

# Approaching Knowledge Management in Organisations

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# Research Setting

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Knowledge

Knowledge management

⇒ Organisations & their business processes

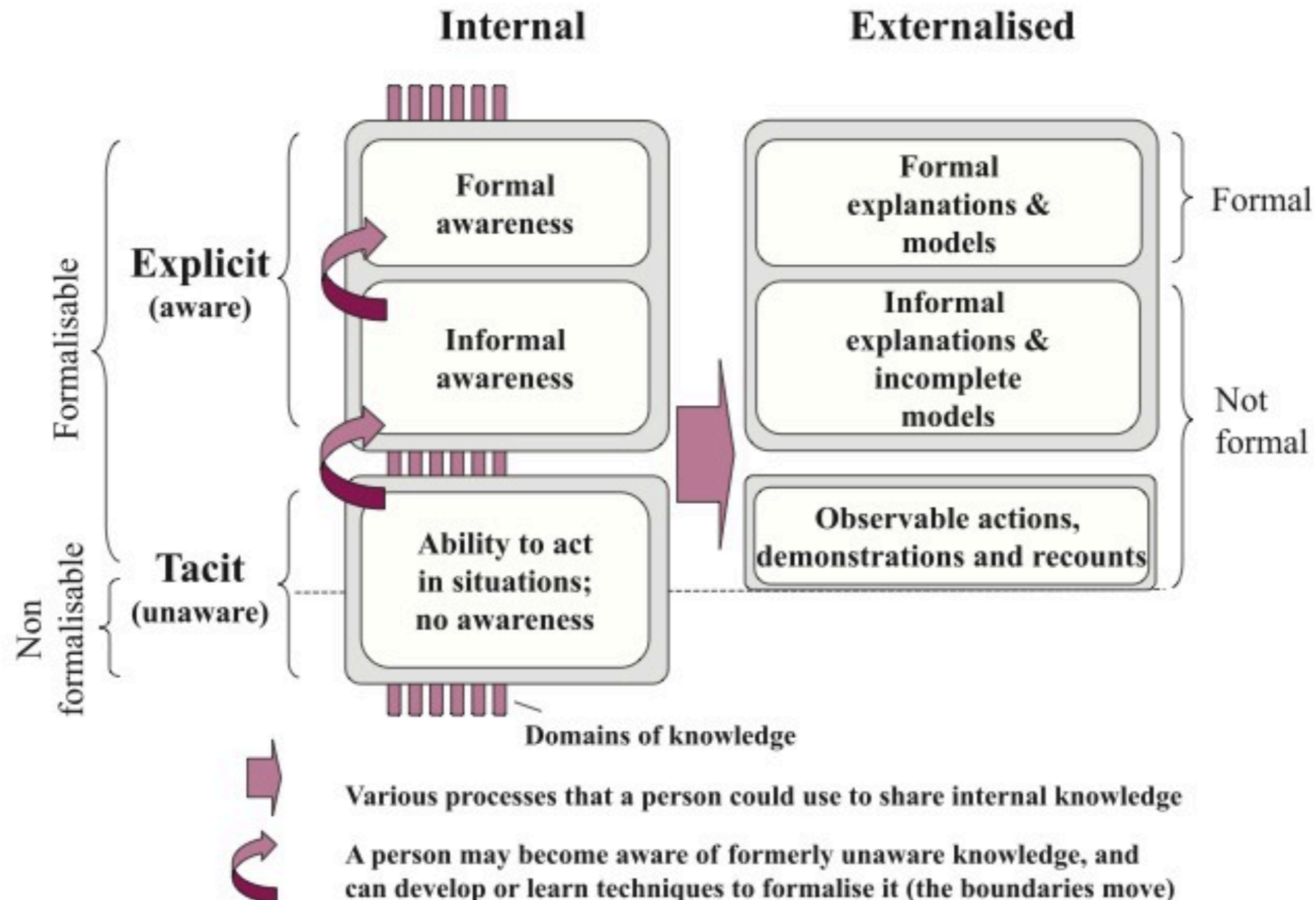
- **Problems** in management of dynamic context-dependant changes
  - identification of KM elements in organisations & impact factors
  - definition of KM processes according to their business
  - establishment of methods & supporting systems

# Knowledge

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- bunch of “facts, feelings, or experiences known by a person or group of people”
- combination of information, skills, experiences, & personal capability of people
- in artefacts people produce
- in communications they carry out
- at the places they work and live
  
- related to people, products, processes, or culture

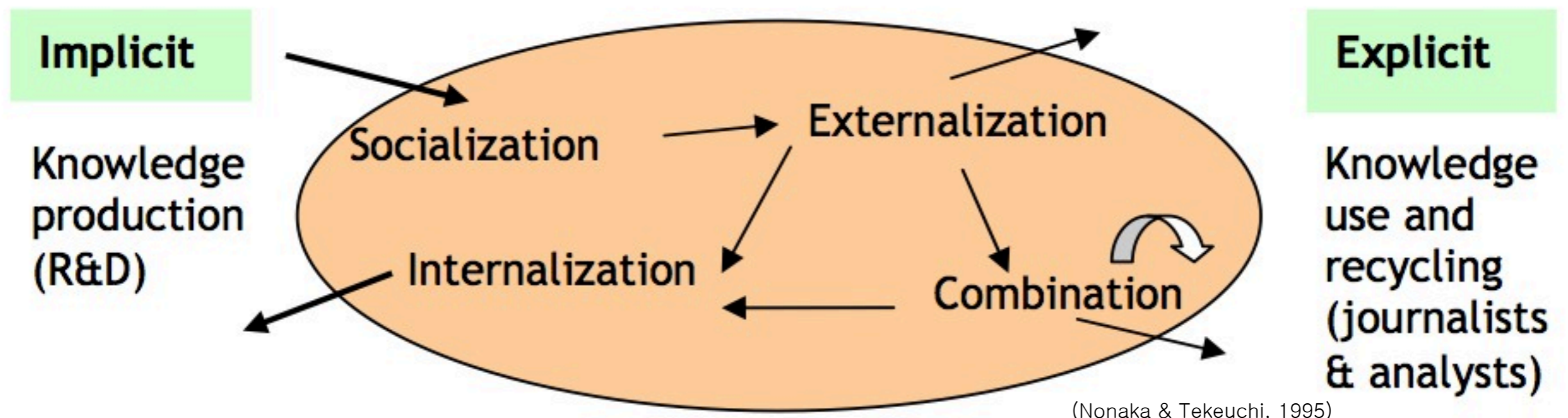
# Research on Knowledge



(Kalpic & Bernus, 2006)

# Research on Knowledge

- individual knowledge = content knowledge
- preserved, transferred, shared
- challenge: management of organisational or collective knowledge = schema knowledge
- knowledge life-cycles



# Knowledge Management

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- capture, store, exchange, retrieve valued information
- active management of knowledge in an organisation by using systematic processes
- to transport knowledge from those who have it to those who need it
- to keep knowledge in the organisation

# KM Approaches

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- generation, codification, transfer, application
- sharing, utilisation, storage, refinement
- acquisition, indexing, filtering, classification, cataloging and integrating, distributing, and application
- procure, organise, store, maintain, analyse, create, present, distribute, and apply
- acquiring, selecting, internalising, and using
- storage and retrieval, sharing and synthesis
- ...

# KM in Industrial Context

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- technology–push model  $\Rightarrow$  process–focus
- study of SMEs
- product– vs. service–based SMEs
- low– vs. high–volatility context
- 12 steps to implement KM  $\Rightarrow$  framework & methodology for the implementation
- own survey on KM and sharing



# KM in Industrial Context

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- to understand social network services and their private & professional use
- 31 questions on
  - popularity and availability of SNS for private and professional use
  - areas of application with the duration of use, motivation, features used
  - integration into the daily work
  - possible impacts on one's own work processes
- 282 answers evaluated

# KM in Industrial Context

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- Organisations use only certain SNS and applications, like Skype, blogs, Windows Live Spaces, RSS feeds. Skype, mainly its IP-based telephony feature, is the most and longest used application for communication.
- 68% mean that the collaboration with other organisations or partners is the same with SNS as it was without using them, whereas 31% see an improvement in collaboration processes when SNS are applied.

# KM in Industrial Context

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- Among the ones who found that SNS improve the collaboration processes, 30% found that SNS speed everything in business organisation and work processes, and the coordination of work becomes easier.
- 21% found that the distribution of work can be carried out faster and easier, and additional 18% meant that there are other advantages of the use of SNS in organisations.

# KM in Industrial Context

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- 41% perceived that SNS ease the cooperation at all.
- 73% would recommend the use of SNS in business processes to their existing and new partners.
- 64% would use SNS again in the future projects, 15% would not use them any more.

# KM in Industrial Context

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- 66% of the SNS users want to separate their private contacts and exchange with others from the ones which are work-related, whereas 16% currently make no difference between private and professional, but can imagine to do that in the future, and 18% do not see the need to separate them.

# So what?

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- correlation between business processes and knowledge management
- organisations host structured predictable and unstructured situated processes at the same time
- dependant on the knowledge available to carry out the particular activities included in processes
- unexpected contingencies arise at work

# Findings (1)

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Based on research in MAPPER (EU project)

- how organisations can be characterised depending on their main activities, business focus, and organisation of work
- differentiate time-, product-, or service-based organisations
- help analyse the organisational context and economic, environmental, cultural circumstances
- define and analyse processes, management, coordination and cooperation issues, success factors in such organisations, by focusing on knowledge management processes to provide support for organisations

# Findings (2)

## Time-based Organisations

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- deadlines drive everything
- temporal conditions define interdependencies
- time-based project plan
- temporal space for improvisations in case of unexpected contingencies  $\Rightarrow$  changes in business processes
- simultaneity & ad-hoc changes in resource allocation
- distributed decision-making
- meetings
- success: meet deadlines, delivering expected results in the restricted time



# Findings (3)

## Product-oriented Organisations

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- product – subparts
- subparts assigned to persons
- interdependencies between subparts, change over time
- coordination protocols: interfaces, deadlines, quality & quantity
- central decision-making
- monitoring, intervention, reallocation
- plans, meetings, tools
- success: product quality, its integrity, completeness, unity

# Findings (4)

## Service-based Organisations

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- predefined, well-structured, routine processes
- persons assigned to processes
- workflow(-like) systems define the processes
- no improvisations
- model & monitor
- intervention, reallocation, reassignment, central decisions
- success: efficient workflow, no deadlocks, no uncertain situations, everything runs as planned, service delivered at the right time to the right people

# Findings (5)

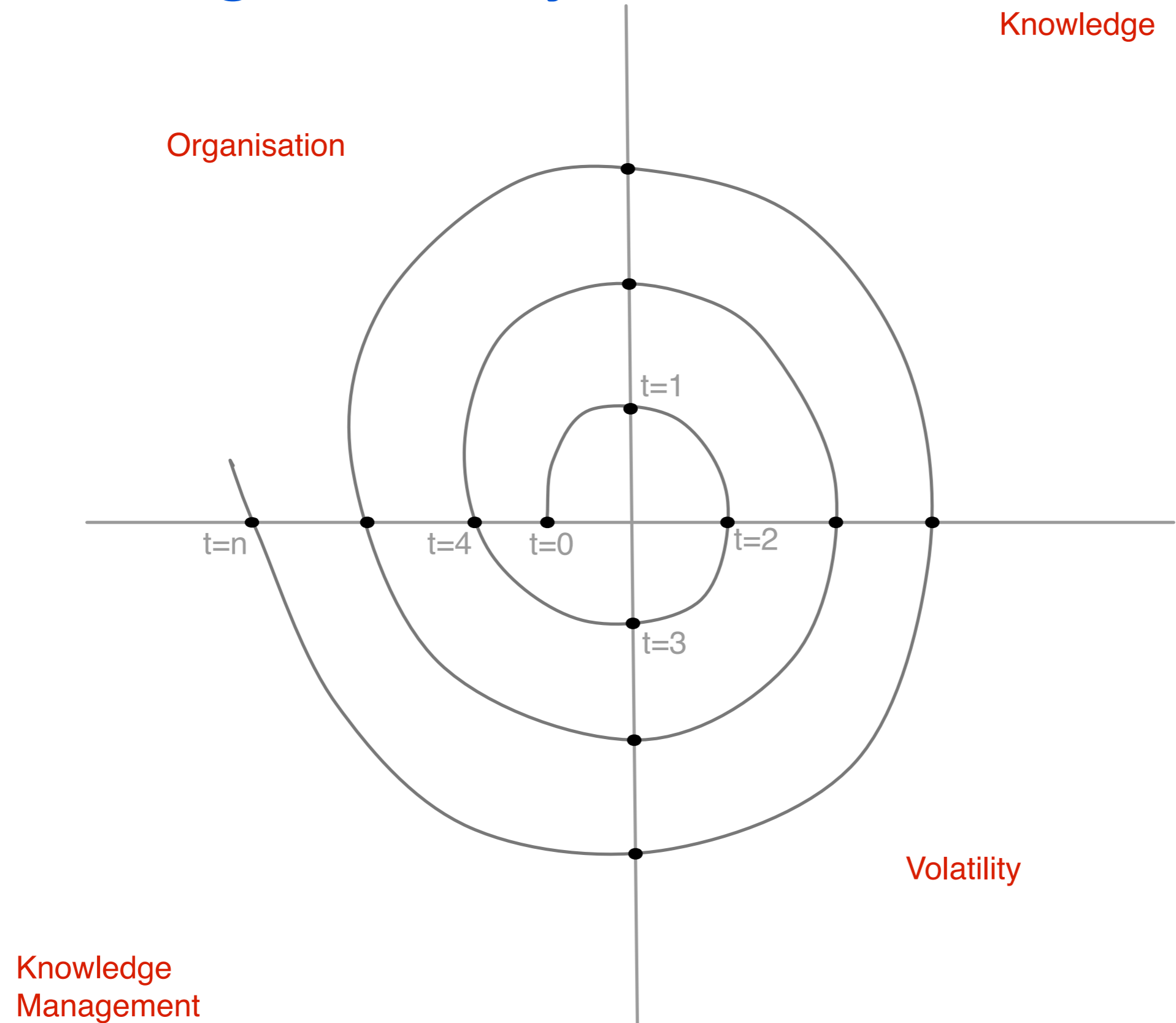
## Other Impact Factors

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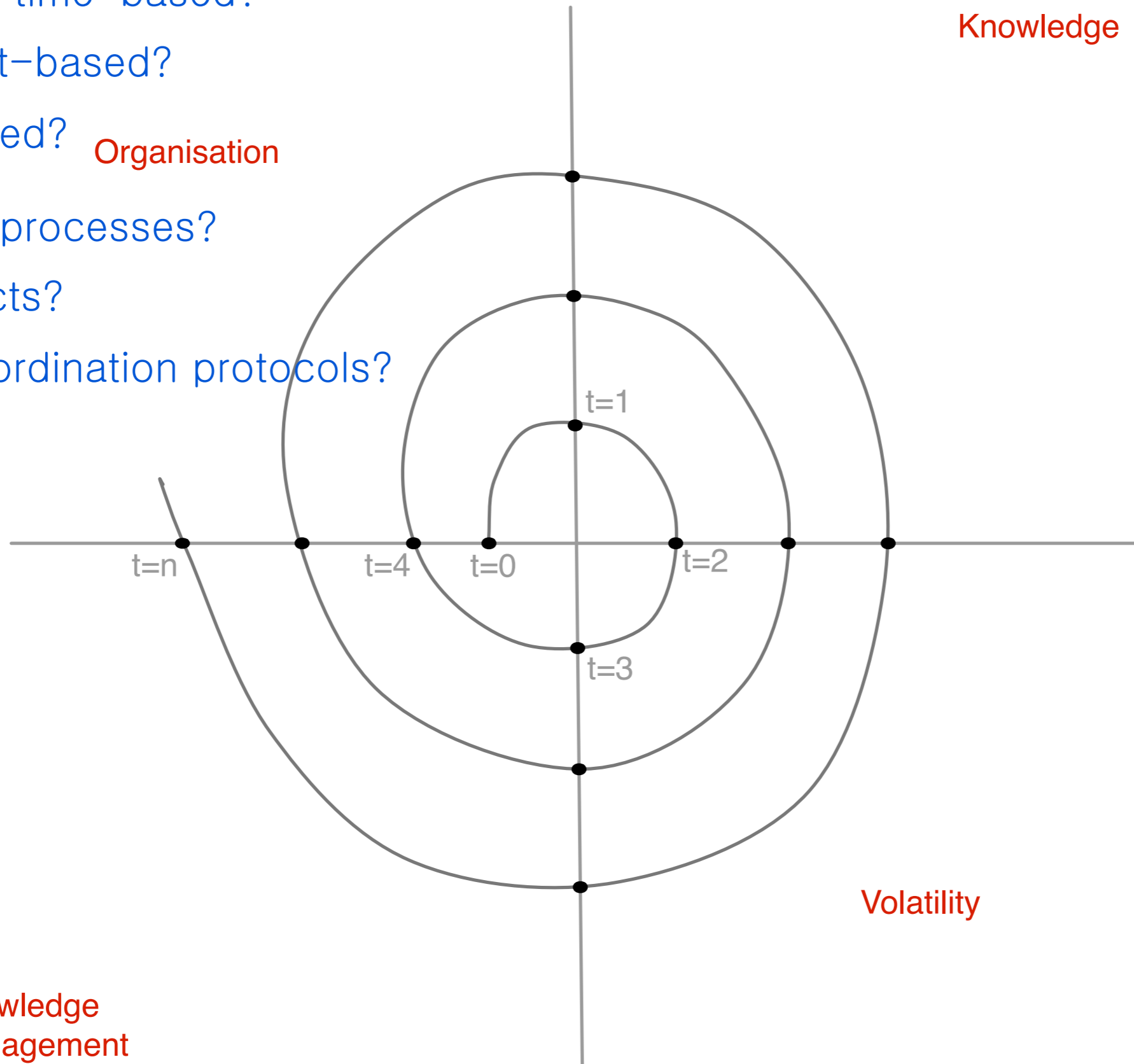
- changes in organisations
  - dealing with volatility
  - dealing with KM and change management practices
- ⇒ complex process changing over time

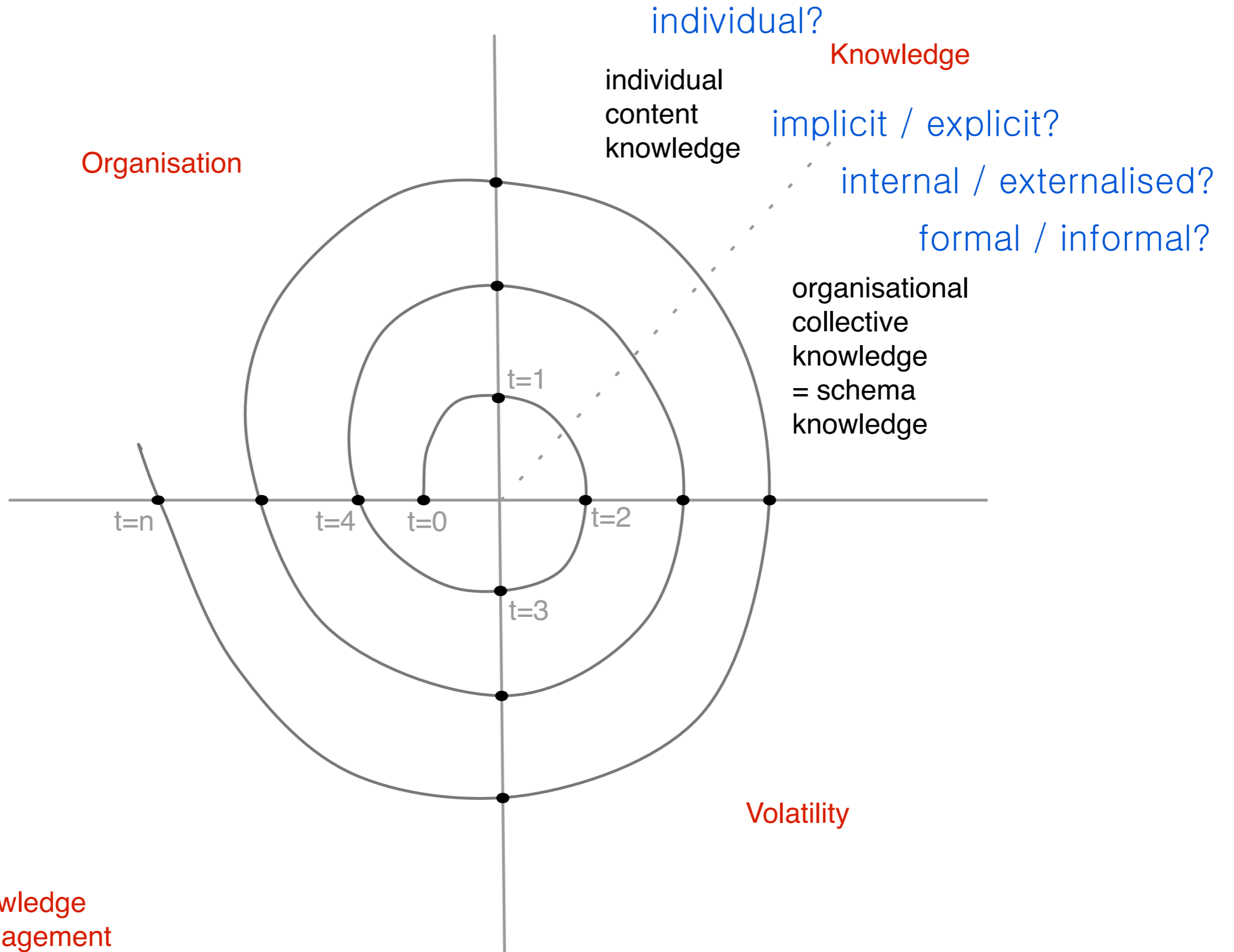
a spiral knowledge life-cycle model

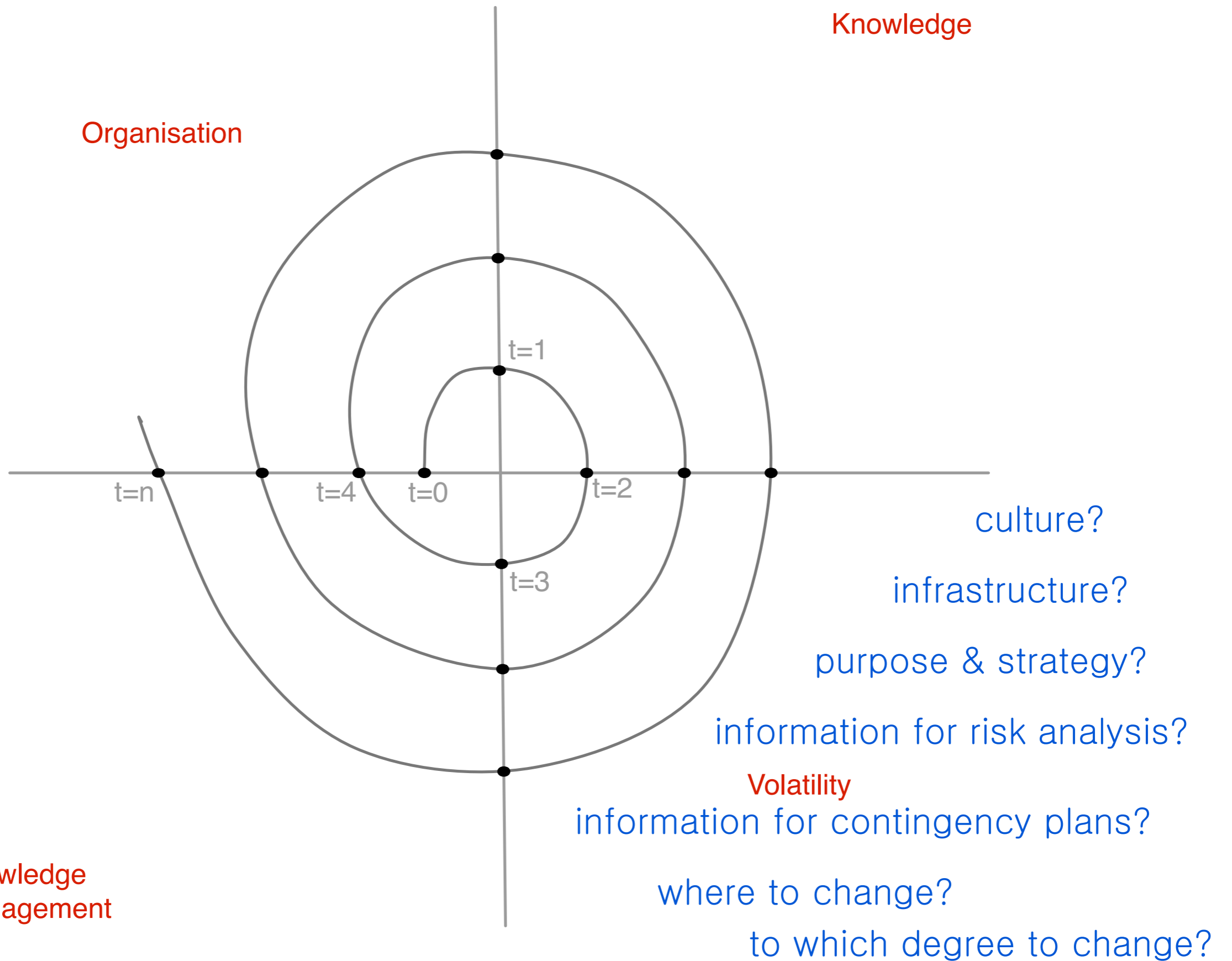
# Knowledge Life Cycle Model

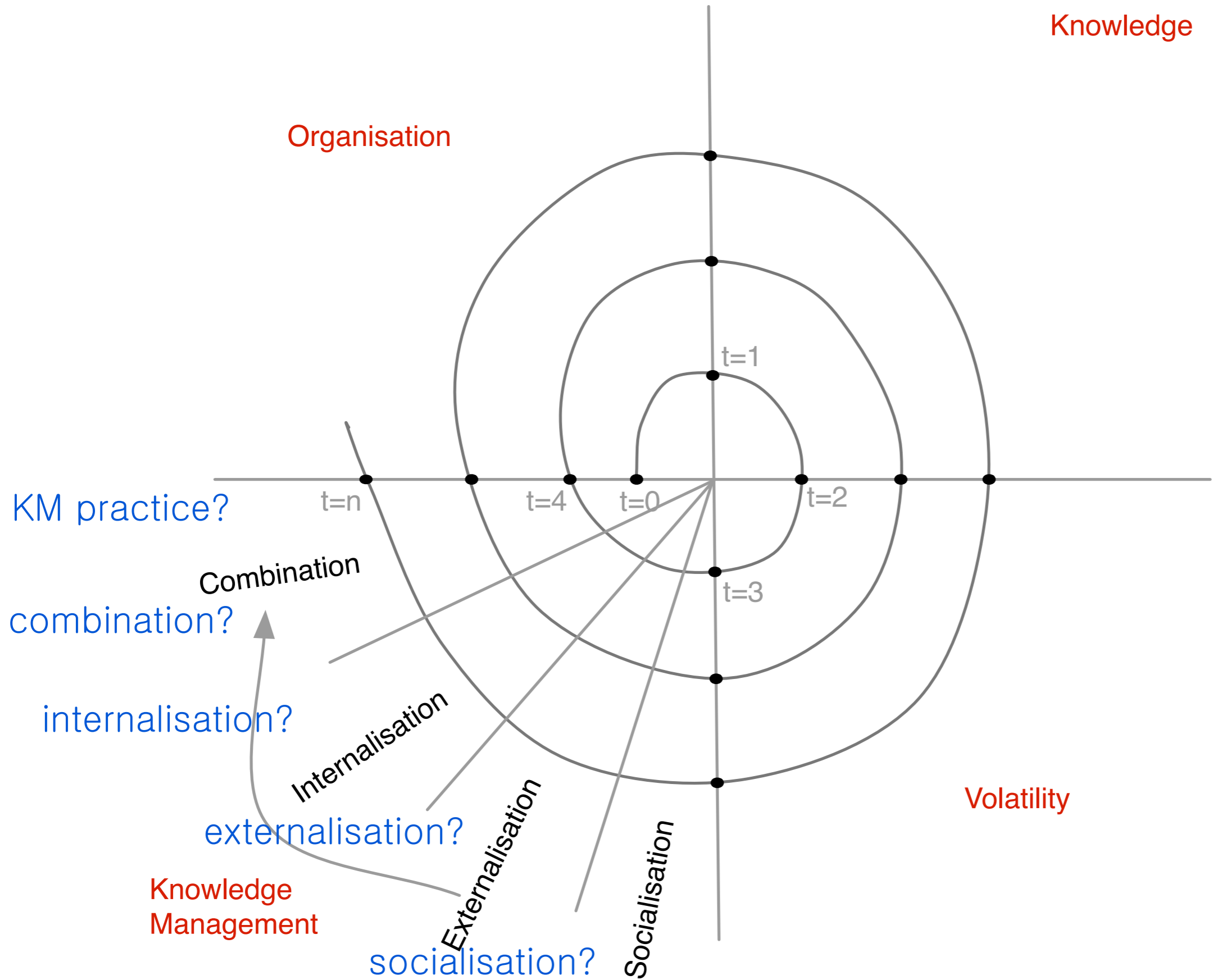


time-based?  
product-based?  
service-based? **Organisation**  
business processes?  
artefacts?  
coordination protocols?











KM established?

efficient KM?

accepted KM?

successful KM? Organisation

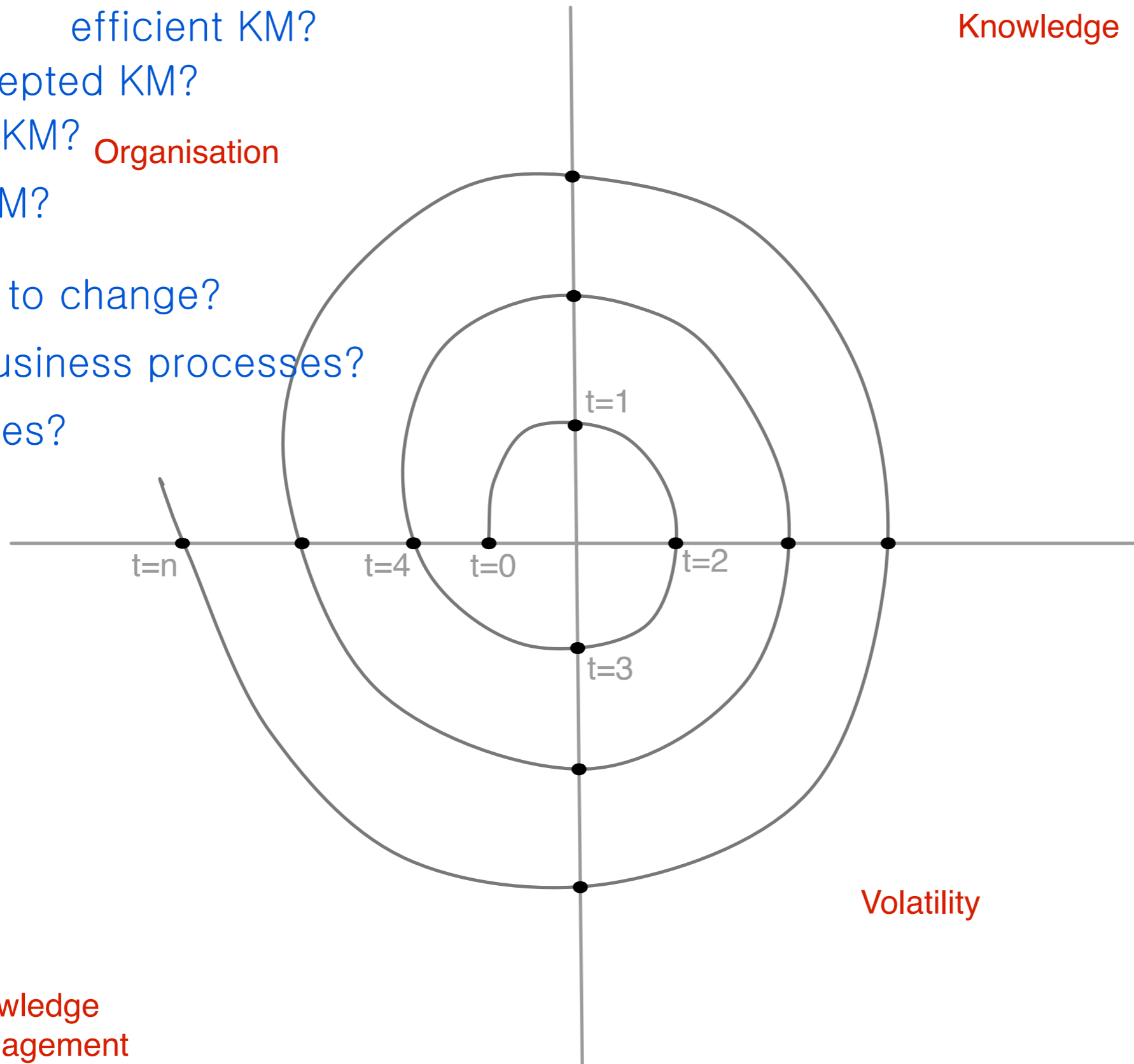
change KM?

what to change?

impact on business processes?

consequences?

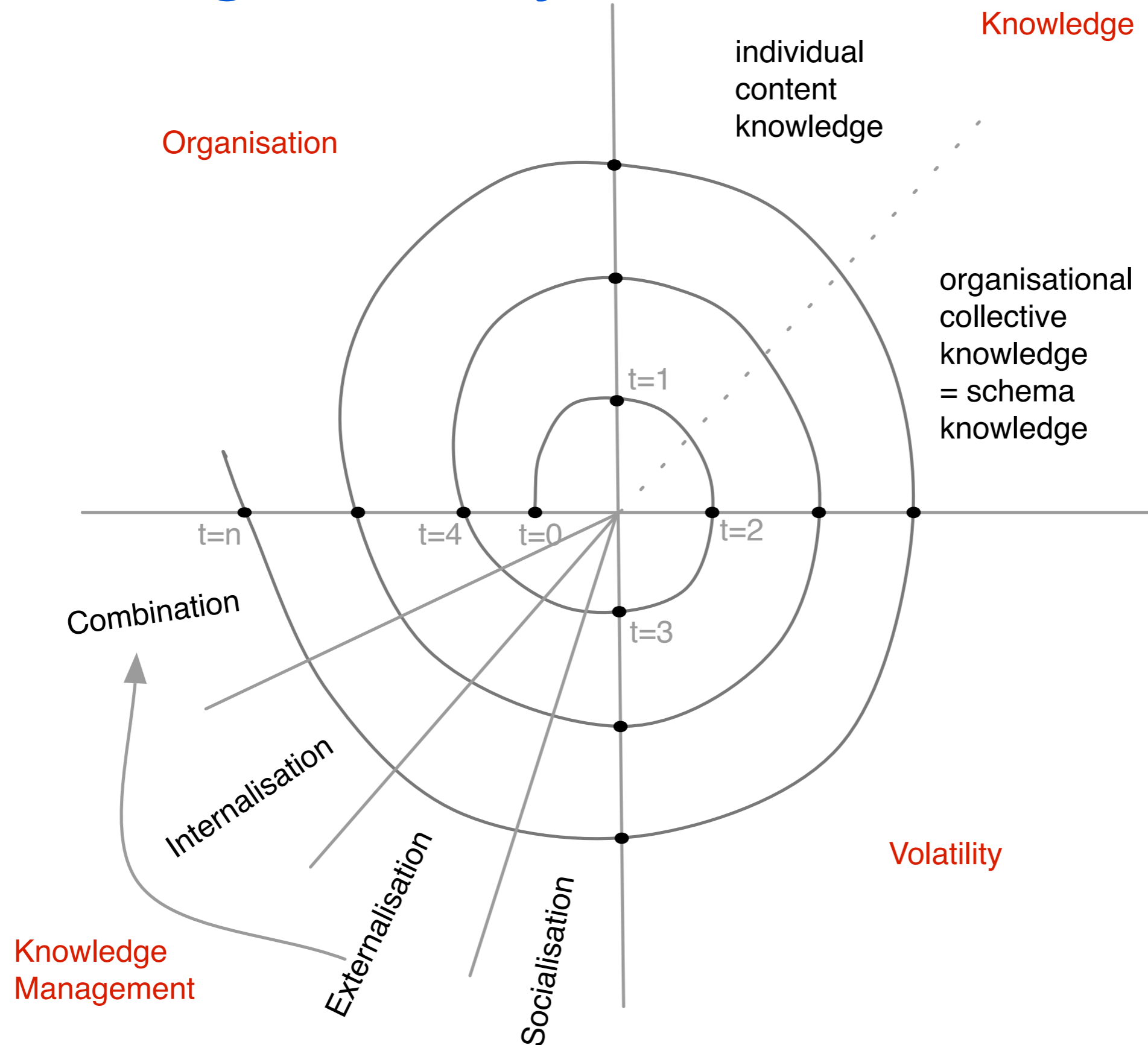
Knowledge



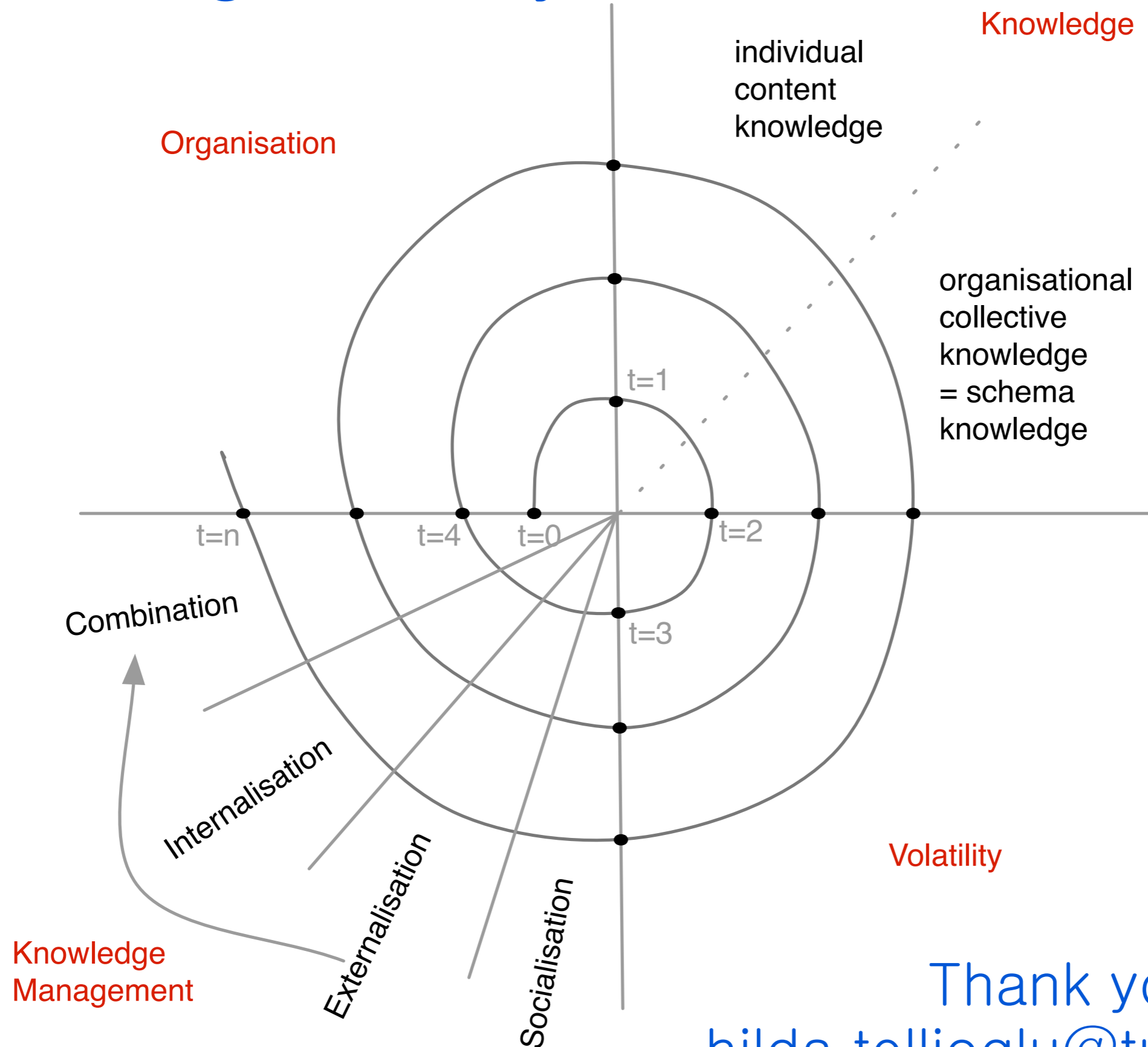
Knowledge  
Management

Volatility

# Knowledge Life Cycle Model



# Knowledge Life Cycle Model



Thank you!

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