



Global Knowledge Management

An Introduction

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Collaborative Course Development!

Thanks to my colleagues Prof. Dr. Markus Bick and Prof. Dr. Franz Lehner who have developed parts of the Knowledge Management Course which we taught together during the Jyväskylä Summer School Course 2011.

Prof. Dr. Markus Bick (Introduction, CEN Framework)

ESCP Europe Campus Berlin

Web: <http://www.escpeurope.de/wi>

Prof. Dr. Franz Lehner (Assessment, Process Integration)

University of Passau

Web: <http://www.wi.uni-passau.de/>

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Where I am from...



Global Information Systems, University of Jyväskylä (JYU)

Focus area

- Global Information Systems (GLIS)
- Knowledge Management & E-Learning**
- Internationalization / Globalization; support of globally distributed groups
- Cultural aspects for learning and knowledge management
- Support through Information and Communication Technologies
- Standardization, Quality Management and Assurance for E-Learning
- Adaptive Systems

Projects

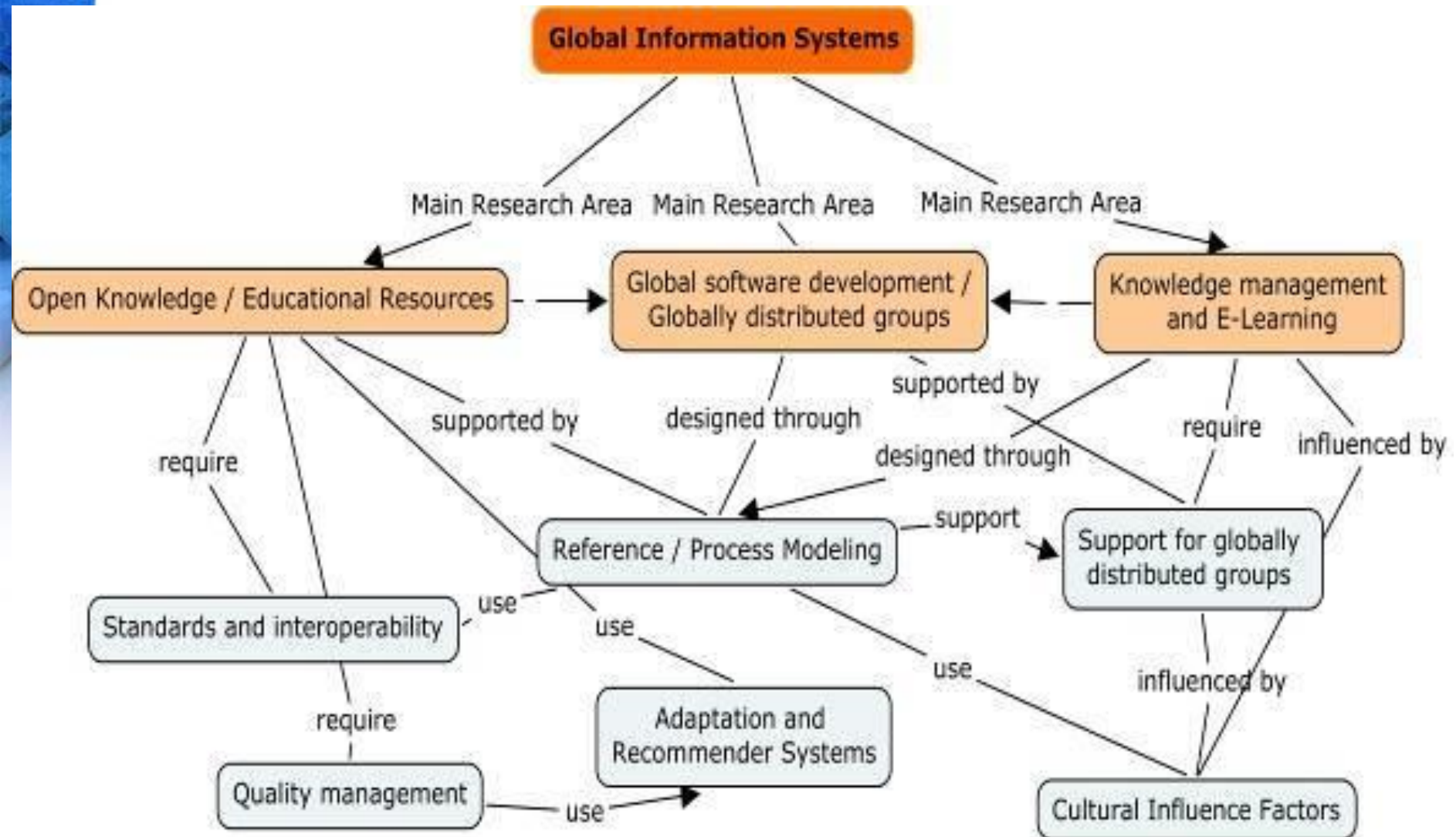
- OpenScout: Management education in Europe and North Africa as application field for open content
- COSMOS / Open Science Resources: Exchange of Scientific Content
- ASPECT: Open Content and standards for schools
- iCOPER: New standards for educational technologies
- Nordlet: Nordic - Baltic community of Open Educational Resources Exchange
- LaProf: Language Learning Open Educational Resources for Agriculture



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Global Information Systems



The team



Kati Clements



Philipp Holtkamp



Jan M. Pawlowski



Denis Kozlov



Henri Pirkkalainen



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What can you expect?

- ❏ Understand the different concepts of knowledge , knowledge management and knowledge sharing
- ❏ Analyze global influence factors to knowledge management
- ❏ Design and develop knowledge management systems, processes and instruments in a systematic way
- ❏ Assess and optimize knowledge management systems



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Course Organization

- 29.10.2013 Introduction
- 04.11.2013 Conceptual Foundation
The context of KM: Understanding the starting situation (context and strategies)
- 04.11.2013 Case Study introduction
- 11.11.2013 KM Frameworks: The components of KM
KM & Culture
- 18.11.2013 Process Management: Integration of Knowledge, Learning and Business Processes
- 25.11.2013 Assessment of KM Success
KM Instruments and Tools
- 09.12.2013 Global Social Knowledge Management
- 16.12.2013 Final presentations



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Approach

- Course outline
 - Lecture
 - Guiding Questions
 - Discussion
 - Assignment / Case Study & Presentation
 - Examination
- Interaction & Discussion
 - Preparation: Slides, readings & recent papers
 - Preparation (2): Questions on Papers
 - Questions: E-Mail, Forum, Skype (jan_m_pawlowski)



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Important notes

- Register for one group in Korppi
- If you decide not to do the course, unregister until 10.11.2013
- Exam: 50%, Case Study 50%
 - Both have to be passed



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Your expectations?

- Why did you choose this course?
- Which experiences do you have in the field?
- Which issues would you like to discuss?



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A first question

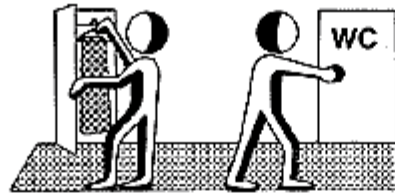
What is common
knowledge?



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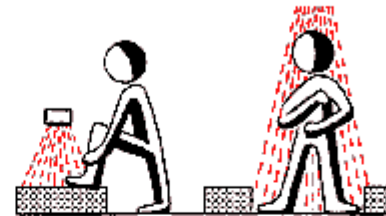
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Sauna: German instructions

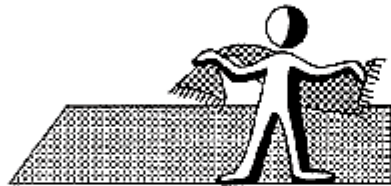


Ziehen Sie sich aus und besuchen Sie die Toilette.

Bitte benutzen Sie die Duschen und Ihre mitgebrachten Hygiene Artikel und trocknen Sie sich anschließend ab.



Im Saunabereich wird dann üblicherweise keine Badebekleidung getragen. Hier können Sie sich ohne Bekleidung bewegen ggf. werden Bademäntel und Handtücher benutzt.



Verstauen Sie Ihre Sachen in den dafür vorgesehenen Fächern und los gehts. 8-12 Minuten
(Drehen Sie zu Beginn eine Uhr in der Sauna)



„Aufheizen“

8-12 Min.



Bitte achten Sie darauf das Sie in der Sauna immer ein ausreichend großes und saugfähiges Handtuch unterlegen, sodaß kein Schweiß auf das Holz gelangt.

Zu Beginn sollten Sie dann hoch liegen oder entspannt sitzen. Tiefere Sitzplätze sind etwas kühler als die weiter oben.

Im übrigen ist die Sauna ein Ort der Entspannung und Besinnlichkeit. Ruhe oder eine leise



Sauna: American instructions



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Sauna: Finnish instructions



A first questions

Why is Knowledge a Global Success Factor?



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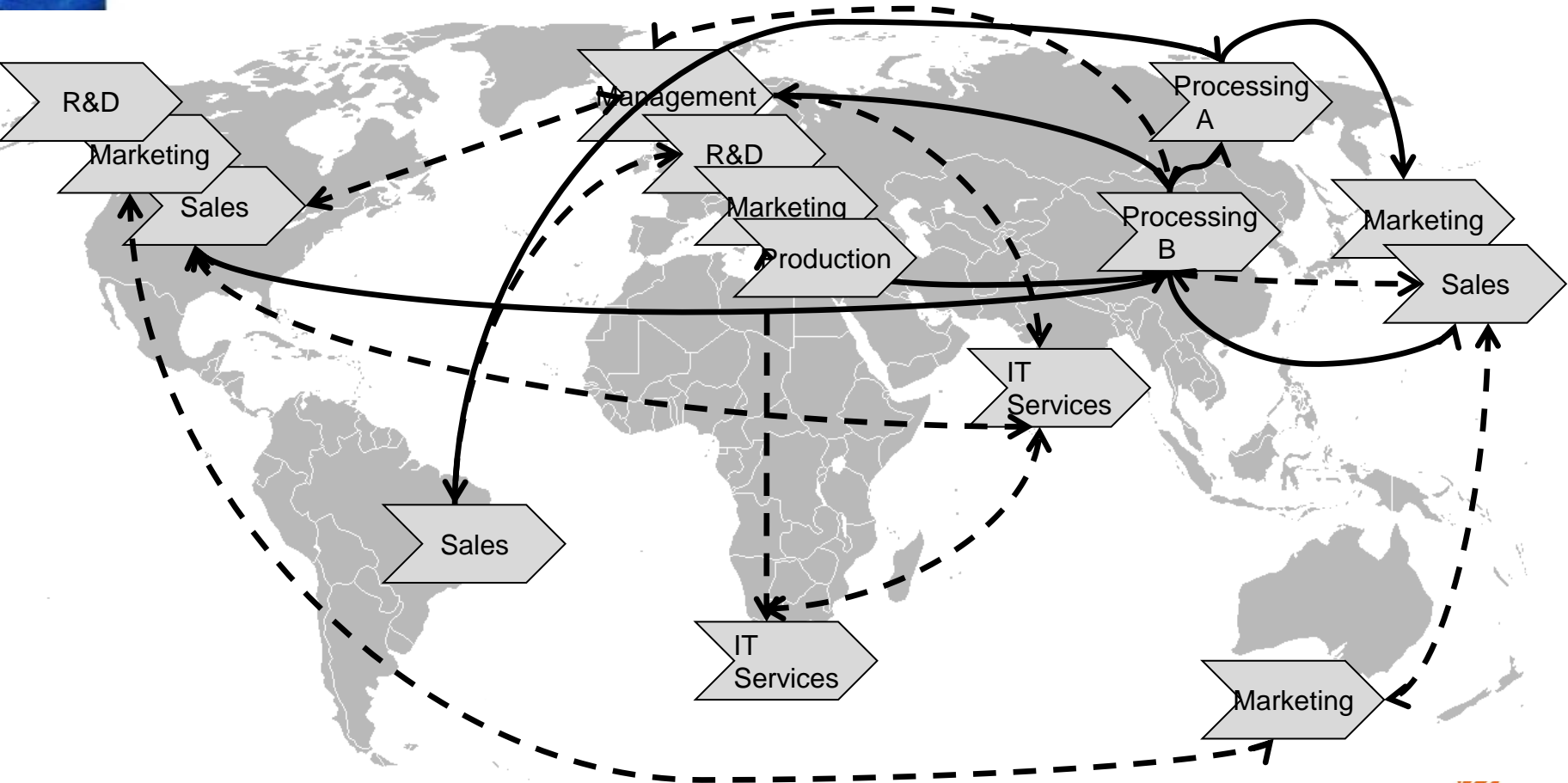
Just a simple product?



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Business Process Management in a Networked Business



—————> Material Flow
- - - - -> Knowledge/ Information / Data Flow



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Some random questions...

- Decision questions
 - Where to produce?
 - How to build partnerships (joint ventures, contractors, ...)
 - Which systems to exchange knowledge?
- Operational questions
 - How to process wood?
 - When will the next shipment arrive?
 - How to market the product in Japan?
 - How to explain the concept and advantages of Finnish saunas?
 - How to find the main problems of customers?
 - Which are import and safety regulations?



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This means...

- Knowledge is a key to global success
- Global KM managers need to understand the value chain and knowledge requirements
- Global KM managers need to understand knowledge processes and culture
- Global KM managers are the main hubs for smooth operations in production and service enterprises



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Contents

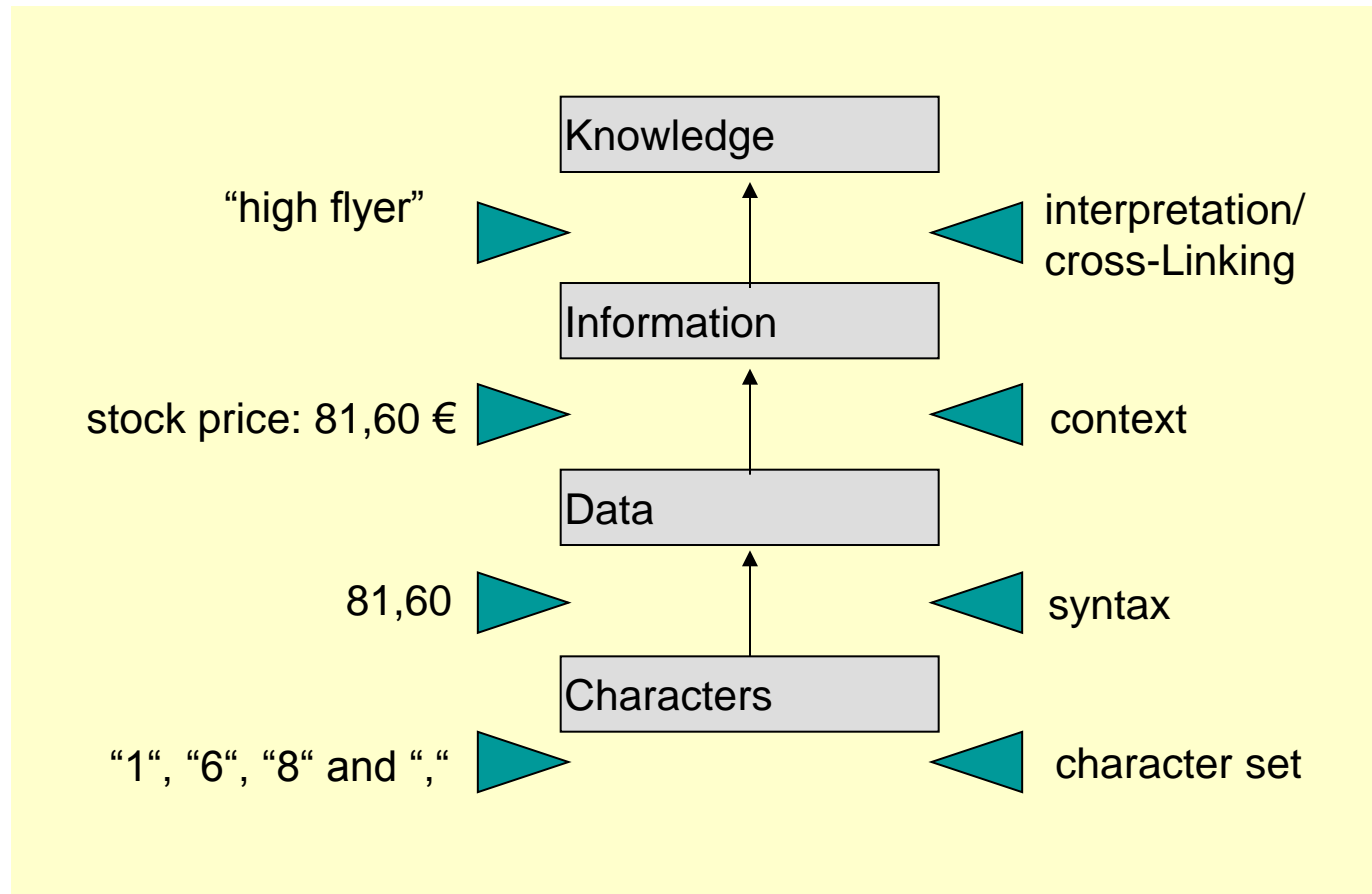
- Introduction
- Knowledge Management Foundations
 - Conceptual foundation
 - Theoretical Frameworks
 - Practical Frameworks
- Global KM
 - Influence factors
 - Cultural Barriers
- Solutions
 - Strategies
 - Processes
 - Tools



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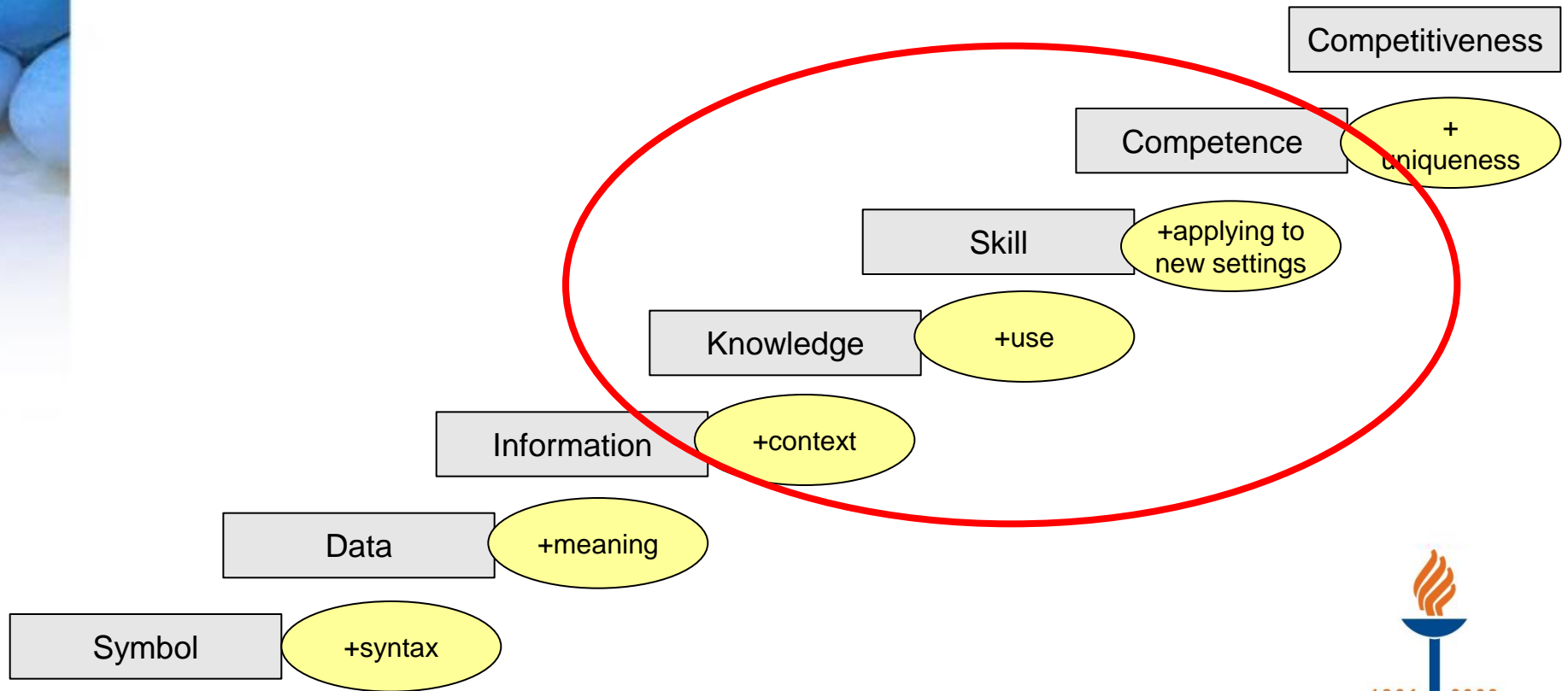
Types and Classes of Knowledge



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Related Concepts (modified, North, 1998)



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Myths of Knowledge Management

- ❏ **Myth 1:**
KM technologies can deliver the right information to the right person at the right time
- ❏ **Myth 2:**
KM technologies can „store“ human knowledge, intelligence or experience
- ❏ **Myth 3:**
KM technologies can distribute or multiply human intelligence
- ❏ **Myth 4:**
Organizations are not able to learn, only individuals learn



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Video

Ford Learning Network



Introduction: What is Knowledge Management?

Knowledge Management in Practice

Ford Learning Network

What is (in your opinion) the message of this case?

How important is the so called “Virtual Librarian” for the FLN solution?

What does impress and what does irritate you about the KM solution mostly?

Some issues...

- How do you organize the development process?
- How to find components which need to be changed, how to develop different versions?
- How qualified are the development partners? How good are their language and communication skills? Will they understand your codes?
- How to keep track of the changes and versioning?
- How to change the development environment (e.g. new release) in a coordinated way?
- How to find out country-/market-specific needs?
- How to coordinate prototype validations?
- What are communication standards?
- How are problems communicated?
- How is the development process and specific aspects documented?



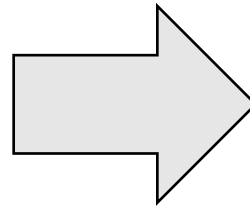
Introduction – What is Knowledge Management? Main Drivers

- Co-evolution of society, organization, products, services, work and workers
- Globalization of business
- Distribution of organizations
- Fragmentation of knowledge
- Need for speed and cycle-time reduction
- Need for organizational growth
- Complex organizational interlacings
- Increasing pace of organisational redesign and increasing employee mobility
- Business process reengineering and lean management
- New information and communication technologies



Introduction – Global Knowledge Management

- Geographic dispersion
 - Level of dispersion
 - Synchronicity
- Organizational issues
 - Type of stakeholders
 - Type of projects
 - Complexity
- Individual Issues
 - Perceived distance
 - Trust
- Methodology and processes
 - Systems methodology
 - Policy and standards
- Culture
 - Knowledge & communication



Some Issues

- Coordination
- Communication
- Culture and Awareness
- Technology Support
- Process Alignment
- ...



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So, what is the problem...?

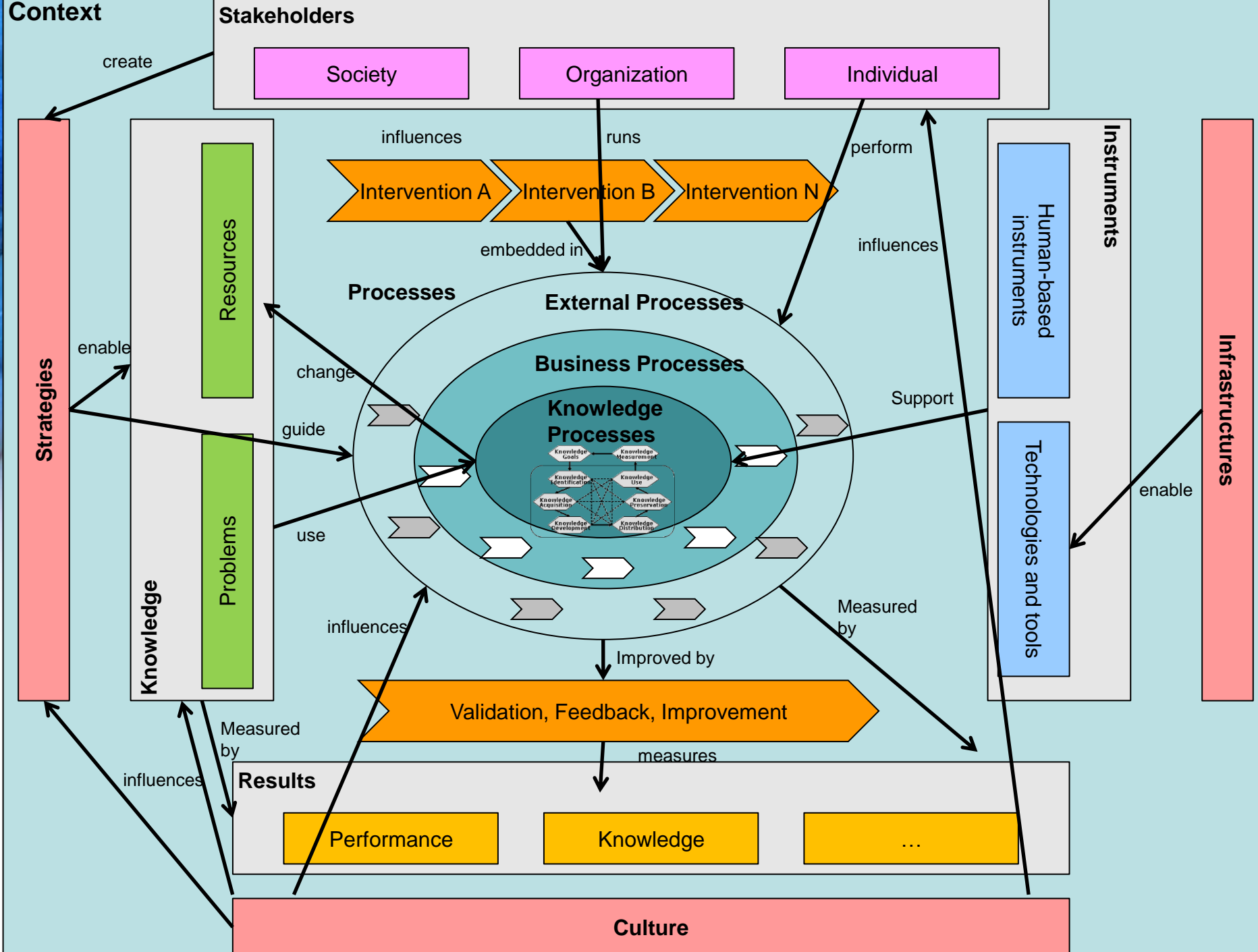
- What is common and crucial knowledge in different communities?
- How can we organize knowledge sharing across borders?
- Which technologies can we use?
- Which problems might occur?

- Potential solutions
 - Theories and frameworks
 - Practical methods and instruments



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Context

Stakeholders

Society Organization Individual

Intervention A → Intervention B → Intervention N

Processes

External Processes

Business Processes

Knowledge Processes

Knowledge Goals, Knowledge Measurement, Knowledge Identification, Knowledge Use, Knowledge Acquisition, Knowledge Processing, Knowledge Development, Knowledge Distribution

Instruments

Human-based instruments

Technologies and tools

Infrastructures

Knowledge

Resources

Problems

Results

Performance Knowledge ...

Culture

Strategies

Validation, Feedback, Improvement

create

influences

runs

perform

influences

embedded in

enable

change

guide

use

influences

Support

enable

Measured by

Improved by

Measured by

measures

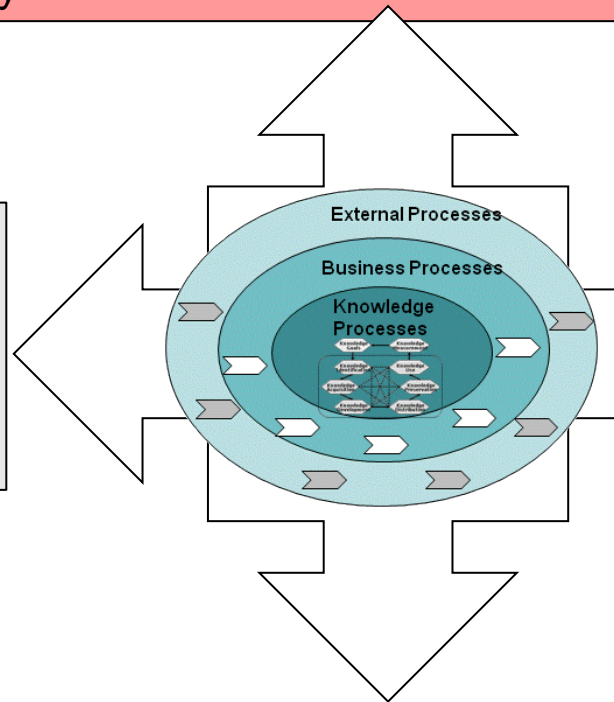
influences

Culture

- Barrier 1: Understanding of Common Knowledge
- Barrier 2: Lack of understanding of partner organization / country

Knowledge / problems

- Common knowledge on the organization
- Communication patterns
- Process knowledge



Intervention 1-3

- Create Reflection Process
- Visualize communication paths
- Create culture wiki / allocate task

Results

- Metric 1: #interrupted communication processes
- Metric 2: #shared visualizations
- Metric 3: avg. wiki usage / employee
- Metric 4: staff satisfaction

- Framework as tool box for barrier identification, intervention selection, metrics, process design
- Recommendation of possible solutions



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Summary

- Knowledge as a critical success factor
- Knowledge management to support businesses
- Global aspects
 - Understanding the context
 - Process design
 - Systems and tool support
 - Cultural aspects



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References (required readings)

- **Conceptual Foundations:** Baskerville R and Dulipovici A (2006) [The theoretical foundations of knowledge management](#). Knowledge Management Research and Practice 4, 83–105.
- **Frameworks:** Pawlowski, J. & Bick, M. (2012). [The Global Knowledge Management Framework: Towards a Theory for Knowledge Management in Globally Distributed Settings](#). Electronic Journal of Knowledge Management, 2012
- **Context/Barriers and Culture:** Leidner D, Alavi M, Kayworth T. 2006. [The role of culture in knowledge management: a case study of two global firms](#). International Journal of e-Collaboration 2: 17–40.
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- **Knowledge and Knowledge Representation:** A. Abecker and L. van Elst, [Ontologies for Knowledge Management](#), in Handbook on Ontologies second edition, International handbooks on information systems, Heidelberg: Springer, 2009, pp. 713-734.
- **Tools and Social Software:** ZHENG Y, LI L and ZHENG F (2010) [Social Media Support for Knowledge Management](#). In Proceedings of the International Conference on Management and Service Science. pp 1-4, IEEE, Wuhan, China
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- Bose, R. (2004), "[Knowledge management metrics](#)", Industrial Management & Data Systems, Vol. 104 No.6, pp.457-68.



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References (practical issues, good practices)

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- CEN/ISSS (2004): European Guide to Good Practice in Knowledge Management, Bruxelles 2004.
http://www.cenorm.be/cenorm/businessdomains/businessdomains/iss/about_iss/km.asp
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- Desouza, K., Evaristo, R. (2003): Global Knowledge Management Strategies, *European Management Journal*, 21 (1), pp. 62-67
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- De Long, D. W., Fahey, L. (2000): Diagnosing cultural barriers to knowledge management. *Academy of Management Executive*, 14(4), pp.113-128.
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- Vaidyanathan, G. (2007). *Networked Knowledge Management Dimensions in Distributed Projects*, In: Tan, F.: *Global Information Technologies: Concepts, Methodologies, Tools and Applications*, Idea Group, 2007.
- Dawes, S.S., Gharawi, M., Burke, B. (2011). *Knowledge and Information Sharing in Transnational Knowledge Networks: A Contextual Perspective*, *Proceedings of the 44th Hawaii International Conference on System Sciences*, 2011.
- More references given on request and during the lecture**



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Global Knowledge Management

Case Study

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2013



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Evaluation / Credits

(Final) Evaluation

- 50 % Final examination
- 25% case study presentation
 - “active” presentation (in case related sessions)
- 25% final assignment
 - -10 pages (Times New Roman 12pt, single spacing, “common margin”)
 - finally revised presentations
 - ppt/pdf + doc/pdf
 - provide the full names and email of all group members





Global Knowledge Management

>> Case – Part I <<



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Case – Part I

Group Work (1/2)

Next ≈ 60min

- Please form groups of four to five
- Read the case study carefully.
 - The Pragmatic Development And Use Of Know-How: Knowledge Management Light At Securitech LTD
- Answer the first four questions, making some notes
 - Basic Questions 1-4
- This Group Work is the basis for the next parts of this case and thereby crucial for the final assignment.



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Case – Part I

Group Work (2/2)

Knowledge Management Light At Securitech LTD.

- 1.) **Why do you think it was these five measures Furrer proposed? (Discuss with reference to the details given in the case study.) Please allocate Furrer's measures to the problems illustrated in the case study wherever possible.**
- 2.) **Which measures do you consider to be appropriate solutions to the illustrated problems? Which measures do you view with concern, and why?**
- 3.) **What are the central findings (in the sense of success factors) with regard to the process of introducing knowledge management which can be deduced from Furrer's actions?**
- 4.) **Which of Furrer's ideas did you consider to be the best? Could this idea have emerged and been implemented even without any involvement of knowledge management?**



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Integrated Knowledge Management

>> Case – Part II <<



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Case – Part II

Group Work (1/2)

Next ≈ 60min

- Please stick to your group
- Re-Read the case study carefully.
 - The Pragmatic Development And Use Of Know-How: Knowledge Management Light At Securitech LTD
- Answer the following questions, preparing a presentation (.ppt, etc.)
 - See questions next slide

- This Group Work is the basis for Part III of this case



Case – Part II

Group Work (2/2)

Knowledge Management Light At Securitech LTD.

- 5.) Which next steps would you propose to Mr. Furrer for the coming six months? How can he ensure the continued success of the undertaken measures, and achieve the continuation of knowledge management in the approaching business management meeting?
- 6.) With regard to this mornings session, what do you think about the knowledge cockpit? What about the criteria / indicators? Are these sufficient and tailored to the companies needs?
- 7.) Discuss the difficulties of measuring Knowledge Management success or impacts in general and more specifically concerning Knowledge Management Light At Securitech LTD.
- 8.) Which aspects of the given context should Furrer pay more attention to in his next steps? Which factors has he given too little consideration until now?



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Case – Part III

Group Work

Next \approx 4 weeks

- ❏ Please stick to your group
- ❏ Discuss the extension of the case study – which changes to the previous situation can you identify
- ❏ Answer the questions of the case extension, we support the case work
- ❏ Prepare a presentation of the overall solution until 15.12.2013



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