Seminar 2: Knowledge management and organisational learning

+ Case study assignment for teamwork

Case study assignment for the teamwork during semester

Case study 1	Case study 2	Case study 3	Case study 4	Case study 5	Case study 6	Case study 7	Case study 8
TEAM 1 (HRM)	TEAM 2 (HRM)	TEAM 3 (HRM)	TEAM 4 (HRM + HRM-IM)	TEAM 5 (HRM-IM)	TEAM 6 (HRM-IM)	TEAM 7 (HRM-IM)	TEAM 8 (HRM-IM)
13.3.2024	20.3.2024	27.3.2024	3.4.2024	10.4.2024	17.4.2024	24.4.2024	15.5.2024
Herman godfrey	Sýkora	Pavel Pacovský	Kateřina Holubcova	Barbora Kuželová	Denisa Fabiánová	Daniel Gladiš	
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					Michaela Pelantová	Jakub Chvojka	

Case study topic for each team

Case study	Case study 1	Case study 2	Case study 3	Case study 4	Case study 5	Case study 6	Case study 7	Case study 8
Team	TEAM 1 (HRM)	TEAM 2 (HRM)	TEAM 3 (HRM)	TEAM 4 (HRM + HRM-IM)	TEAM 5 (HRM-IM)	TEAM 6 (HRM-IM)	TEAM 7 (HRM-IM)	TEAM 8 (HRM-IM)
DATE OF PRESENTATION	13.3.2024	20.3.2024	27.3.2024	3.4.2024	10.4.2024	17.4.2024	24.4.2024	15.5.2024

Case study 1 – Team 1 - Attraction of candidates + motivation of employees
Case study 2 – Team 2 - Turnover of employees
Case study 3 – Team 3 – Diversity and multicultural management
Case study 4 – Team 4 - Dismissal of employees + employer branding
Case study 5 – Team 5 - Retention of talented employees
Case study 6 – Team 6 - Training and development (T&D) of employees
Case study 7 – Team 7 - Internal communication and employee engagement
Case study 8 – Team 8 - Knowledge sharing + T&D

THE CASE STUDY WILL BE SENT TO YOUR EMAIL + YOU WILL RECEIVE IT PRINTED DURING THE SEMINAR.

Uploading of your case studies to E-learning

Case study	Case study 1	Case study 2	Case study 3	Case study 4	Case study 5	Case study 6	Case study 7	Case study 8
Team	TEAM 1 (HRM)	TEAM 2 (HRM)	TEAM 3 (HRM)	TEAM 4 (HRM + HRM-IM)	TEAM 5 (HRM-IM)	TEAM 6 (HRM-IM)	TEAM 7 (HRM-IM)	TEAM 8 (HRM-IM)
DATE OF UPLOADING TO ELEARNING	Sunday 10. 3. 2024	Sunday 17. 3. 2024	Sunday 24. 3. 2024	Sunday 31. 3. 2024	Sunday 7. 4. 2024	Sunday 14. 4. 2024	Sunday 21. 4. 2024	Sunday 12. 5. 2024
DATE OF PRESENTATION	13.3.2024	20.3.2024	27.3.2024	3.4.2024	10.4.2024	17.4.2024	24.4.2024	15.5.2024

EACH TEAM WILL UPLOAD THE FINAL CASE STUDY ASSIGNMENT TO E-LEARNING ON SUNDAY PRIOR TO THE DATE OF THE PRESENTATION.

EXACT DATES COULD BE SEEN IN THE TABLE ABOVE.

Importance of knowledge in Organisational learning

„It is said that knowledge is a valuable asset, but the most valuable assets of any organization are its people. People generate, accumulate, and manage knowledge.“

LinkedIn. **Learning and development in Knowledge management**, 2024 https://www.linkedin.com/pulse/learning-development-knowledge-management-nakentoh-kenneth/ .

The connection between organisational learning and KM

1. Knowledge Management (KM) can be seen as a **means to achieve** Organisational Learning (OL), with OL being the ultimate goal.

2. KM initiatives focus on **encouraging the creation, dissemination, and application of knowledge** within an organisation.

3. The payoff of KM initiatives is reflected in the organisation's **ability to integrate knowledge into its processe**s, leading to continuous **improvement in practices and behaviours**.

4. Organisational Learning plays a **crucial role in enabling the organisation to enhance its utilisation of knowledge** over time, thereby supporting sustainable improvement.

Importance of T&D

Companies must continuously **adapt and innovate** to stay competitive and deliver results in today's rapidly changing business landscape.

Training and development team **assess skill gaps** and helps employees **develop new knowledge** and **skills** for implementation.

Importance of T&D

- 💡 **Innovation and competitiveness**
- 🧠 **Skill enhancement**
- 📈 **Performance improvement**
- 🔄 **Adaptation to change**
- 🤝 **Employee engagement and retention**
- 👥 **Succession planning**
- 🙂 **Employee satisfaction**
- 👤 **Knowledge transfer**
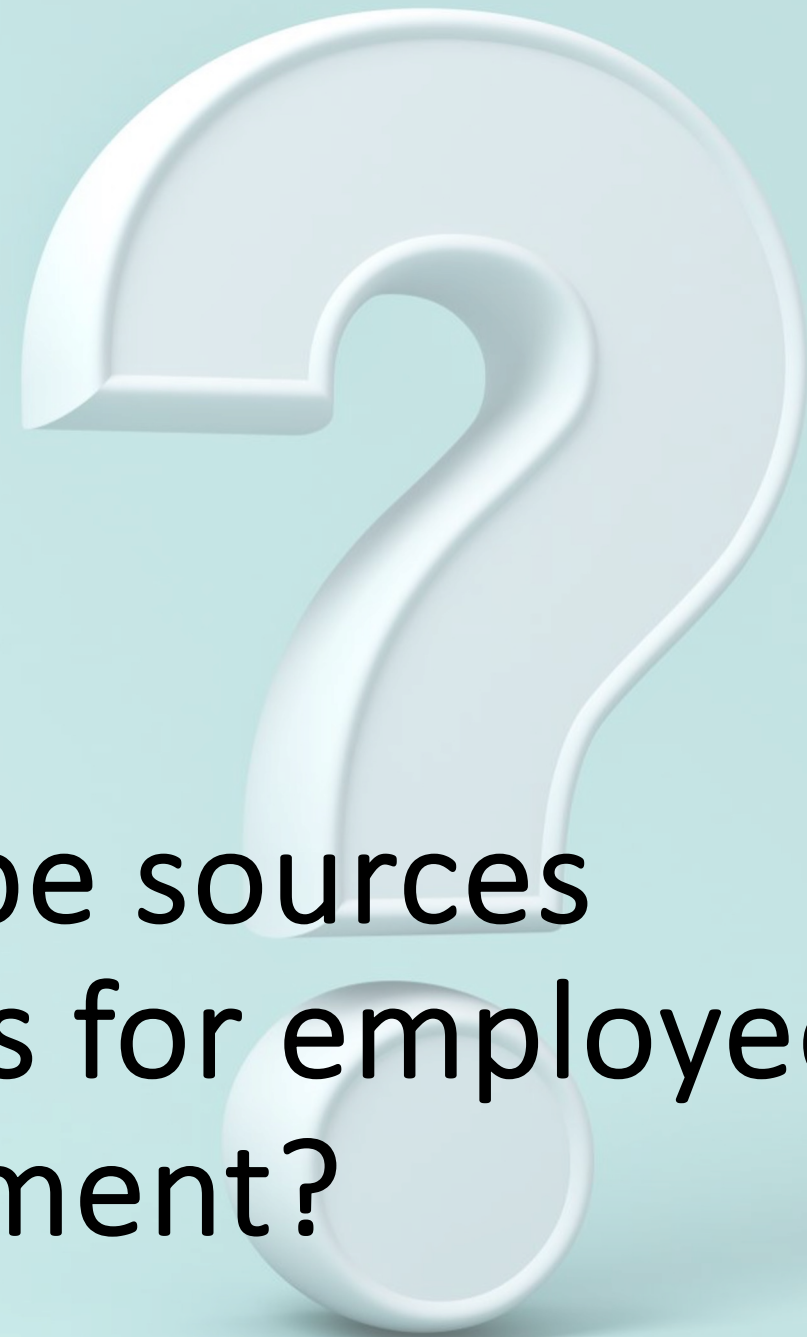
What could be sources of knowledge/ideas for employees' development?

Sources for employees` development

Internal resources:

- R&D department

- Marketing department

- Production/logistics/delivery departments

- Design department

- Databases

- Employees (including managers) hired in the previous six months

Other affiliated business enterprises:

- Suppliers (equipment, materials, services)

- Knowledge service providers and commercial (private or public) research institutes

- Customers (equipment, materials, services)

- Competitors/investors/others

- Government

Higher education institutions:

- Departments, teams, faculty

- Graduate students

Private non-profit institutions and individuals

- Private non-profit research institutes

- Individuals/households as customers or users

Other sources:

- Scientific and trade publications

- Conferences

- Trade fairs and exhibitions

- Business websites, searchable repositories or databases

- Commercial/trade standards

The Business Role of Training and Development

Source: Noe and Kodwani (2018, p.7)
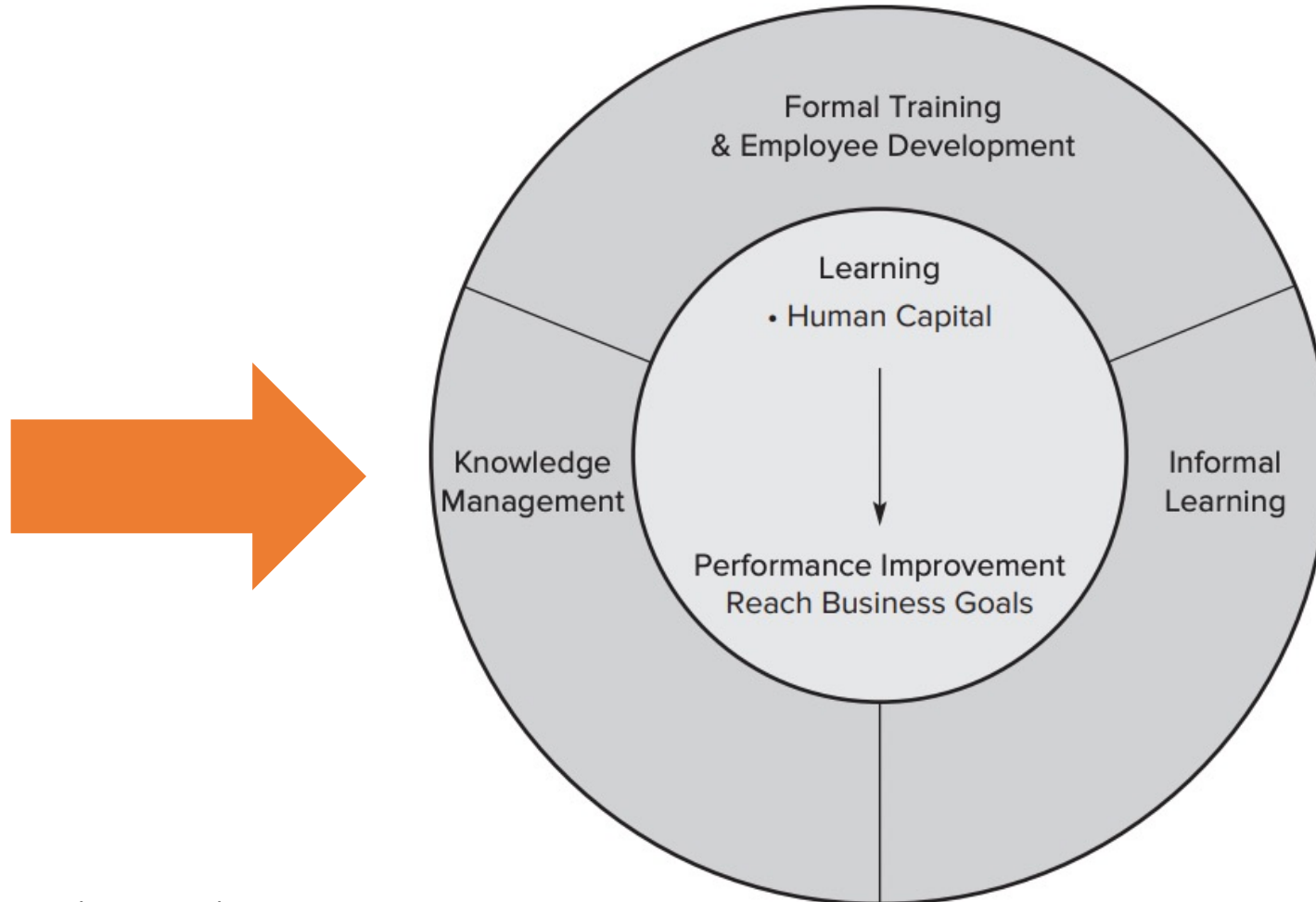
T&D and KM

- The mutual goal of **fostering continuous learning** and improvement within an organisation.

- Training contributes to KM by equipping employees with **new knowledge and skills.**

- Development of **expertise** that can be **captured and shared** within the organisation's KM systems.

- Training provides opportunities for employees to **acquire diverse knowledge and experiences** (job rotations, mentoring etc).

- Development ensures that valuable **knowledge** is captured, transferred, and **applied effectively**.

Importance of knowledge management

„Knowledge without transformation is not wisdom"
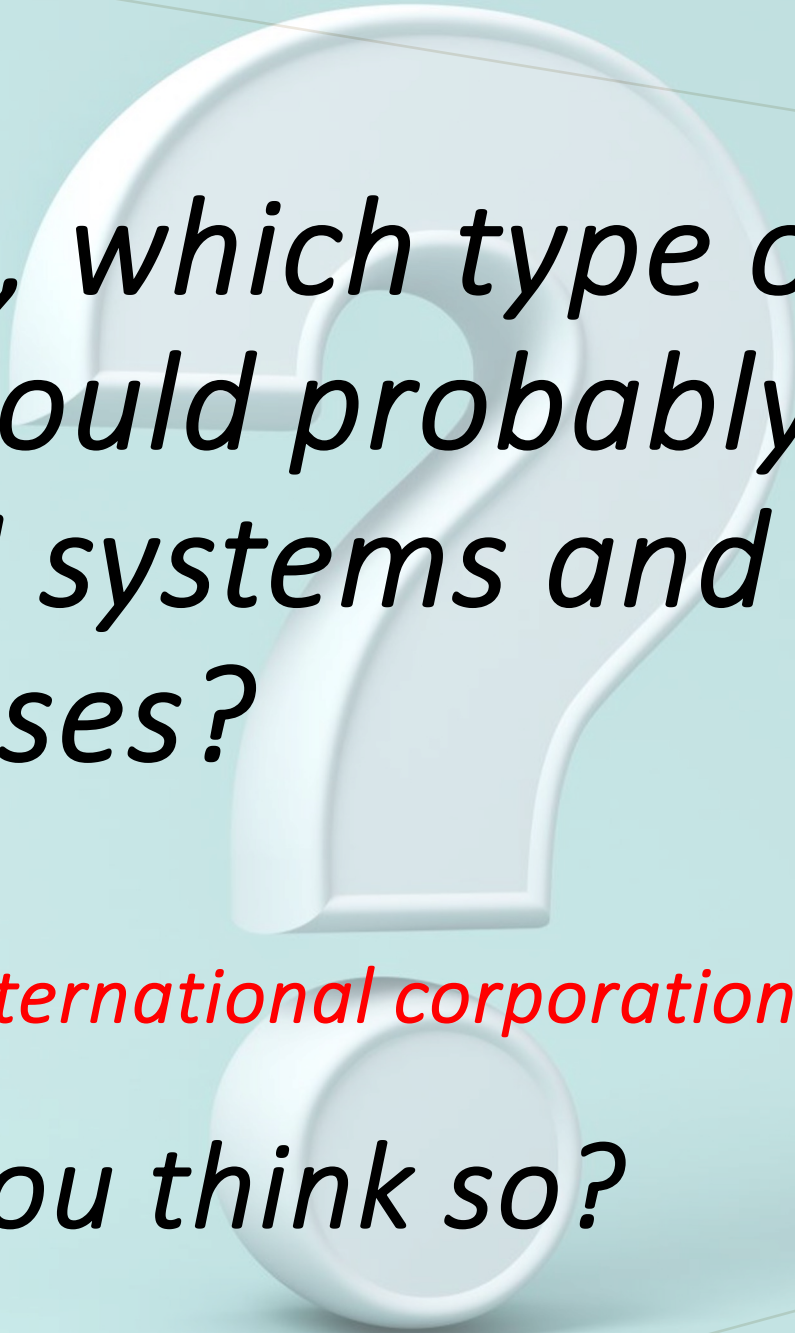### (Paulo Coelho)

What is knowledge management?

What are your ideas?

What do you imagine?

Knowledge management

- 1) Du Plessis (2007) KM is a careful **approach** to optimizing a firm's knowledge economy that includes several elements such as human resource management, technology, culture and organizational structure.

- 2) Marr et al. (2003) define knowledge management as a **collective name** for a set of processes and practices used by an organization to increase its value by improving the efficiency of generating and applying its intellectual capital.

- 3) Kaur (2019, p.3): *"Knowledge management refers to a set of processes aimed at effective management as well as utilization of organizational knowledge that in turn can facilitate a firm in creating value, enhancing performance and gaining a **strategic edge** over other players in the market"*.

- 4) Spender (1996) defined knowledge management as the creation, transfer and application of knowledge.

- 5) Alavi & Leidner (2001) the process of knowledge consists of at minimum four basic concepts: knowledge creation, storage, transfer and its application.
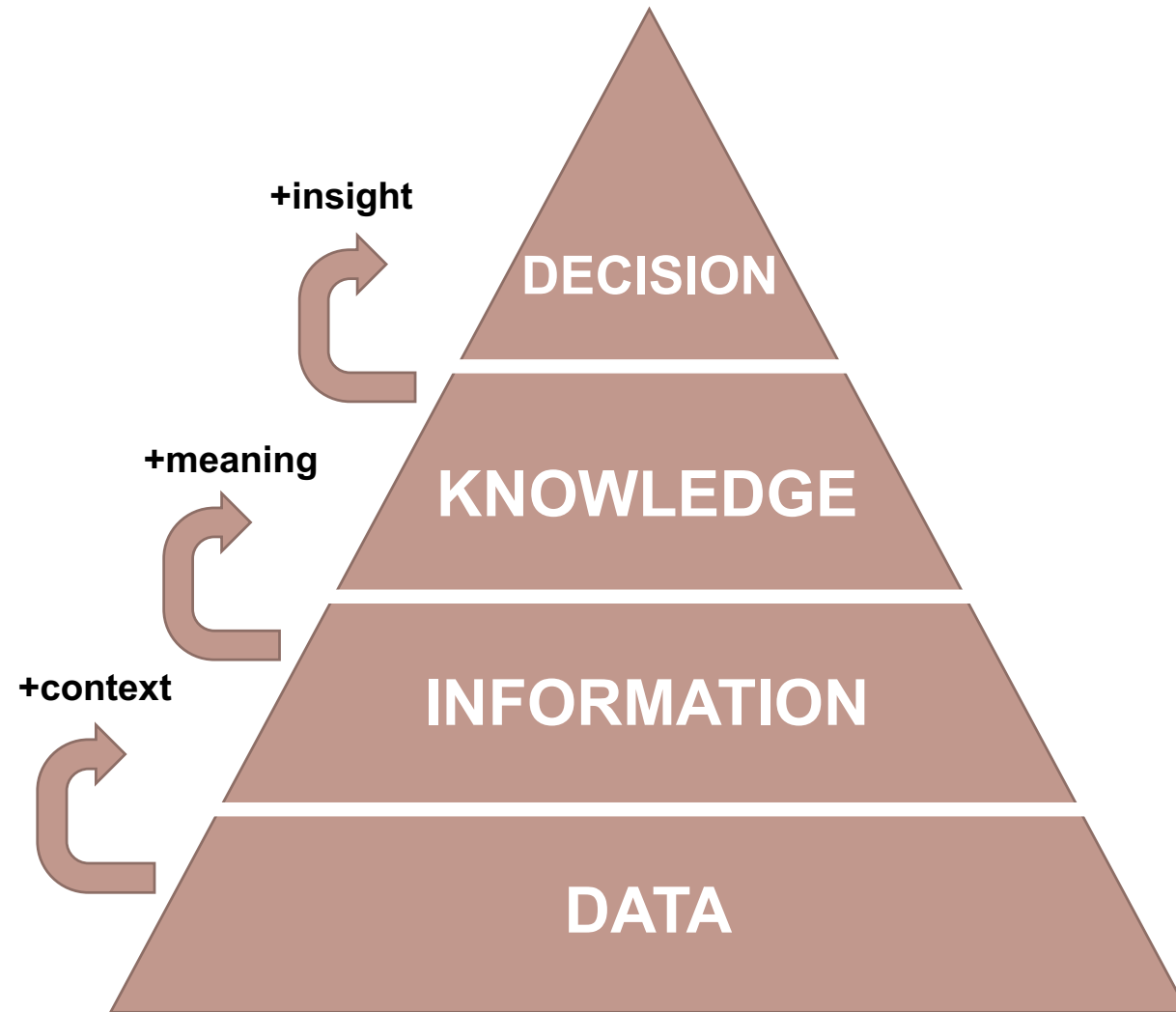
According to you, which type of organisations would probably have better KM systems and processes?

SMEs x large companies x international corporations

And WHY do you think so?

Knowledge continuum

What is knowledge?

- **1) Information Science definition:**
  - **Knowledge** is information that has been **organized** and **structured** to be useful for **decision-making** or **problem-solving** (Alavi and Leidner, 2001).
  - **Knowledge** is a dynamic process of creating, sharing, and **applying information** and **expertise** to achieve **organizational goals** (Davenport and Prusak, 1998).

- **2) Management definition:**
  - **Knowledge** is a **strategic asset** that organizations can use to **create value**, gain a competitive advantage, and improve performance (Nonaka, 1991).
  - **Knowledge** is a **combination** of data, information, expertise, and experience that provides a framework for **evaluating** and **solving problems** (Zack, 1999).

- **3) Definitions** also from a philosophical, psychological, sociological point of view …

„*We can know more than we can tell*"
(Polanyi, 1983, p. 4)

Source: Planet Lean, 2023

Types of knowledge

1) Explicit knowledge

2) Implicit knowledge

3) Tacit knowledge

…Would you know the difference?
And any examples?

Explicit knowledge

- It is formal and systematic.

- Can be easily articulated, written down, and communicated.

- Often easy to share between individuals and organizations.

- **Examples:** textbooks, manuals, databases, and procedures.

Implicit knowledge

- Often based on personal experience, intuition, and "know-how."

- It is not easily articulated or communicated through language or other symbolic forms.

- It is deeply rooted in an **individual's actions, habits, and routines**.

- **Examples:** Ability to ride a bike, play an instrument
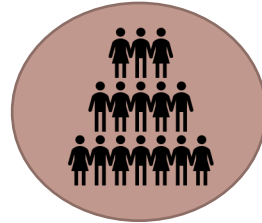
Tacit knowledge

- Tacit knowledge is a type of implicit knowledge

- Difficult to articulate or transfer to others.

- Deeply rooted in an **individual's values, beliefs, and assumptions.**

- Often a critical factor in professional expertise and organizational performance

- **Examples:** A mix of experiences, values and contextual information or expert knowledge.

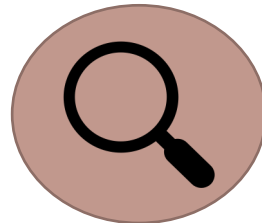- Chef's ability to taste and adjust seasoning in a dish
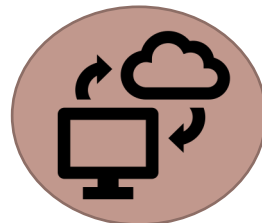
Explicit vs. Tacit (Implicit) knowledge

Definition

Key characteristics

Tacit

Storage

Explicit

Transfer

Individual x collective knowledge

- **1) Individual**
  - Is held by a specific individual or group of individuals,
  - includes the knowledge, skills, and expertise that an individual has acquired through their education, training, and experiences,
  - must be transferred to other individuals and groups to promote organisational knowledge.

- **2) Collective**
  - Accumulated shared knowledge of individuals of the organization,
  - stored in rules, procedures, routines,
  - resembles the "memory" or „collective mind" of the organization.

Importance of knowledge management

- Less time spent on the recreation of existing knowledge

- Get the information faster

- Make fewer mistakes

- Make informed decision

- Provide better service to customers and employees

- Standardization of processes

Source: Mayumder and Dey (2022)

Knowledge management components

People

Processes

Technology

Culture

Source: Dalkir (2013)

Knowledge management cycle

Knowledge creation → Knowledge capture → Knowledge organization → Knowledge storage → Knowledge sharing → Knowledge application

Source: Abubakar et al. (2019)
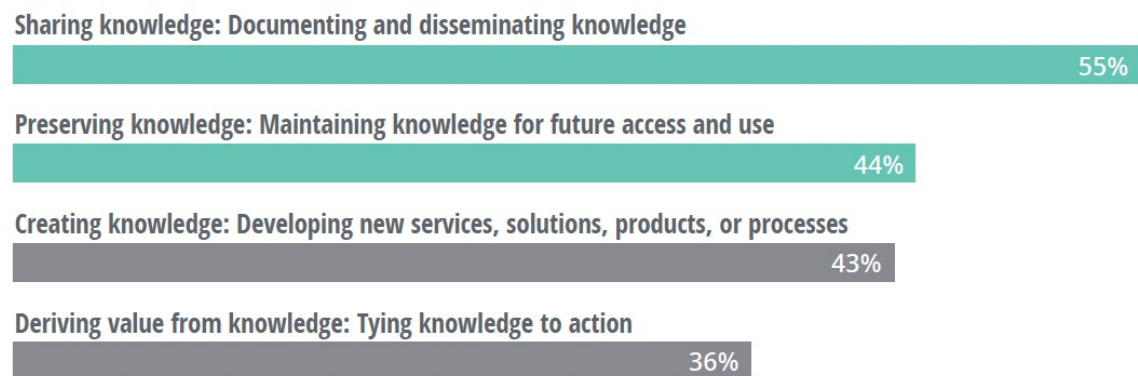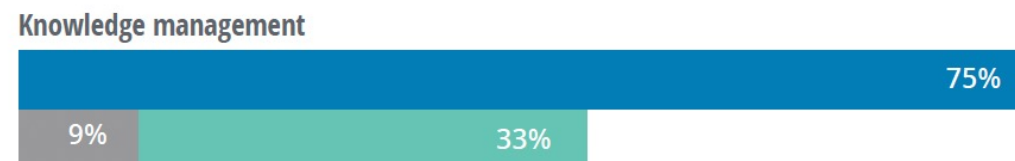
View of KM from Deloitte survey

More respondents view knowledge management as sharing or preserving knowledge than as creating or deriving value from knowledge

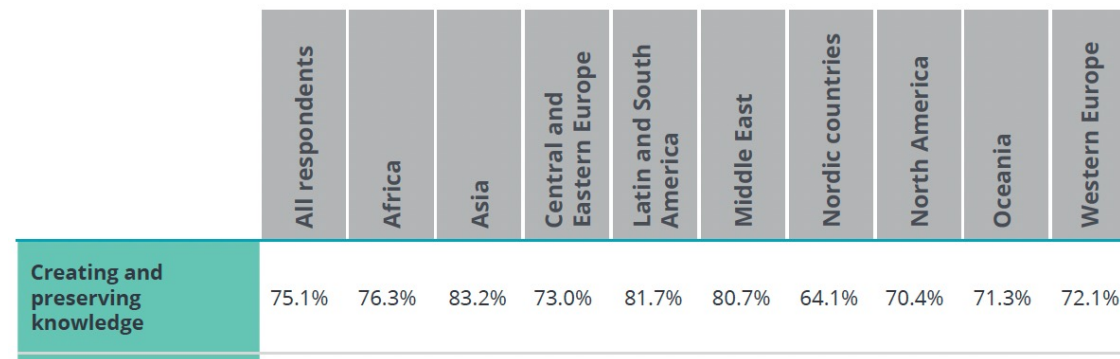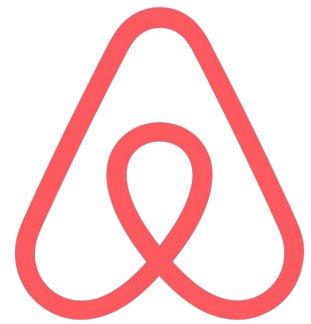How does your organization define "knowledge management"? (Select all that apply.)

Sharing knowledge: Documenting and disseminating knowledge
55%

Preserving knowledge: Maintaining knowledge for future access and use
44%

Creating knowledge: Developing new services, solutions, products, or processes
43%

Deriving value from knowledge: Tying knowledge to action
36%

Perceived importance exceeded organizational readiness for all of this year's trends

■ Very ready   ■ Ready   ■ Important or very important

Knowledge management

75%

9%   33%

Trend importance by region

	All respondents	Africa	Asia	Central and Eastern Europe	Latin and South America	Middle East	Nordic countries	North America	Oceania	Western Europe
Creating and preserving knowledge	75.1%	76.3%	83.2%	73.0%	81.7%	80.7%	64.1%	70.4%	71.3%	72.1%

Source: Deloitte Global Human Capital Trends, 2020

KNOWLEDGE MANAGEMENT STRATEGY

COMPANY OVERVIEW

Private company that offers hospitality services

Platform is on application or online

191+ countries, with 7 million Airbnb listings

Majority of revenues from commission of booking completed by a host

HISTORY

2007
Two guys in San Francisco rent out 3 air mattresses in their loft to make rent money.

2008
Airbed & Breakfast was launched at SXSW and got two bookings.

2009
Visited all their hosts in NYC to write reviews and take photos. Changed name to 'Airbnb'.

2011
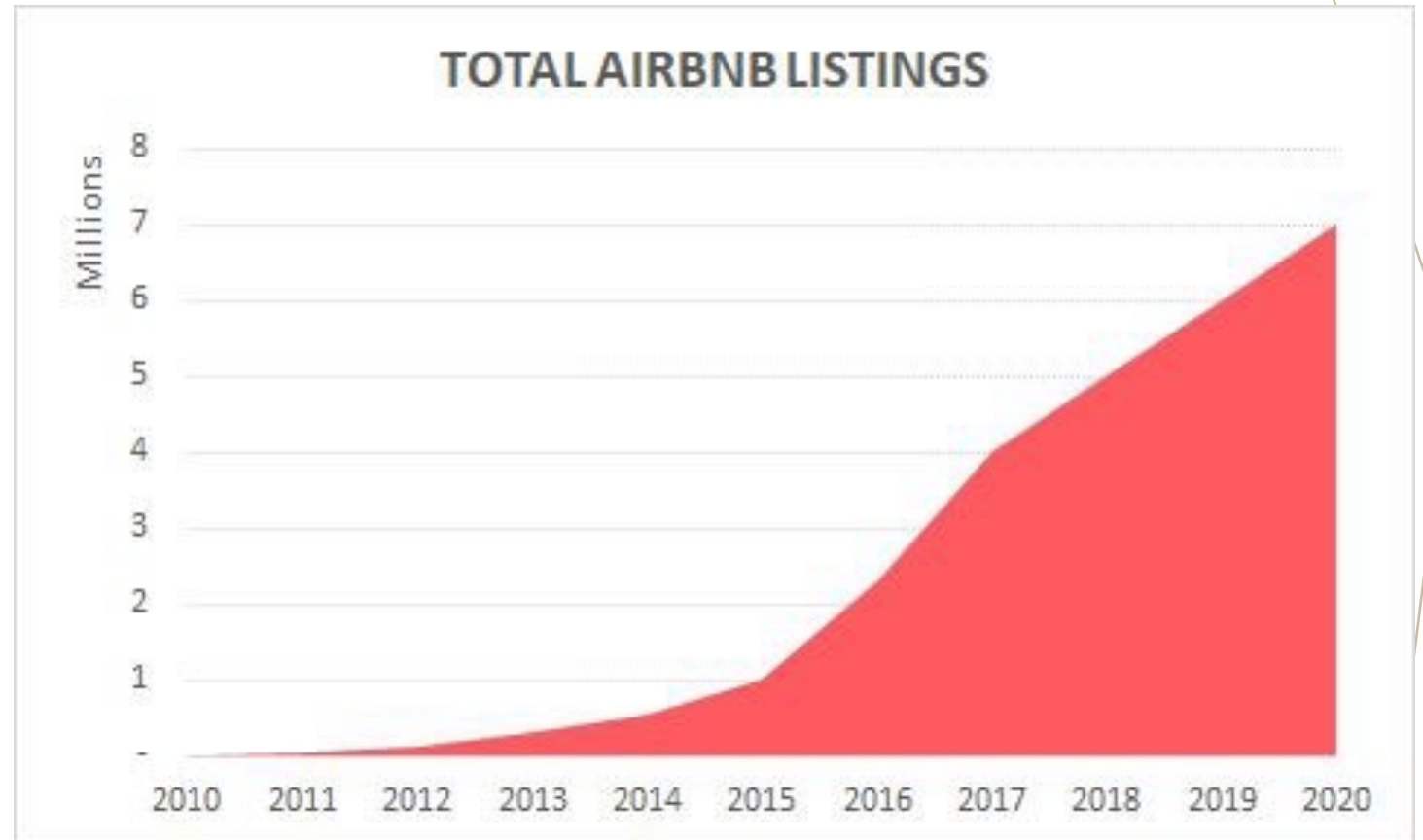Available in 89 countries and had hit 1 million nights booked.

THE GROWTH CONTINUES

2020

7M+ listings worldwide

100K+ cities in **191+** countries

500M all time guests arrival

2M+ average number of people staying per night

TOTAL AIRBNB LISTINGS

GROWING CHALLENGES
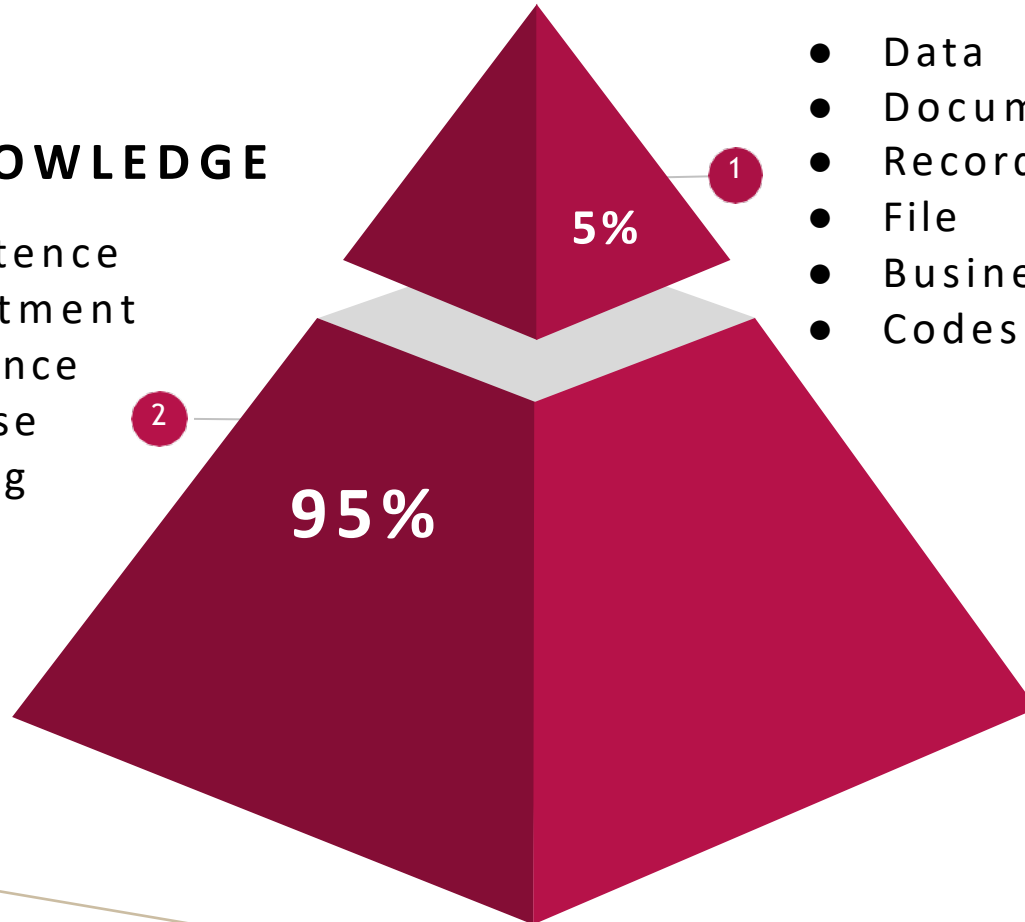
As the company grows, there also comes the growth in the size and complexity of the data:

200K tables in data warehouse

> **6,000** tableau workbooks and charts

> **1,500** knowledge posts

> **3,500** employees around the world

EXPLICIT & TACIT KNOWLEDGE

EXPLICIT KNOWLEDGE

5%

- Data
- Documents
- Records
- File
- Business SOP
- Codes

1

TACIT KNOWLEDGE

- Competence
- Commitment
- Experience
- Expertise
- Thinking
- Deed

2

95%

- The growth of Airbnb converts tacit knowledge into a more explicit knowledge.

- Hosts are a buffer to the pressure of customer service.

- Airbnb benefits from overall experience given from the host.

SCALING KNOWLEDGE

Scaling Knowledge at Airbnb

Knowledge Repository

Facilitates the sharing of knowledge between data scientists and other technical roles

Knowledge Graph

Stores and serves structured data that is necessary to provide relevant information to customers

SCALING KNOWLEDGE

KNOWLEDGE CAPACITY

- Content management
- Community & Help Centre
- Knowledge transfer (e.g. training, articles)
- Data university

Why AirBnB needs knowledge?

- Hosts loyalty
- Community engagement
- Customer satisfaction & retention
- Highly skilled employees

Airbnb knowledge-based strategy drives value creation that generates both financial & non-financial value.

SWOT ANALYSIS OF AIRBNB KM STRATEGY

STRENGTH

- Knowledge sharing is part of the culture
- Well-developed KM system
- Analyse data from hosts and customers for better matchmaking

WEAKNESS

- Making sure hosts & guests regularly leave reviews
- High employee turnover, average tenure is 2.6 years

OPPORTUNITY

- Getting more knowledge from guests (customers)
- Photo Analysis of houses to determine most attractive features and offering a photography service

THREAT

- Data privacy issue
- Potential loss of credibility or clients from data security breaches

S W O T
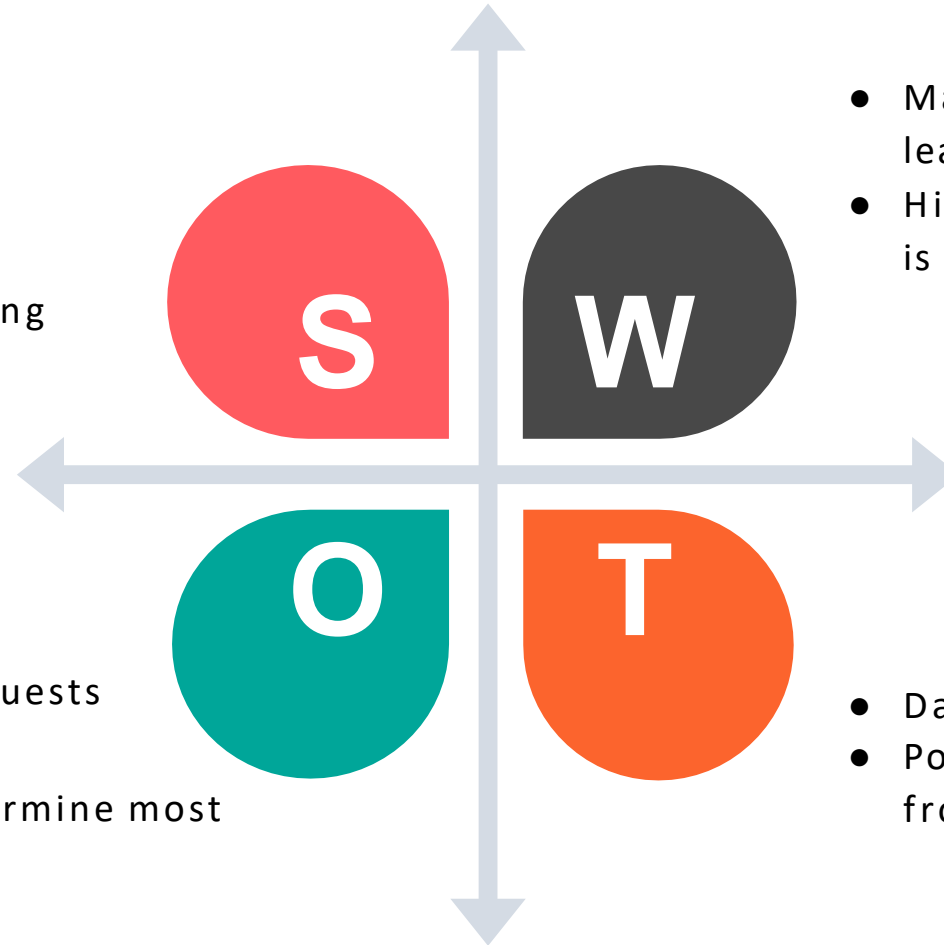
Team work activity

- How to ensure that right knowledge stays within the AirBnB when the employee turnover is very high?
(Knowledge storage)

- What can AirBnB do to ensure they get more reviews (both from hosts and quests?
(More reviews = more knowledge)

- Which activities could be implemented so support organisational learning?
(Training and development)

- How to face the data privacy issues?

What are your recommendations?

Summary, few recommendations

Knowledge management

1. Reward system for leaving review.

2. More campaigns or competitions for customers to write content (blogs, youtube videos, etc)

3. Personalised recommendations to hosts based on photo analysis of houses

Summary of the seminar:

- The connection between organisational learning and KM.
- What is KM, and why is it important?
- Types of knowledge.
- What is the difference between tacit and explicit knowledge?
- Cycle of KM (6 main processes).

ANY QUESTIONS?
Thank you for your attention.

BONUS ACTIVITY

Case study – Team work

- Nowadays, businesses are facing a constantly changing environment. These changes require current employees to acquire new skills and knowledge to take on new organisational roles. Given the current global circumstances and technological revolution, employee reskilling is playing a crucial role in the success of companies.

- The reskilling process typically involves identifying knowledge gaps, developing reskilling programs to fill those gaps, and providing employees with potential solutions for their development.

- The reskilling process includes a wide range of benefits. For instance, reskilling programs enhance job security and help current workers become more marketable and in-demand in their work environment. The process can improve employee retention, thereby reducing the need to hire external candidates. Additionally, reskilling can help organisations develop a more flexible workforce that can adapt to changing business needs and market conditions.

Case study – Team work

Your goal is to explore the current labor market and **identify professions that are at high risk of disappearing** (because of automation, big data analysis, AI, …).

Based on this research, please prepare:

1. A list of risky professions or competences eventually (minimum 5).

2. Please provide the main reasons for why the professions you have identified are at risk of disappearing (minimum 5)

3. Please provide potential solutions and ways regarding training and development to support employees in the listed risky professions, which have been identified. (minimum 5)