

# Knowledge management and knowledge sharing

Management Information Systems 37C00100

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# Importance of knowledge for firms

## Resource-based view:

Companies compete with capabilities that are difficult to imitate

Knowledge is one of the key assets

## Knowledge Management (KM):

“is a process that helps organizations identify, select, organize, disseminate, and transfer important information and expertise that are part of organizations memory” (Turban & Volonino p. 311)

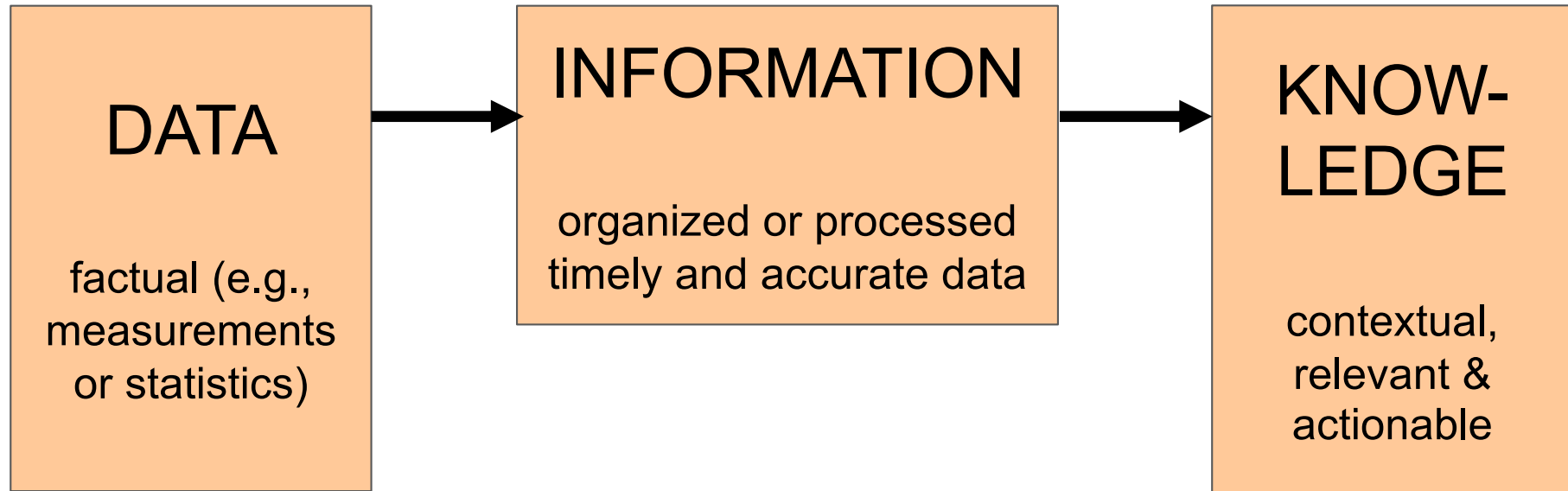
# What you will learn in this lecture

Basic mechanisms of knowledge sharing in organizations

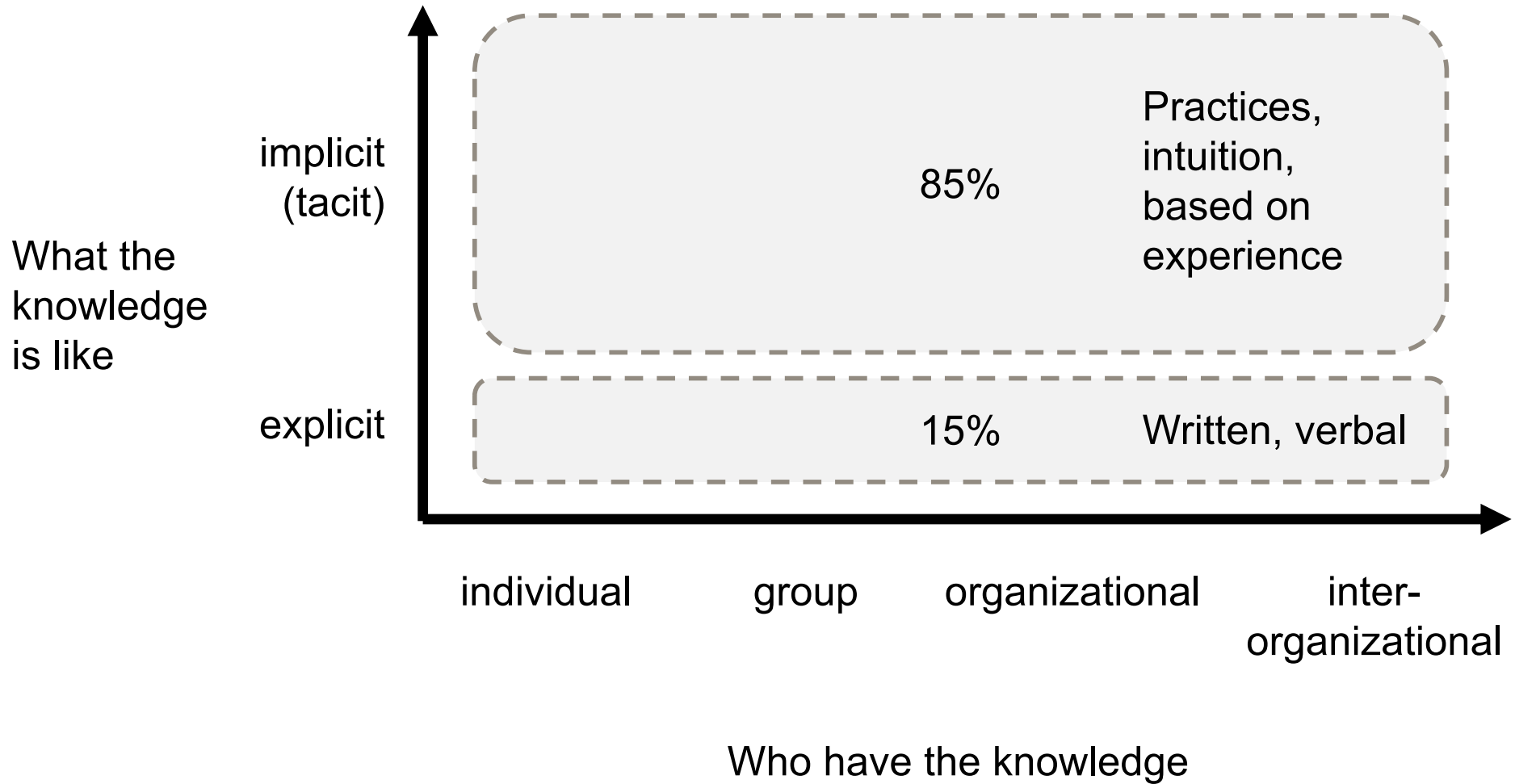
Why knowledge sharing is difficult

How knowledge sharing can be made to work

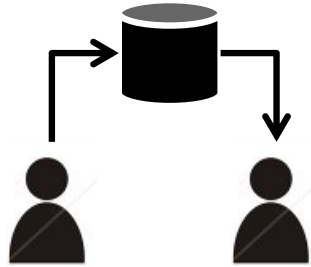
# Data, information and knowledge



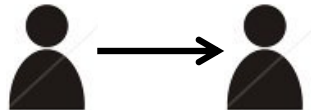
# Types of knowledge



# Knowledge management strategies



**Codification strategy:** knowledge is stored in databases, where it can be transferred or retrieved.



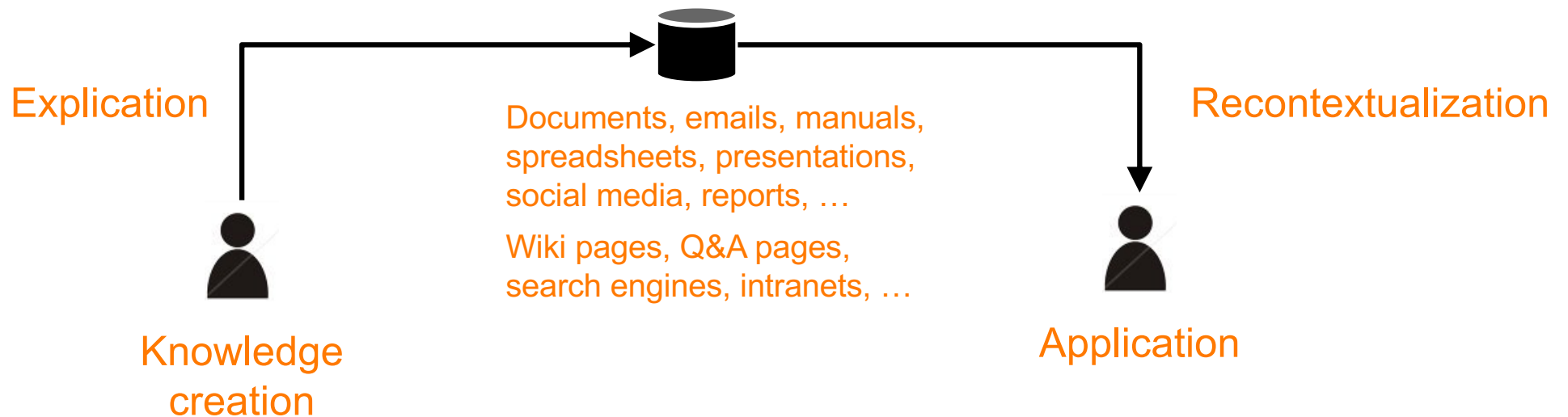
**Personalization strategy:** the focus on persons and sharing through person-to-person contacts.

Source: Hansen et al. 1999. What's your strategy for managing knowledge? Harvard Business Review, March–April, pages 106–116

# Codification strategy

## The “repository model”:

Build databases of what the organization knows



# **A small exercise on the problems of codification approach**



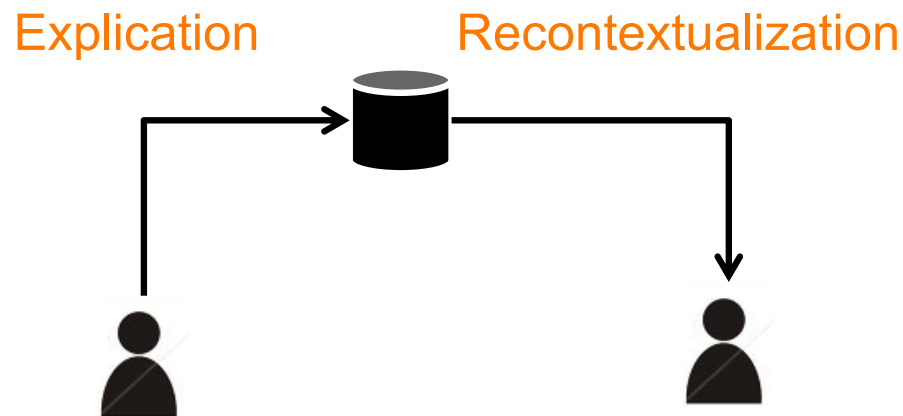
Knowledge  
outdates

Expertise is hard  
to verbalize

Knowledge is hard  
to use in a  
different context

Consider the following situation:

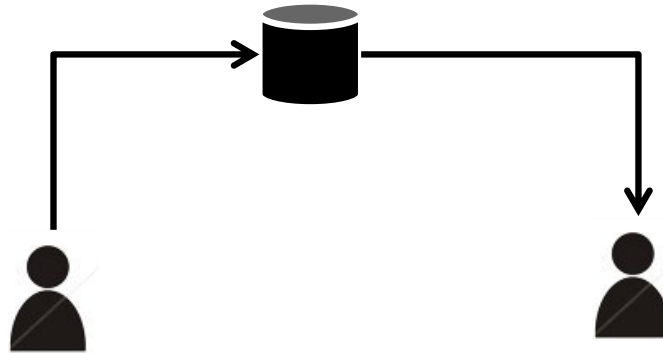
You a marketing expert, and have just started working in a new company. The company asks you to write how successful social media campaigns are organized.



=> What problems will hamper the sharing of your knowledge with others?

Explication

Recontextualization

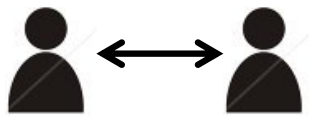


**Solving the problems of  
explication and recontextualization**

# If knowledge cannot be explicated (=is tacit)

Examples of problems requiring tacit knowledge:

1. “How do you design a pleasurable user interface for a phone?”
2. “How can car engines be made more energy-efficient?”
3. “How do you bake delicious bread?”




In these situations the **personalization strategy** is better

# Personalization solution 1: knowledge mapping

 **Marketing**  
Pam

“Don’t try to store knowledge; build a map of the experts who have the knowledge”

 **Finances**  
Sarah

“Let the experts teach the novices”

 **Databases**  
Nick

Better contextualization

Two-way interaction

 **User experience**  
Sofia

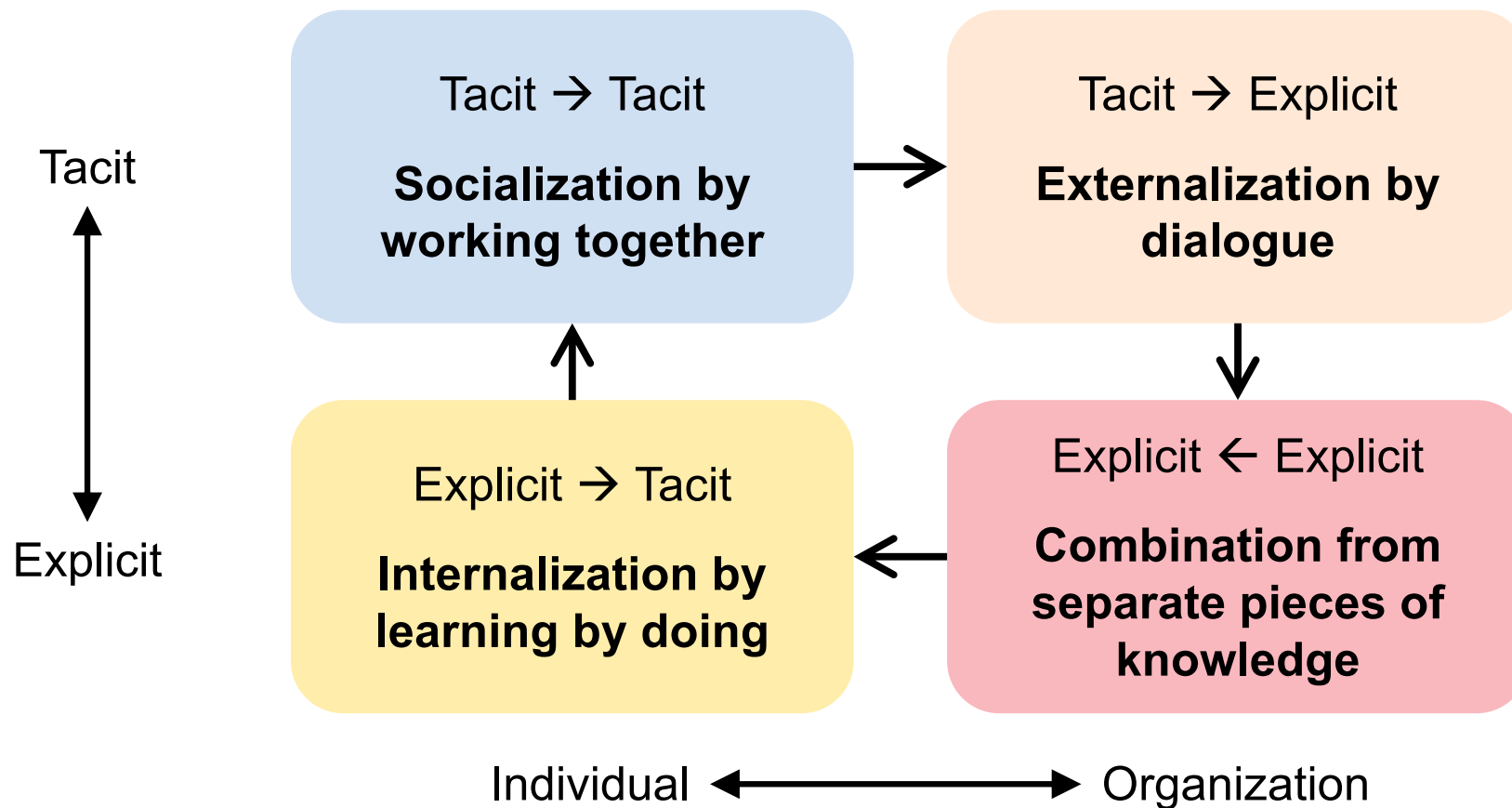
We know that it works: the master & apprentice model

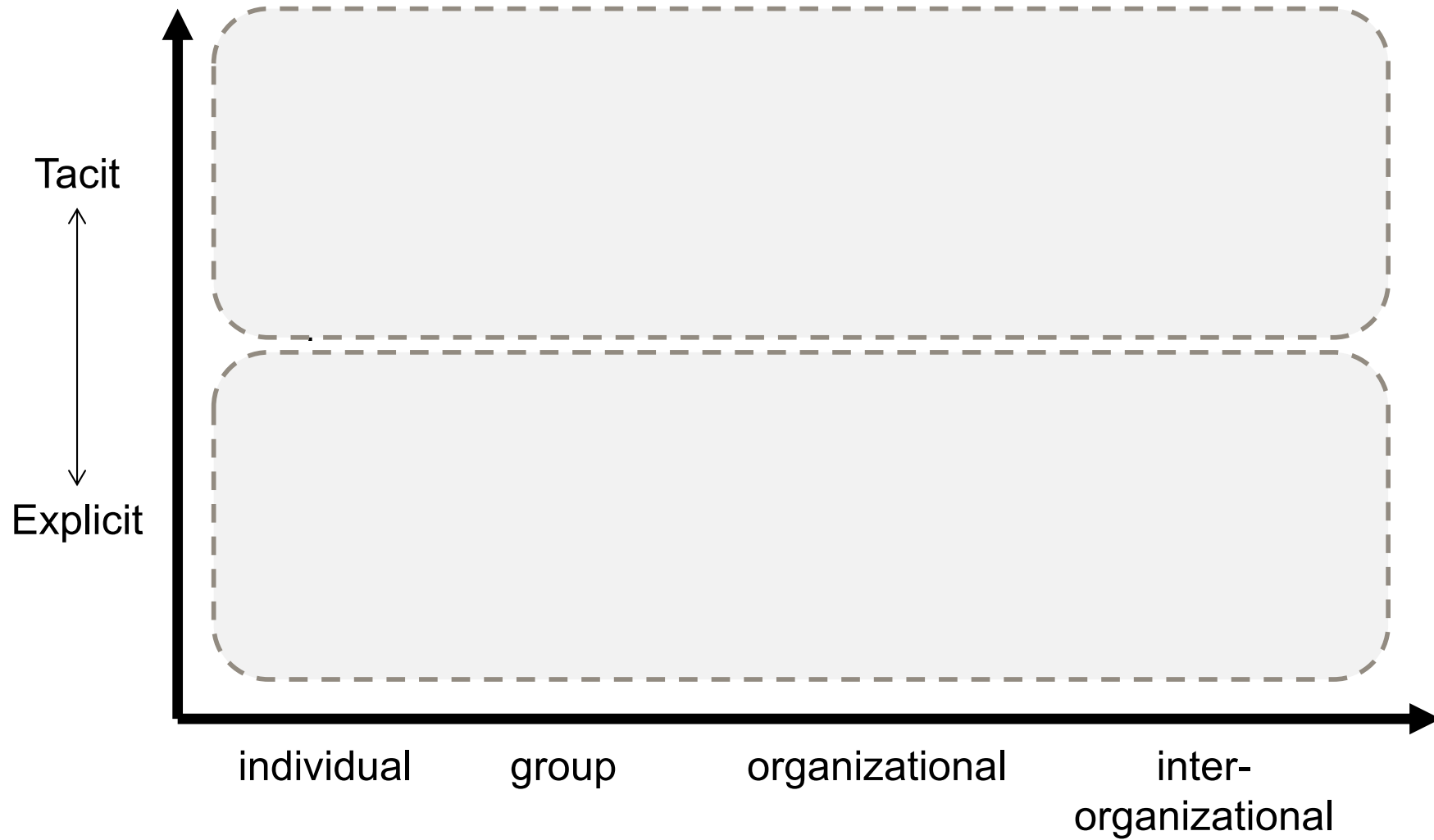
 **Project mgmt**  
Anjali

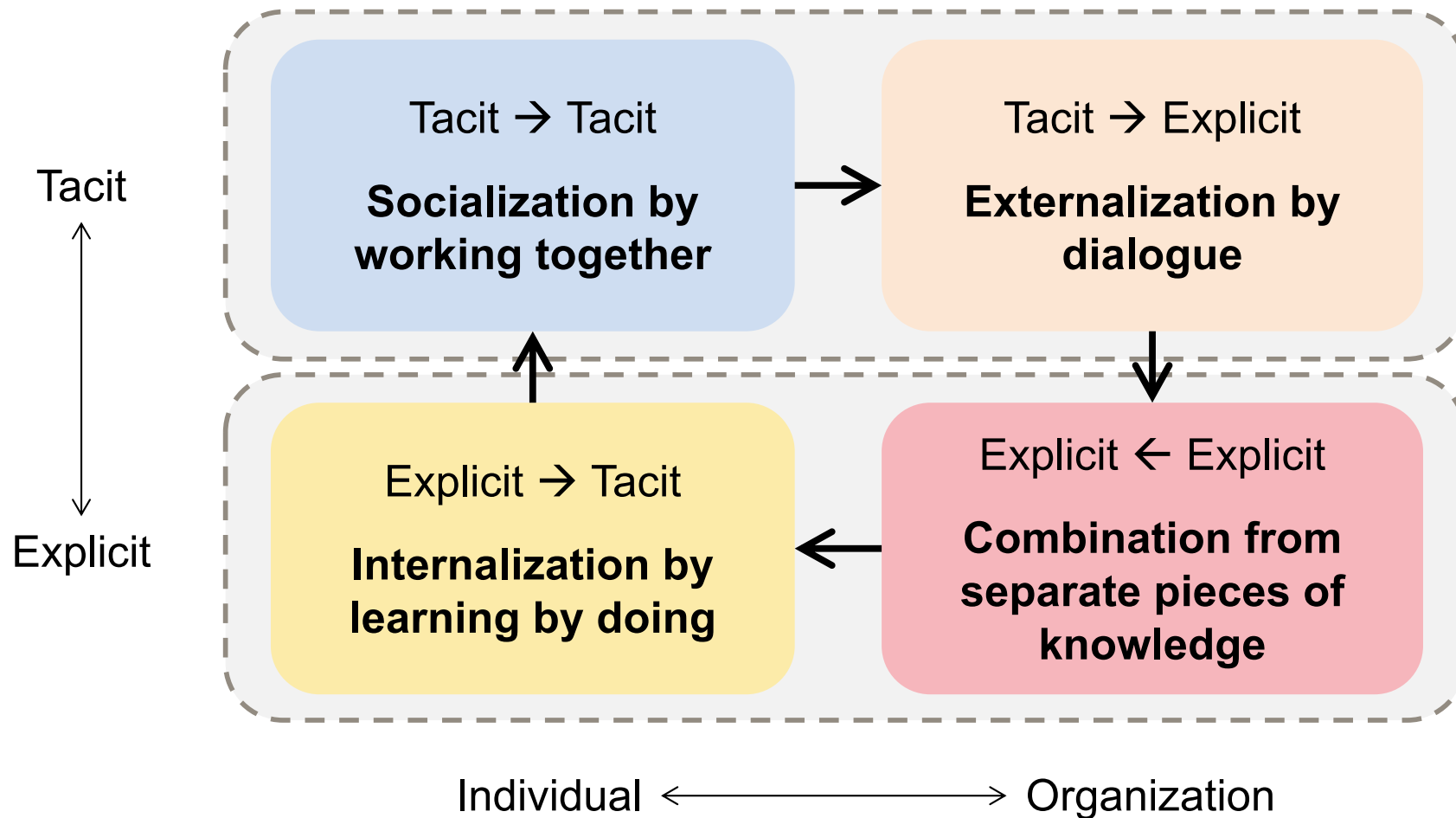
Example: expert locator systems (ELS)

# How experts might teach novices

*“SECI model”*







# Personalization solution 2: Interpersonal communication

If employees are geographically separated

Technologies:

- Phone

- Email

- Chat (person-to-person and/or group)

- Voice and video calls & conferences

- Shared workspaces

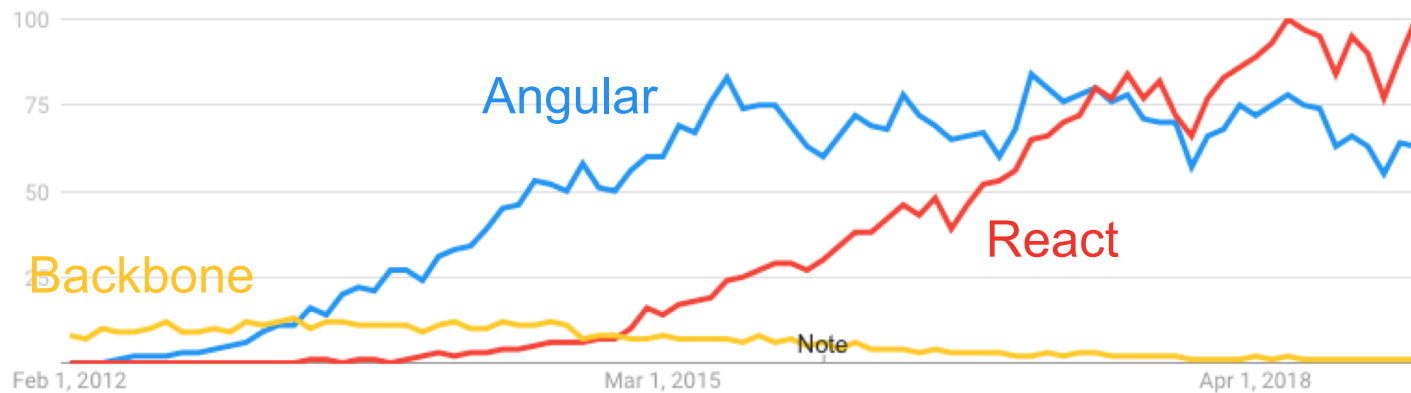
- ...

One case example => see the next slides



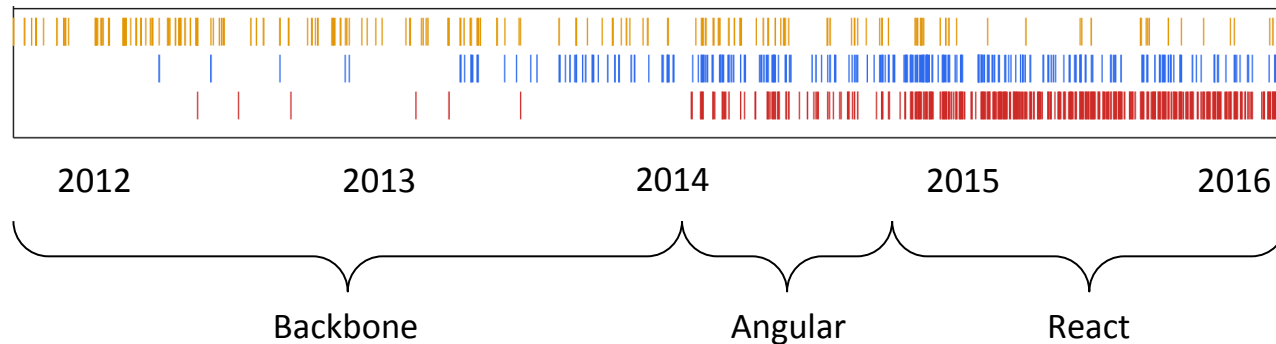
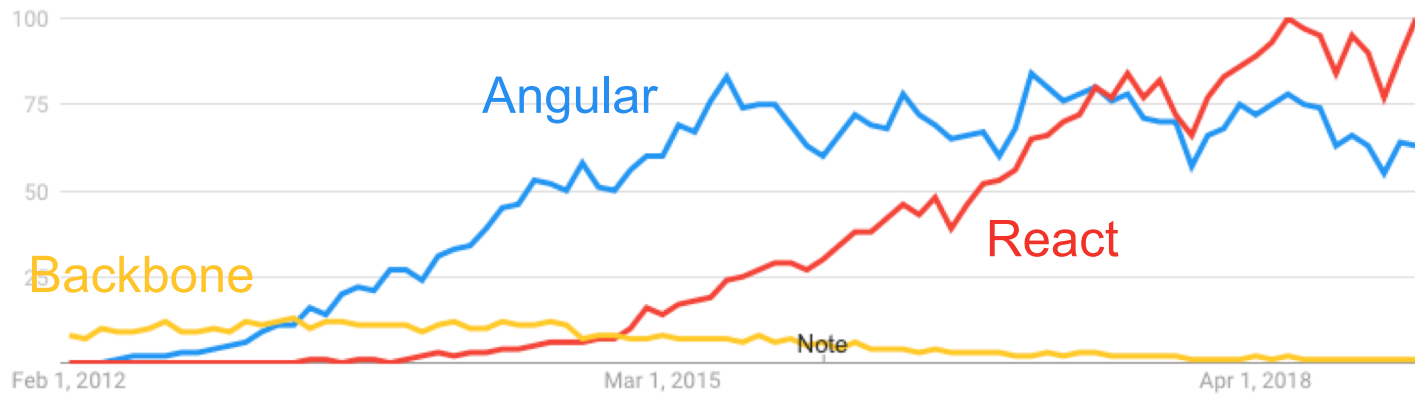
# Solving the problem of outdated knowledge

Example from software development:



Google Trends searches on competing JavaScript frameworks

# Using chat to share knowledge in small pieces

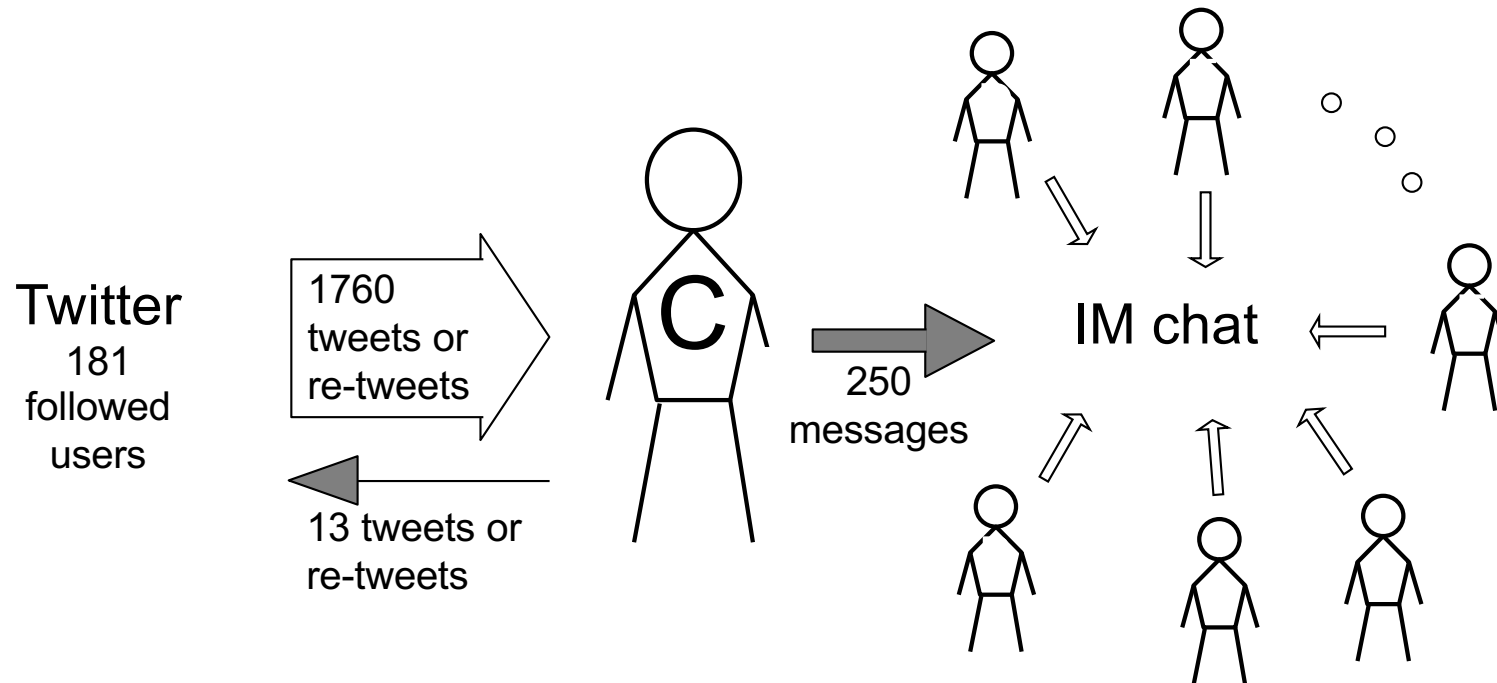


Source:  
Futurice  
68834  
messages

Over 1000 messages shared each month!

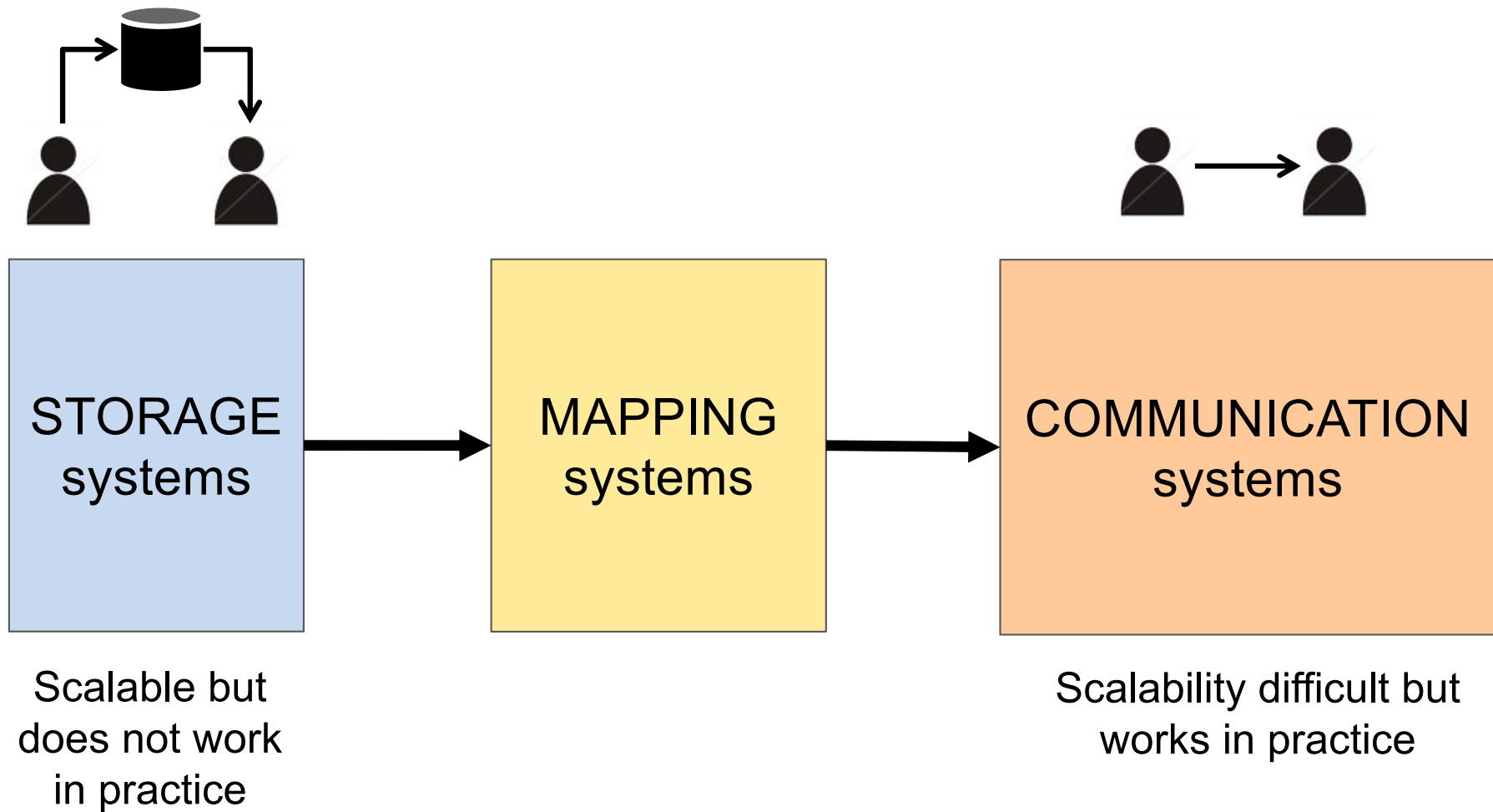
# Learning beyond organizational boundaries

Twitter networks where programmers act as experts for each other



# Summary

# Evolution of knowledge sharing thinking

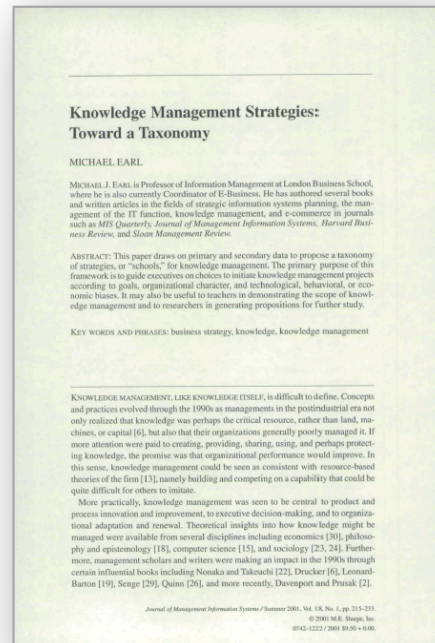


Source: Ackerman et al. 2013. Sharing Knowledge and Expertise: The CSCW View of Knowledge Management. Computer Supported Cooperative Work, Vol. 22, issue 4–6, pages 531–573

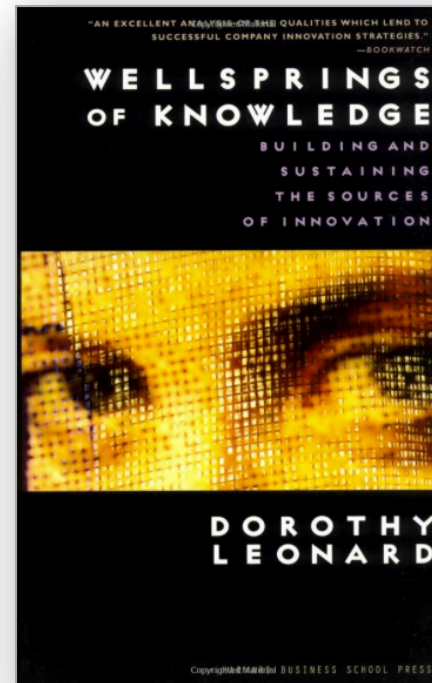
# Recommended further reading



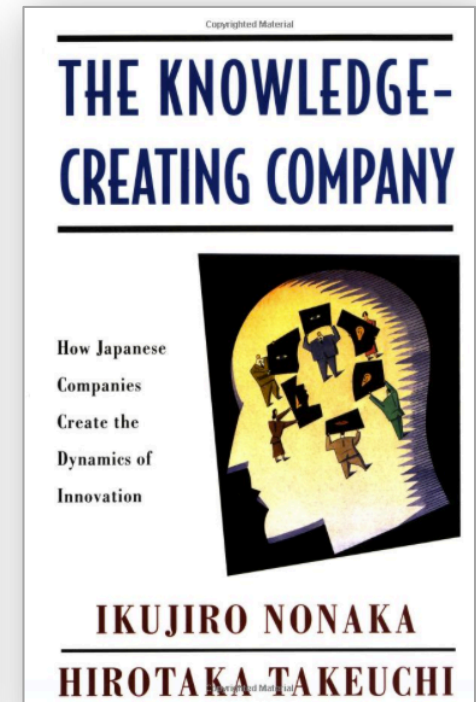
Hansen, Nohria & Tierney (1999). What's your strategy for managing knowledge?. *Harvard Business Review*, 77(2), 106–116.



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