economics and Administration, Masaryk University

2024

overview I

KNOWLEDGE MANAGEMENT

STRATEGIES

TOOLS

GOOD PRACTICIES

ORGANIZATIONAL LEARNING

QUESTIONS

introduction

(Anonymous, 2019)

questions

What can be known?

When do we know, that we have known something?

cognitive success

problems

- What kinds of things are knowable?
- Can knowledge be known (by cognition)?
- Are there different kinds of cognitive achievement?
  - (e.g., by other justifications or in the distinction between cognitive – individual, collective – etc.)
- …

defining success

What is cognitive success?

- contractualism
- consequentialism
- constitutivism

contractualism

(Craig, 1990)

A certain cognitive state is a cognitive achievement,
because it serves some practical interest.

- testimonials
- activity
- …

consequentialism

(BonJour, 1985; Brogaard, 2009)

A certain cognitive state is a cognitive achievement,
because it supports certain core beliefs.

- understanding the world
- the good life
- …

constitutivism

(Korsgaard, 2009)

A certain cognitive state is a cognitive achievement,
if it is the constitutive goal of an endeavour.

- understanding (reasoning)
- practical wisdom (everyday life)
- …

knowledge

different knowledge?

(Boër & Lycan, 1975; Ryle, 2009)

- knowing who
- knowing which
- knowing why
- knowing where
- knowing when
- knowing how

traditional notion of knowledge of facts

Knowledge is (sufficiently) justified true belief.

Gettier's problems

(Gettier, 1963)

- problems of modes of justification
  - the relationship between reasons and inference
- problems of truthfulness
  - Can only the truth be known?
- epistemic luck
  - testing students

justification

question

How can one justify our beliefs?

possibilities

- positive
- negative

positive

(Alston, 1988)

A given belief is justified, if there are good reasons, to hold it.

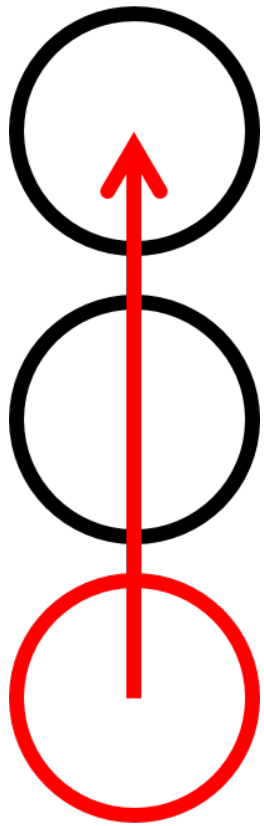
negative deontological justification

(Feldman, 1988; Plantinga et al., 1993; ?)

A given belief is justified, unless there are reasons, not to be.

the structure of justification

fundacionalism

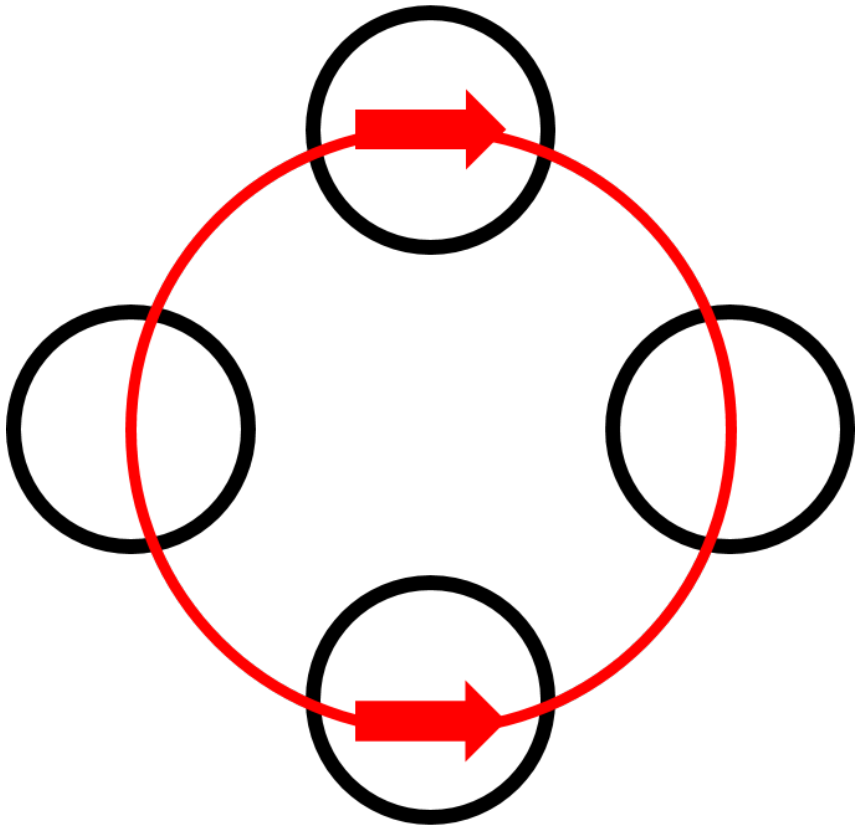


fundacionalism: possible assumptions

(BonJour & Sosa, 2003)

- basis/bases
  - A justified belief *p* is a basic or base belief if and only if the belief *p* is not justified by another belief.
- justified belief
  - Every justified belief *p* is a basic or base belief or is justified by another belief *q*.

coherentism

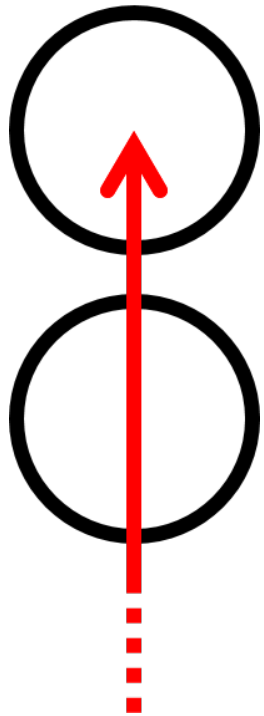


coherentism: possible assumptions

(Davidson & LePore, 1986)

- coherence
  - Every justified belief *p* is justified by others beliefs in its epistemic environment.

infinitism



infinitism: possible assumptions

(Aikin, 2008)

- infinite chain
  - Every justified belief p is justified by others preceding beliefs.
- actuality vs. possibility

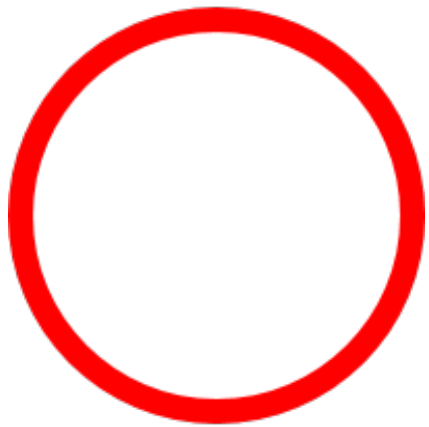
specification of justification structures

(Aikin, 2008)

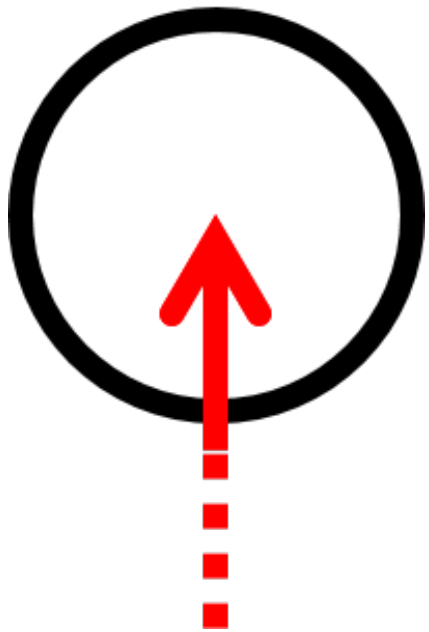
- COST
  - strong/weak
- PURITY
  - pure/mixed
- AVAILABILITY
  - diachronous/synchronous
- ORIGIN
  - transmissive/emergent

ways of knowing

apriori

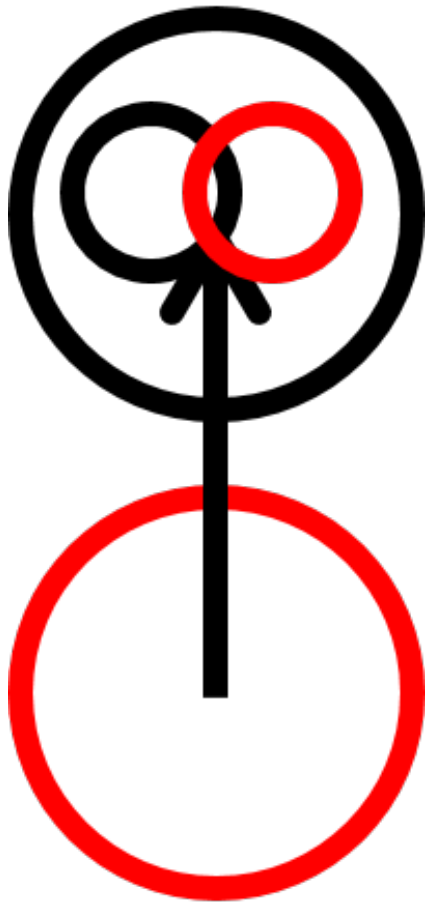


aposteriori

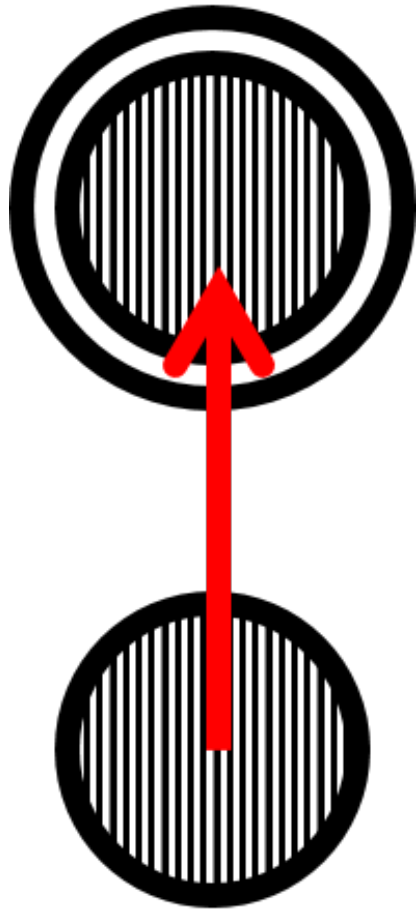


analytic

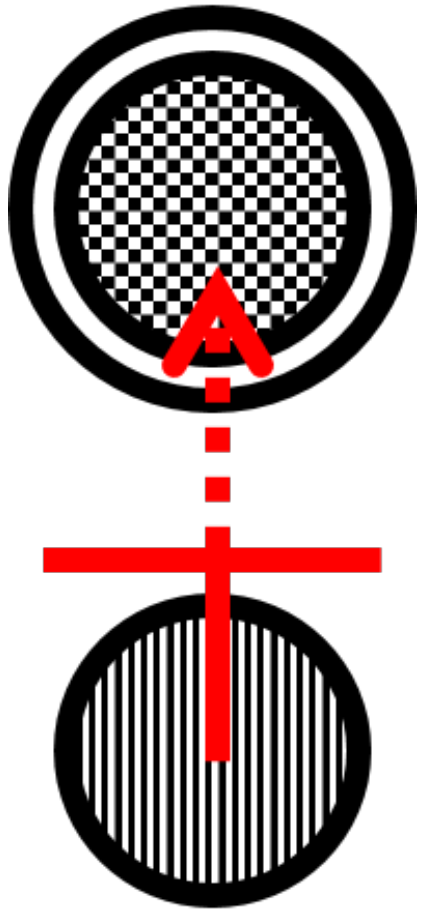
synthetic



direct realism



indirect realism



basic approaches

empiricism | rationalism | constructivism

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

tacit knowledge

- Tacit knowledge is personal, experience-based knowledge that is difficult to formalize or communicate.
- It is deeply embedded in individuals' experiences, insights, and skills, and is often communicated through shared experiences or actions.
- Example: A senior sales manager's ability to build strong relationships with clients based on years of experience.

(Nonaka & Takeuchi, 1995; Polanyi, 1966)

implicit knowledge

- Implicit knowledge is knowledge that has not yet been formalized but can be codified or articulated.
- This type of knowledge exists in an undocumented state and can be transferred through training or practice.
- Example: A product manager's instinctive knowledge about which features to prioritize based on market trends and experience.

(Leonard & Sensiper, 1998; Nonaka & Takeuchi, 1995)

explicit knowledge

- Explicit knowledge is formalized, documented knowledge that can be easily communicated and shared through manuals, documents, or databases.
- This type of knowledge is systematic and can be readily transferred between individuals in an organization.
- Example: An operations manual or employee handbook that details organizational policies.

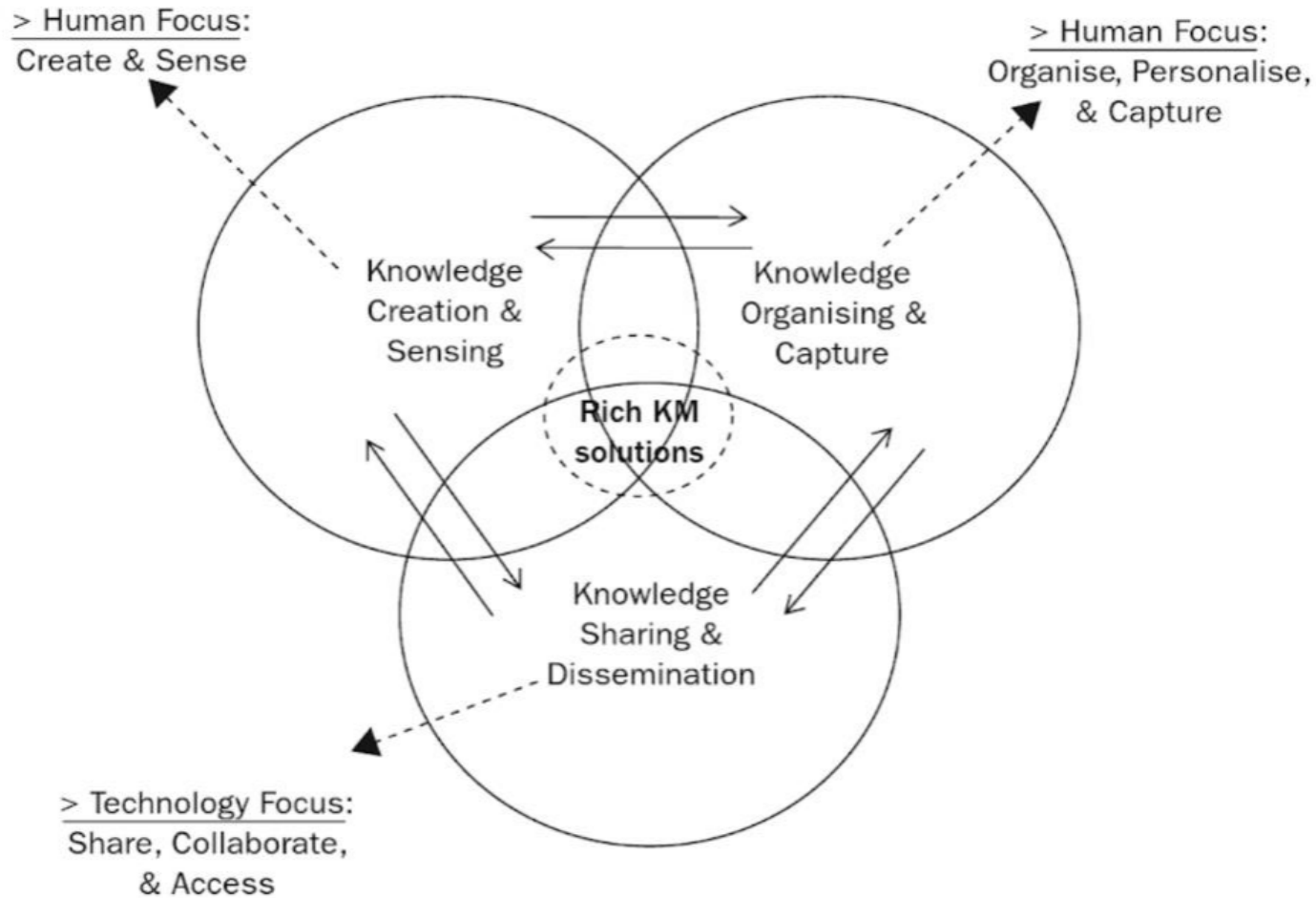
(Nonaka, 1994; Nonaka & Takeuchi, 1995)

introduction/question

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

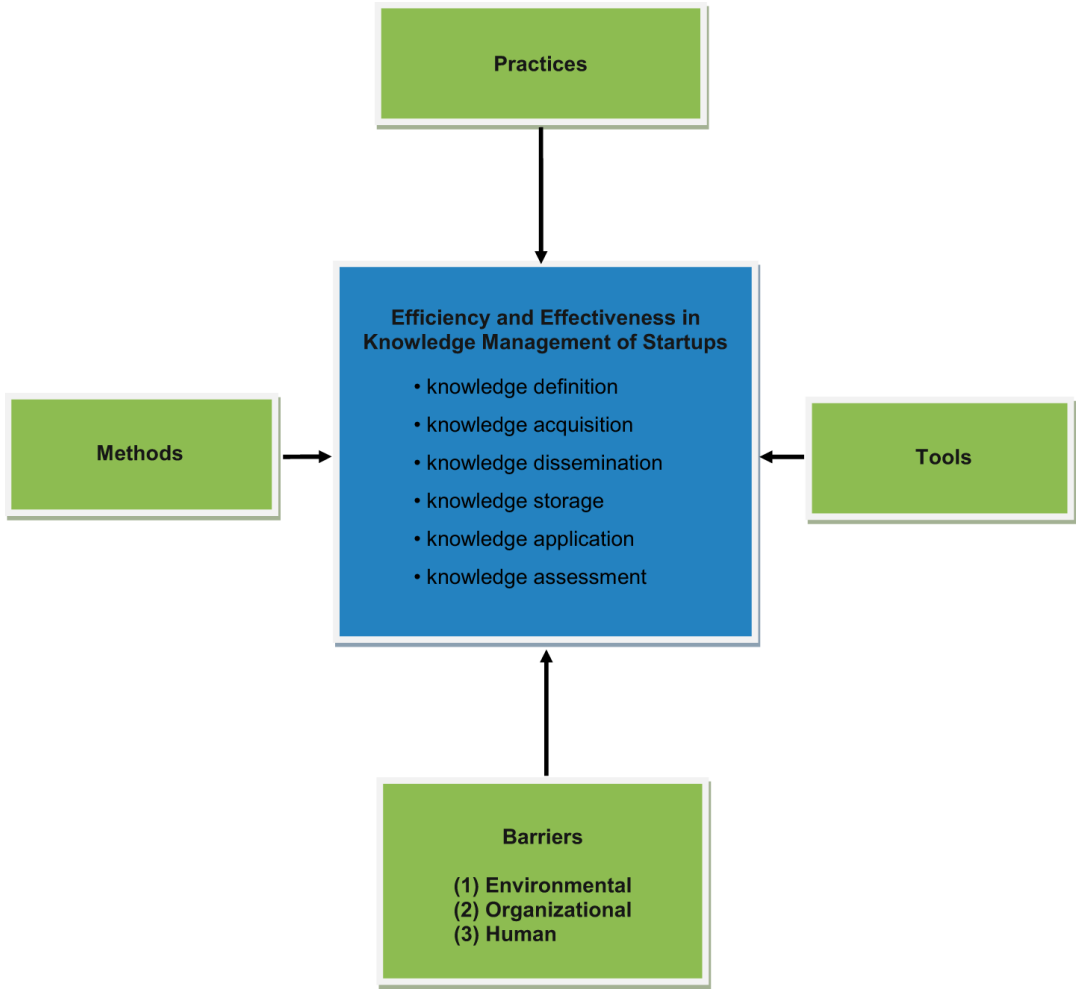
model

(Botha, Kourie, & Snyman, 2014)



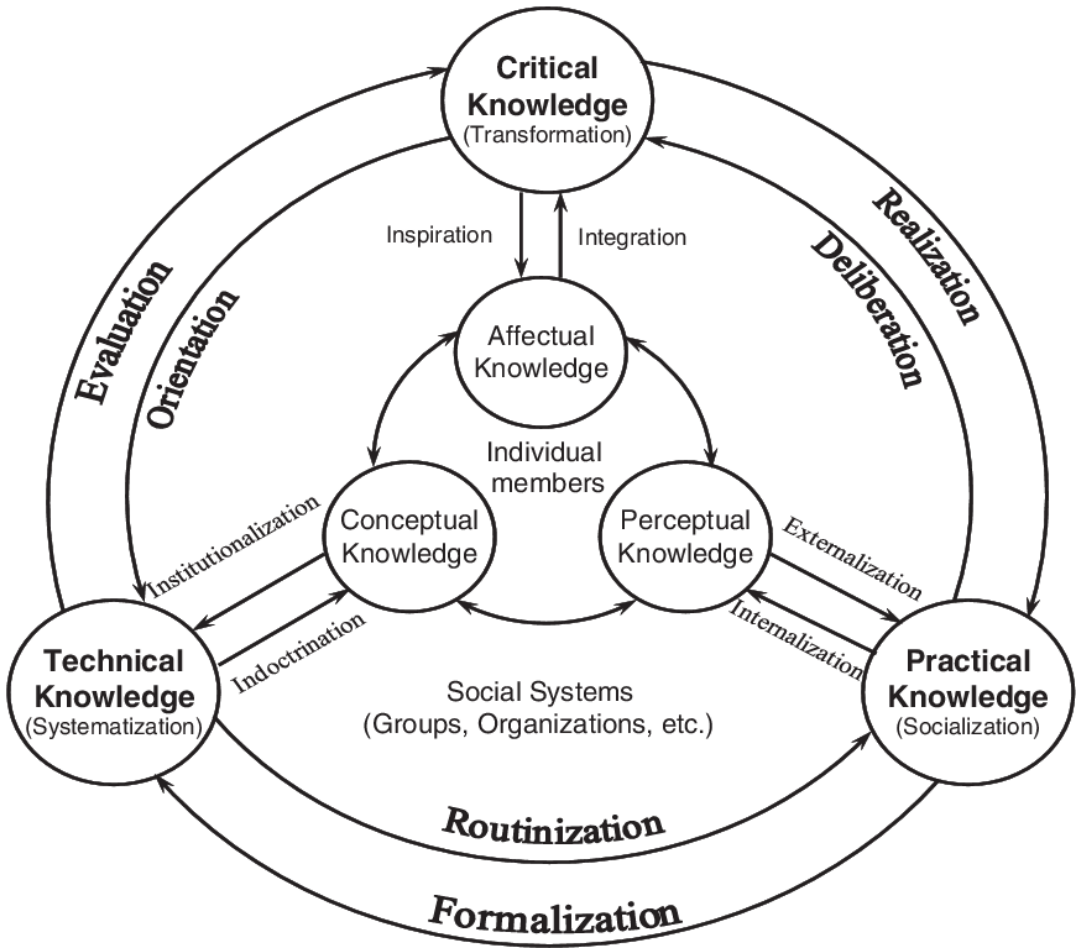
model

(Oliva & Kotabe, 2019)

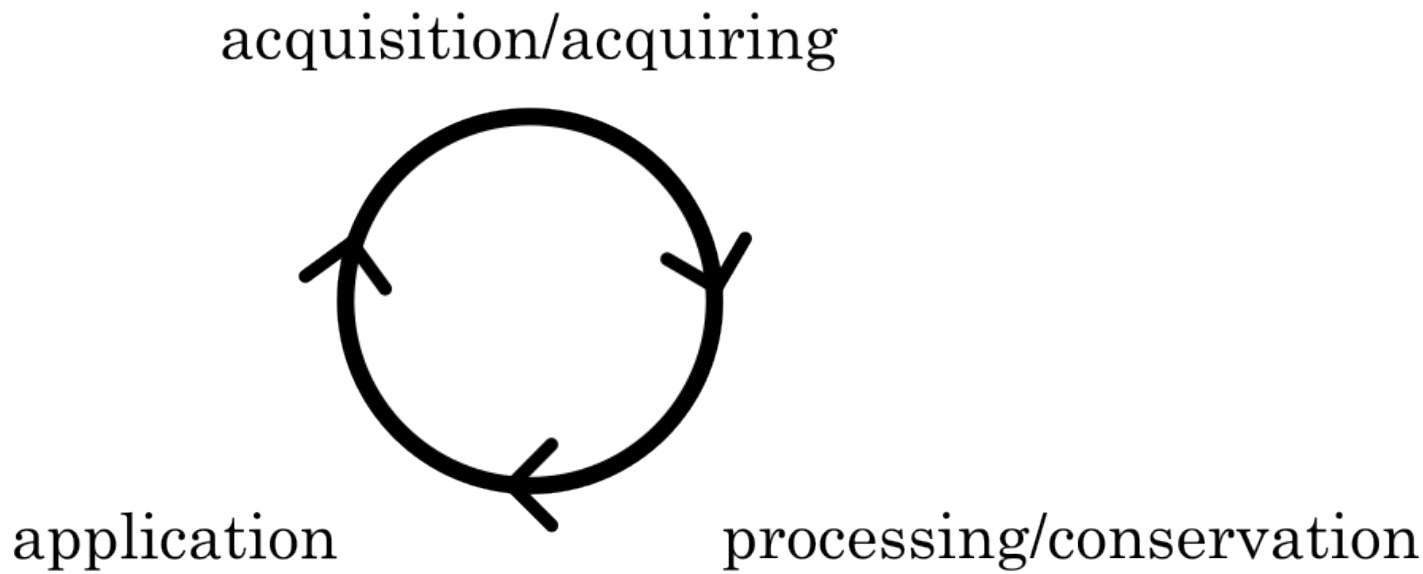


model

(Yang, Zheng, & Viere, 2009)



basic model


acquisition/acquiring
application
processing/conservation

STRATEGIES

What strategies do we have for KM?

KM: strategies

- people
- tech

KM: roles

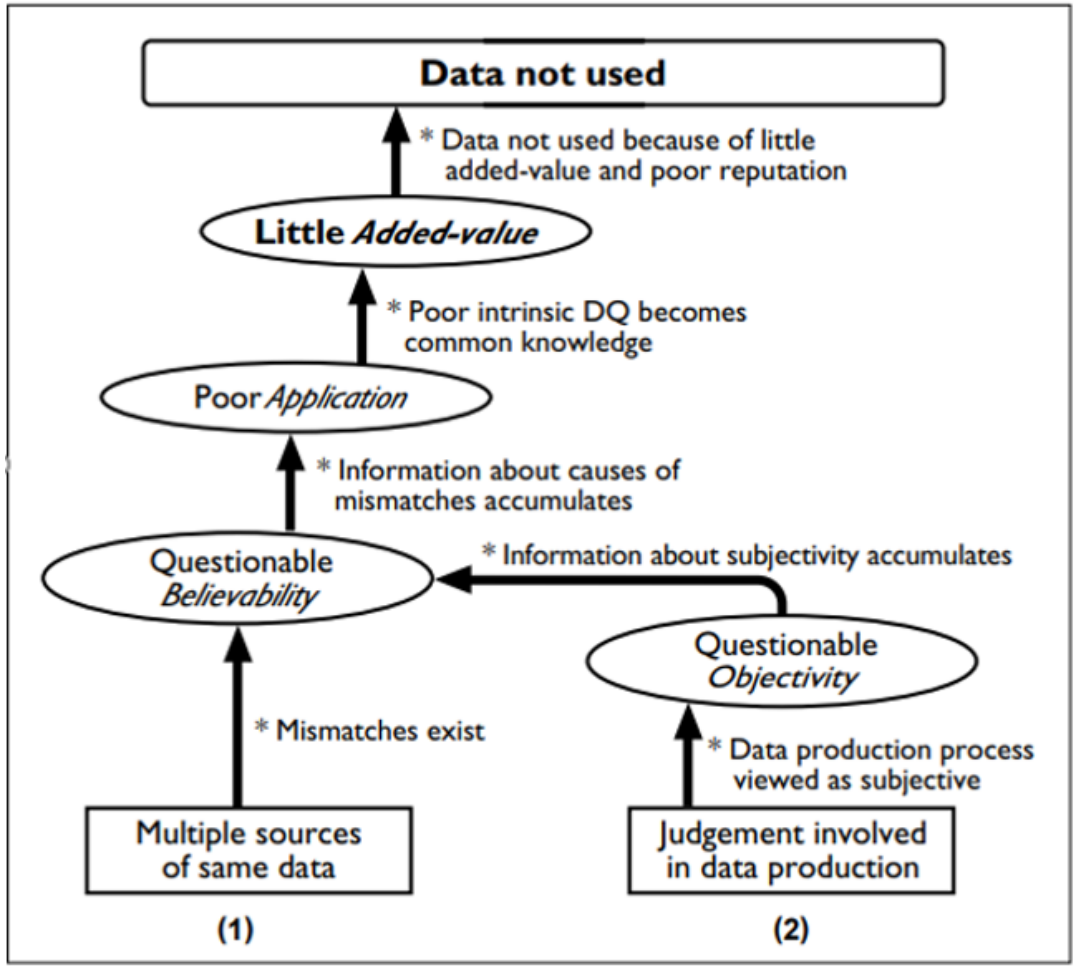
- collector
- custodian
- consumer

KM: knowledge objectification

knowledge objectification

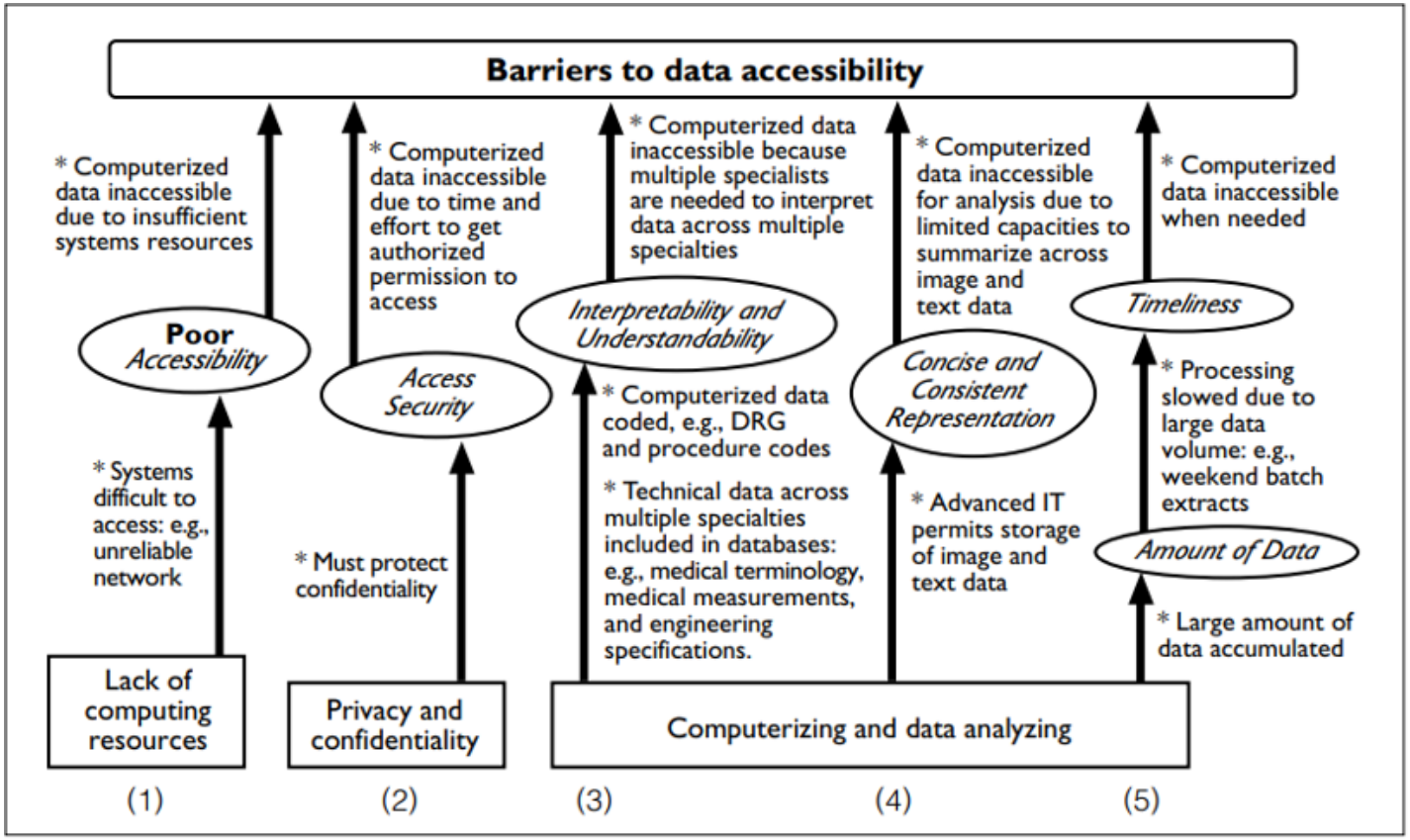
Knowledge objectification is the embedding of acquired knowledge into documents, artifacts, procedures, etc., so that they are independent of their holder.

data quality



(Strong, Lee, & 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 Representa-tional 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

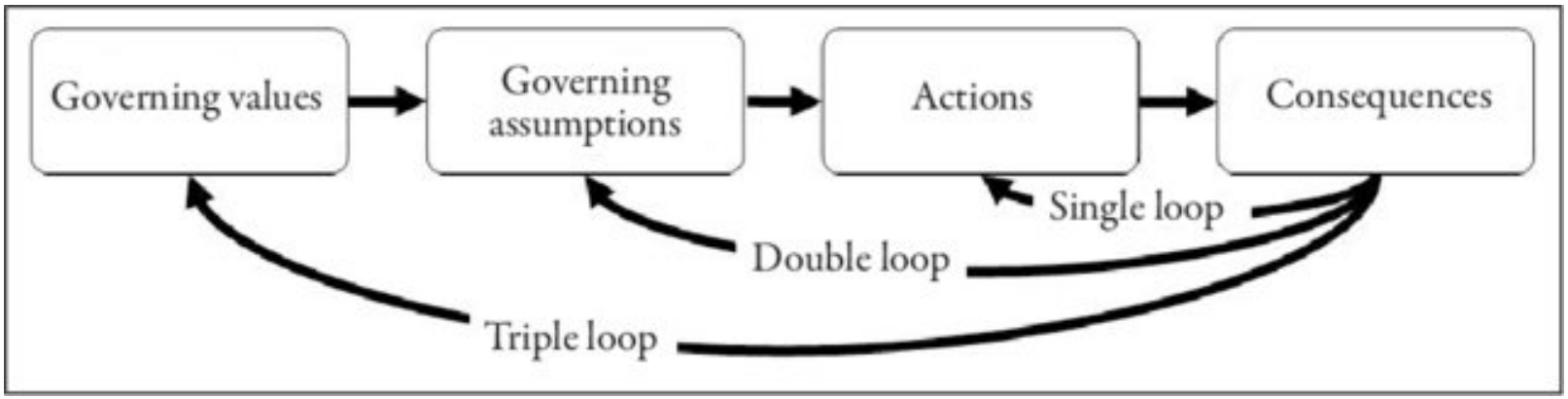
GOOD PRACTICIES

KM: good practices

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

ORGANIZATIONAL LEARNING

organizational larning



(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?

Sources I

Aikin, S. F. (2008). Meta-epistemology and the varieties of epistemic infinitism. *Synthese*, *163*(2), 175–185.

Alston, W. P. (1988). The deontological conception of epistemic justification. *Philosophical perspectives*, *2*, 257–299.

Anonymous. (2019, February). *Both Vantablack S-VIS Masks Coated And Rotating Together GIF.* Retrieved from `https://gfycat.com/soursecondaryivorygull-vantablack-s-vis-super-black-darkest`

Boër, S. E., & Lycan, W. G. (1975). Knowing who. *Philosophical Studies*, *28*(5), 299–344.

BonJour, L. (1985). *The structure of empirical knowledge*. Harvard University Press.

BonJour, L., & Sosa, E. (2003). *Epistemic justification: Internalism vs. externalism, foundations vs. virtues*.

Botha, A., Kourie, D., & Snyman, R. (2014). *Coping with continuous change in the business environment: Knowledge management and knowledge management technology*. Elsevier.

Brogaard, B. (2009). The trivial argument for epistemic value pluralism, or, how i learned to stop caring about truth. *Haddock, Millar, and Pritchard*, 284–305.

Craig, E. (1990). *Knowledge and the state of nature: An essay in conceptual synthesis*. Clarendon Press Oxford.

Davidson, D., & LePore, E. (1986). *A coherence theory of truth and knowledge*.

Earl, M. (2001). Knowledge management strategies: Toward a taxonomy. *Journal of management information systems*, *18*(1), 215–233.

Feldman, R. (1988). Epistemic obligations. *Philosophical perspectives*, *2*, 235–256.

Gettier, E. L. (1963). Is justified true belief knowledge? *analysis*, *23*(6), 121–123.

Korsgaard, C. M. (2009). *Self-constitution: Agency, identity, and integrity*. OUP Oxford.

Leonard, D., & Sensiper, S. (1998). The role of tacit knowledge in group innovation. *California Management Review*, *40*(3), 112–132.

Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science*, *5*(1), 14–37.

Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How japanese companies create the dynamics of innovation*. Oxford University Press.

Oliva, F. L., & Kotabe, M. (2019). Barriers, practices, methods and knowledge management tools in startups. *Journal of knowledge management*.

Plantinga, A., et al. (1993). *Warrant: The current debate*. Oxford University Press, USA.

Polanyi, M. (1966). *The tacit dimension*. Routledge & Kegan Paul.

Roux, D. J., & Murray, K. (2008). Learning to learn for social-ecological resilience: Balancing strategy options in public sector organisations. In *Exploring sustainability science: A southern african perspective* (pp. 599–625). SUN MeDIA.

Sources II

Ryle, G. (2009). *The concept of mind*. Routledge.

Strong, D. M., Lee, Y. W., & Wang, R. Y. (1997). Data quality in context. *Communications of the ACM*, *40*(5), 103–110.

Tsoukas, H., & Vladimirou, E. (2001). What is organizational knowledge? *Journal of management studies*, *38*(7), 973–993.

Yang, B., Zheng, W., & Viere, C. (2009). Holistic views of knowledge management models. *Advances in Developing Human Resources*, *11*(3), 273–289.

MASARYK
UNIVERSITY