

# “HRM & KD”

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Masaryk University, Brno, CZ

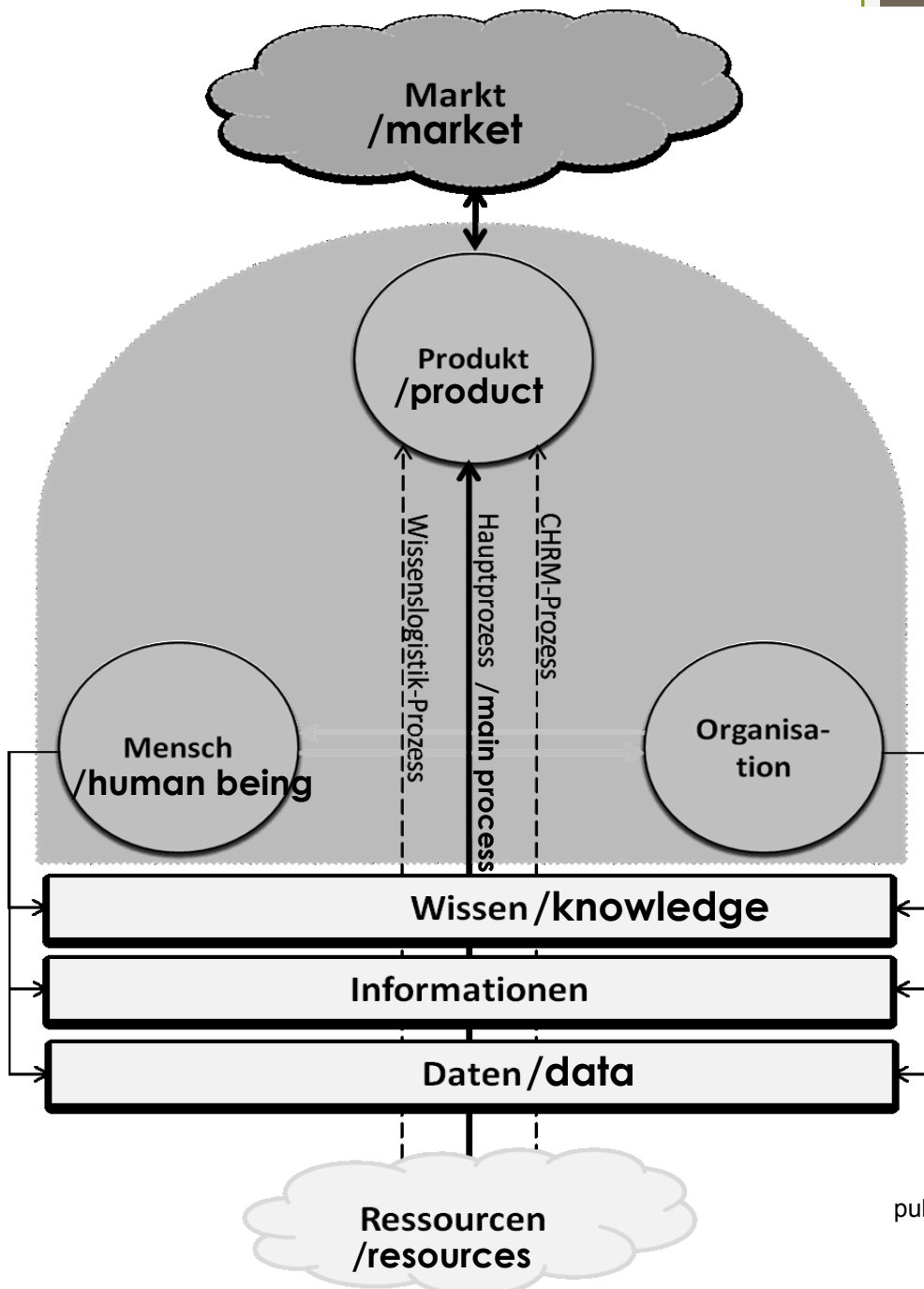
March, 01<sup>st</sup>, 2019, 10:00–15:30

**Lecture 2**

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# Relevant CONTENT of HRM & OrgDev:

1. Which problems should have been solved by Human Resource Management in organizations, and in further consequence in economy and society?
2. Relation between organizational and individual capabilities and skills for strategic and operational organizational development
3. Relevance of Knowledge Management for Human Capital Leadership?
4. Models and methods for skill analysis and development (input, output and comparison models and methods with a special focus on assessment centres)
5. A practical example for the application of the assessment centre method in context of HRM
6. Relation between HRM, Knowledge Management and Risk Management for organizational development, controlling and leadership



# Generic description of the system ORGANISATION



1 **NEW** DEFINITION IS ADDED ON **URBAN**

1,600+ **READS ON Scribd.**

13,000+ HOURS **MUSIC** STREAMING ON **PANDORA**

12,000+ **NEW ADS** POSTED ON **craigslist**

370,000+ MINUTES **VOICE CALLS** ON **skype™**

98,000+ **TWEETS**

20,000+ **NEW** POSTS ON **tumblr.**

THE **LARGEST** SOCIAL READING PUBLISHING COMPANY

320+ **NEW** **twitter** ACCOUNTS

100+ **NEW** **Linked in** ACCOUNTS

13,000+ **iPhone** APPLICATIONS DOWNLOADED

1 **associatedcontent** **NEW** ARTICLE IS PUBLISHED

THE **WORLD'S LARGEST** COMMUNITY CREATED CONTENT!!

**QUESTIONS** ASKED ON THE INTERNET...

100+ **Answers.com**  
40+ **YAHOO! ANSWERS**

6,600+ **NEW** PICTURES ARE UPLOADED ON **flickr™**

600+ **NEW** **VIDEOS**

50+ **WORDPRESS** DOWNLOADS

25+ HOURS **TOTAL** DURATION

70+ **DOMAINS** REGISTERED

695,000+ **facebook** STATUS UPDATES

60+ **NEW** **BLOGS**

168 MILLION **EMAILS** ARE SENT

694,445 **SEARCH** QUERIES

1,700+ **Firefox** DOWNLOADS

125+ **PLUGIN** DOWNLOADS

1,500+ **BLOG** POSTS

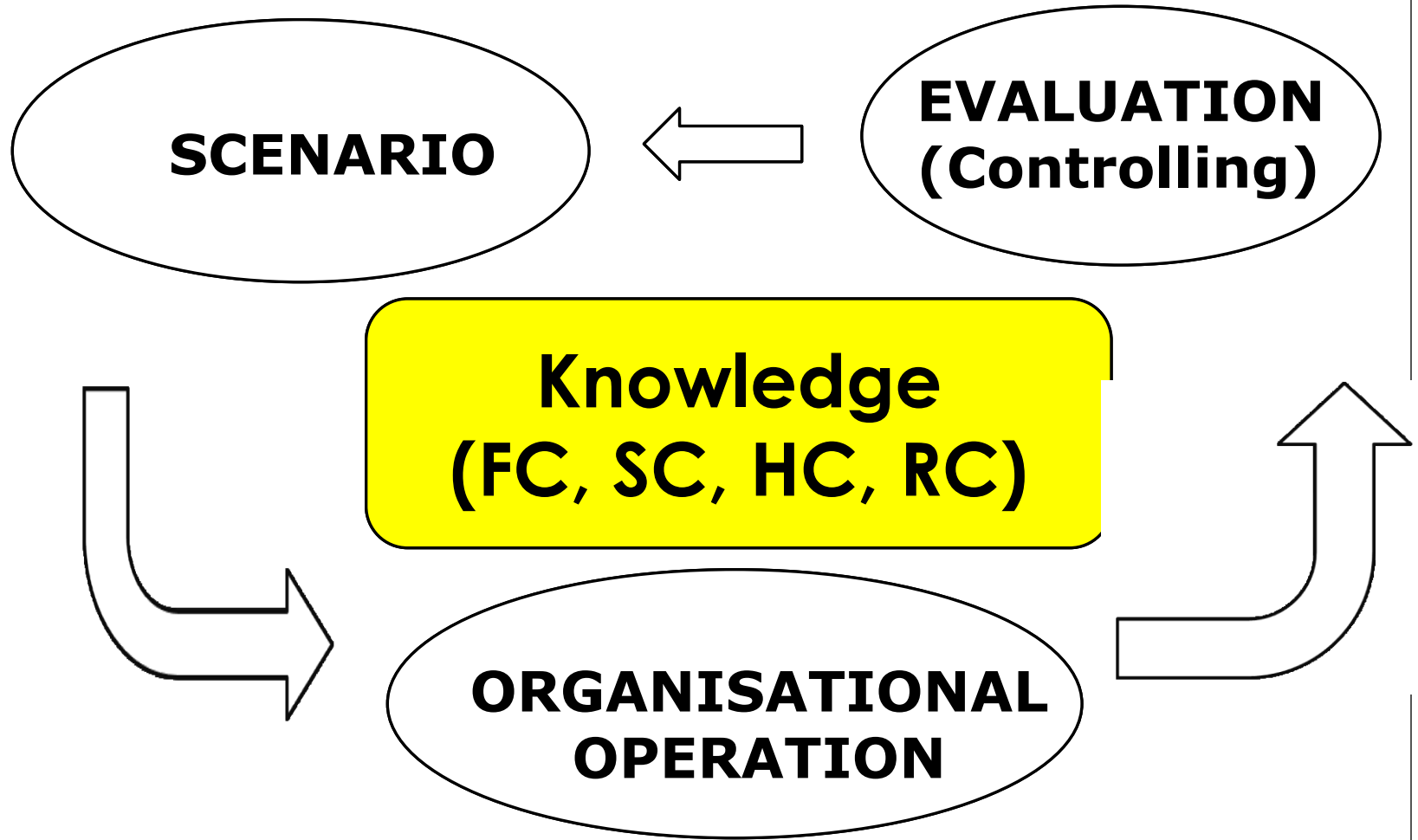
79,364 **WALL** POSTS

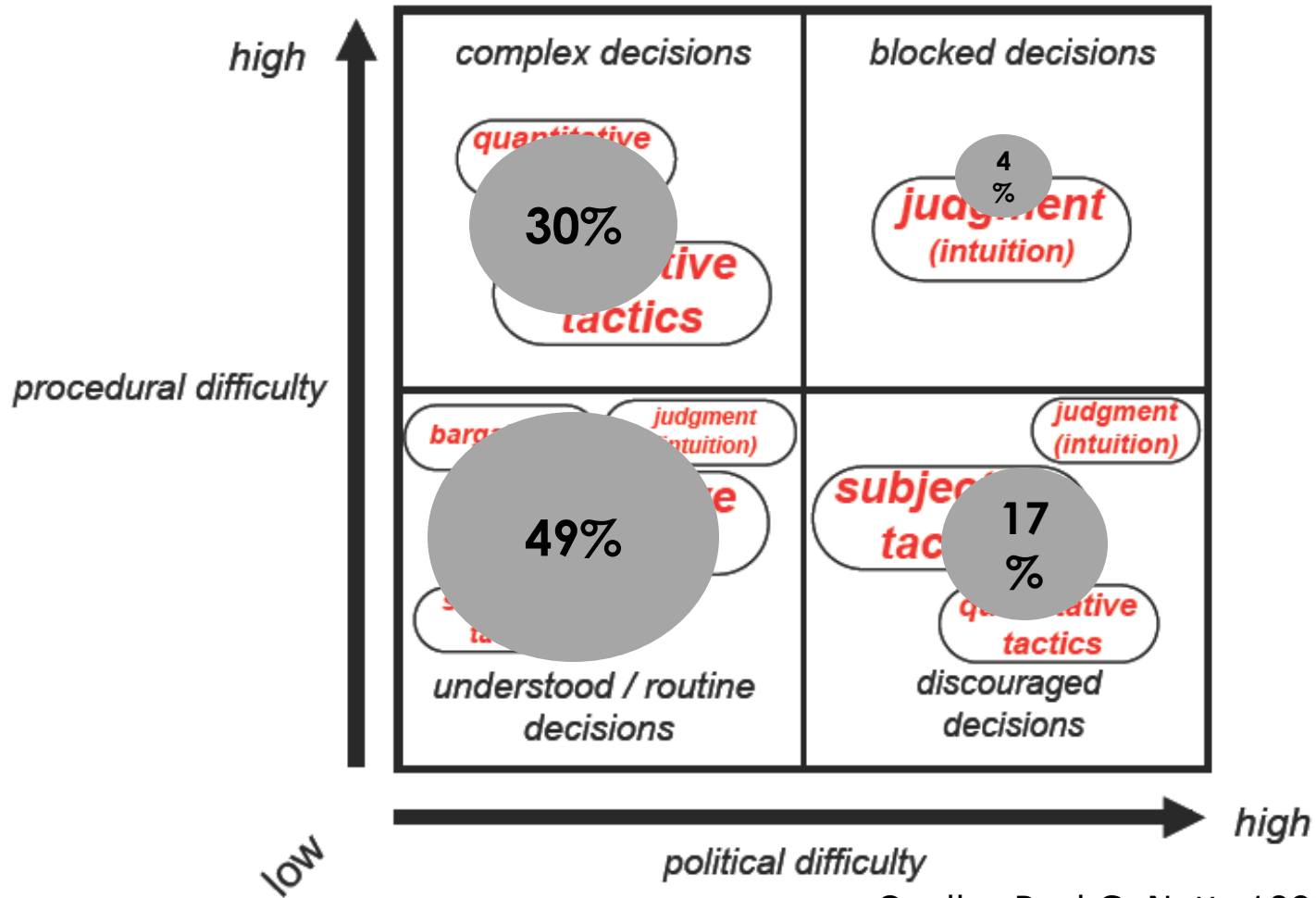
510,040 **COMMENTS**

Google

Google Search

# Organisation-Development

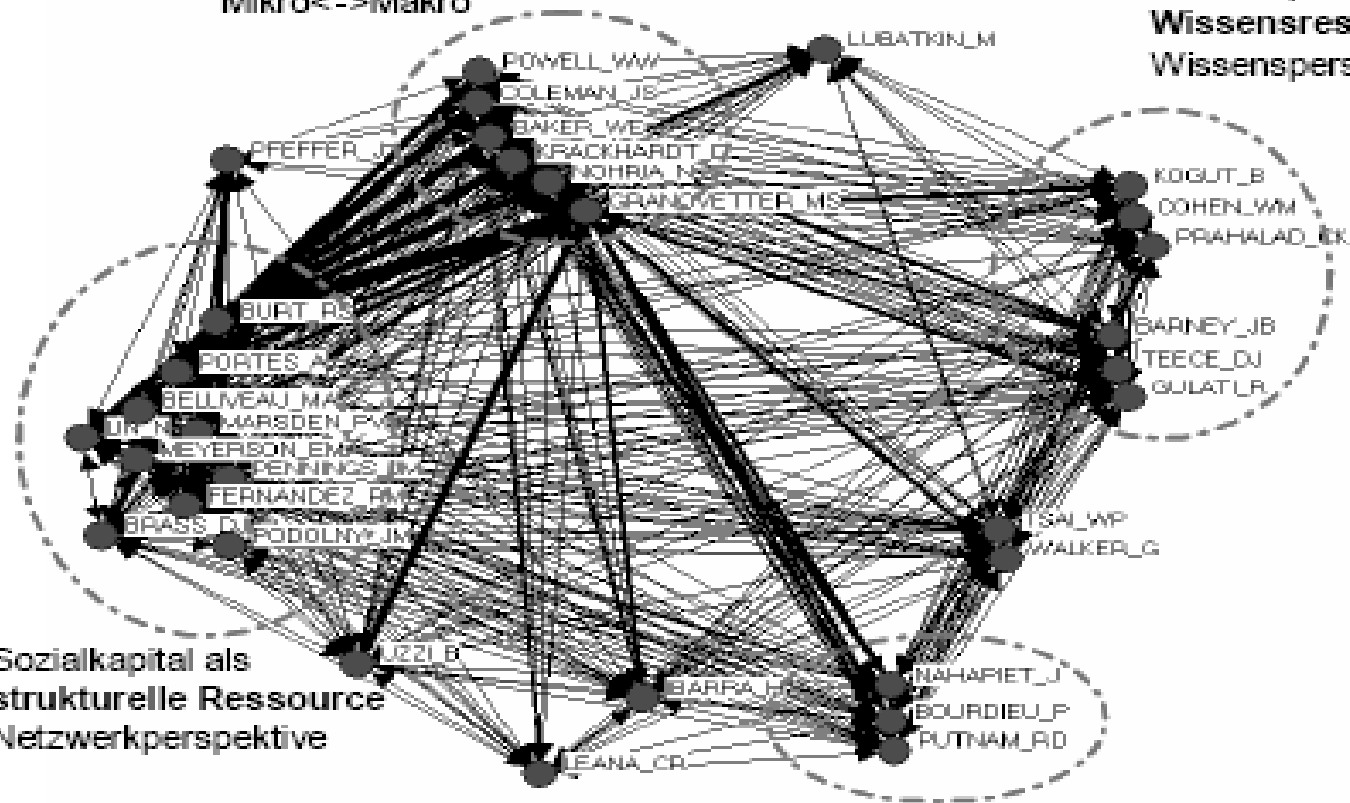




Quelle: Paul C. Nutt, 1998

Sozialkapital als  
vermittelnde Ressource  
Mikro->Makro

Sozialkapital als  
Wissensressource  
Wissensperspektive



Sozialkapital als  
strukturelle Ressource  
Netzwerkperspektive

Sozialkapital als  
kulturelle Ressource  
Evolutionäre, kulturalistische  
Perspektive



# 1. Challenges of HR in a Organisation

1.1 Support for capability development

1.2 Enabler for organisational/system interoperability

1.3 Improvement of the evaluation quality  
(„learning organisation“)





# Building the Knowledge Performance System with a Model Based Approach

*No engineer, designer or architect works without a  
plan / planning / BPM - tool!*

Do we have a KM - System, a Knowledge planning/  
modelling tool and a KM/Evaluation tool in our  
organisation?

# 1.1 Support for capability development

- Capability is the entirety of a system that delivers an output or effect. It will most likely be a complex combination of:  
Strategy, Organisation, Training, Material,  
Leadership, Personnel, Facilities.

## Holistic approach: „Product View“

- output or effect (capability) defined as a product/knowledge product?
- product - view for complex organisations/systems?



# Knowledge is a Product

*If you can't measure it -  
you can't manage it!*

You have to design, produce and evaluate a product with resources, skills, processes and knowledge!

Do you know, what quality/quantity of knowledge you need for a organisational development?

## 1.2 Enabler for interoperability

- Political
- Legal
- Organisational
- Semantical
- Technical

interoperability for a specific task/goal

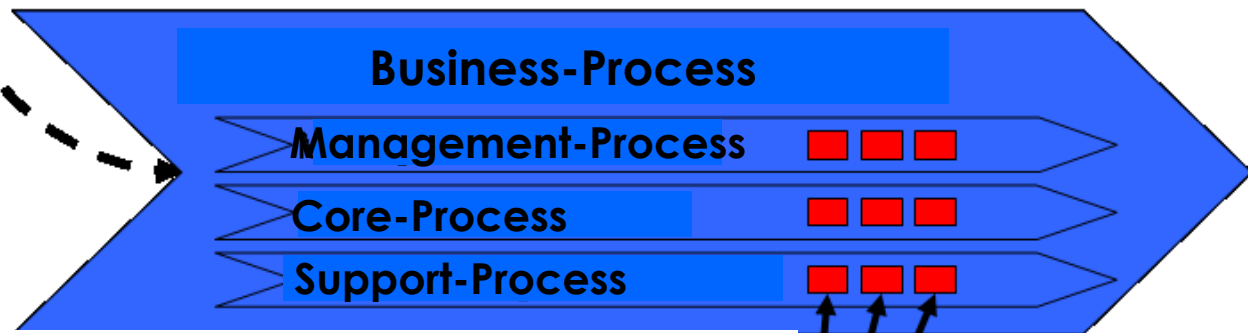
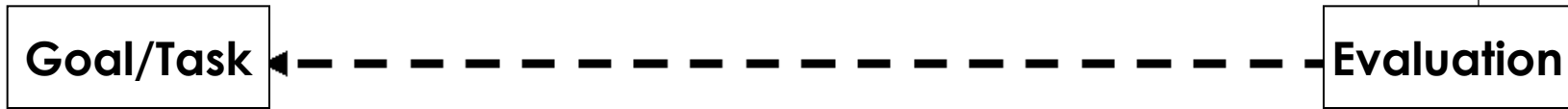
**Managing approach:**

**„Process-Oriented KM & Model-Based KM - View“**

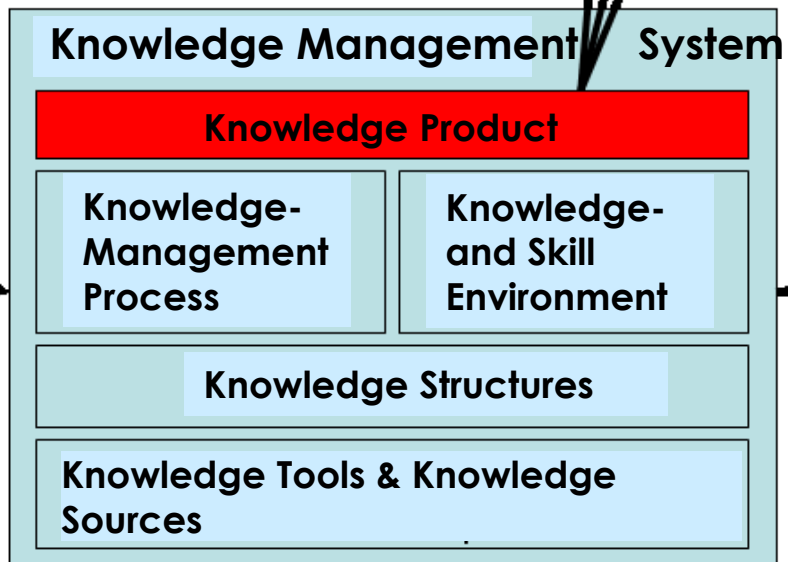
- Do we have a tool for analysing, planning, documenting, managing and evaluating knowledge?

**„idea“**

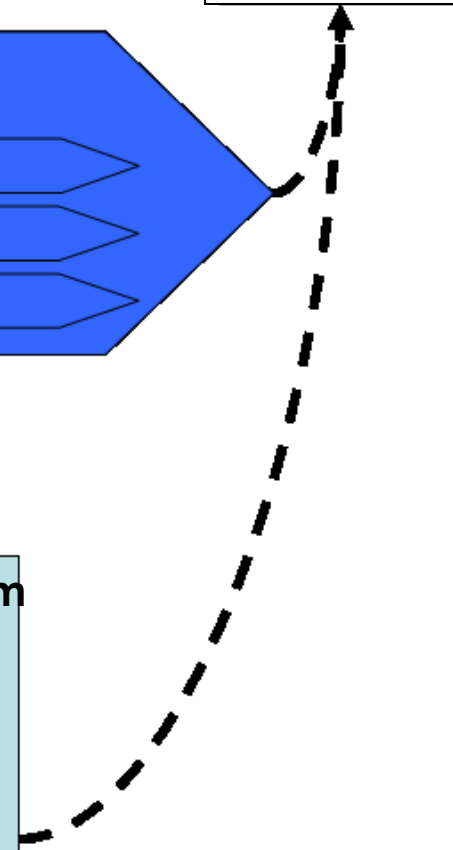
**IF YOU CAN'T MEASURE -  
YOU CAN'T MANAGE IT!**



„The Knowledge-Product – anchor point  
of business process oriented  
Knowledge Management“



- Use case and product
- HC relations and skills
- Processes and structures
- Ressources and support



## 1.3 Improvement of the evaluation quality

- Support the organisational development in the fields of:

Resources, Human Capital, Processes, Use Cases

### **Managing Approach:**

### **„Knowledge Performance System - View“**

- Realisation of the „Roadmap to Knowledge Monitoring“ in Organisations possible?



# Knowledge Scorecard

***Business instrument for  
measuring knowledge!***

We have to design and integrate a knowledge scorecard in corporate environments!

Do we have the quality/quantity of knowledge workers (skills) we need in our organisation?

## 2. Common Denominator for Challenge

3 pillars of a Knowledge Product

x

4 perspectives of the scorecard

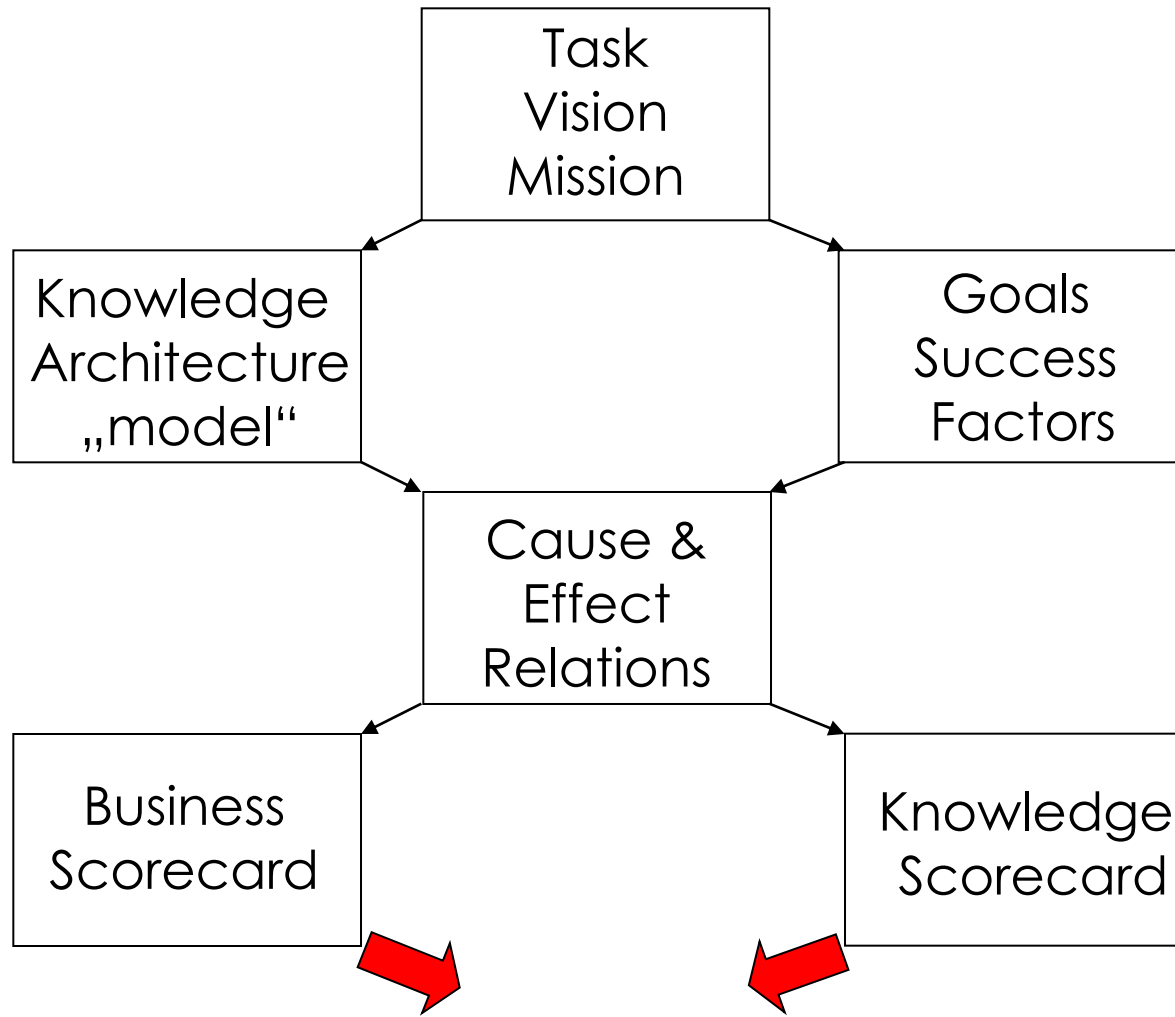
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**12 views of the Architecture of the  
Knowledge Performance System (KPS)**



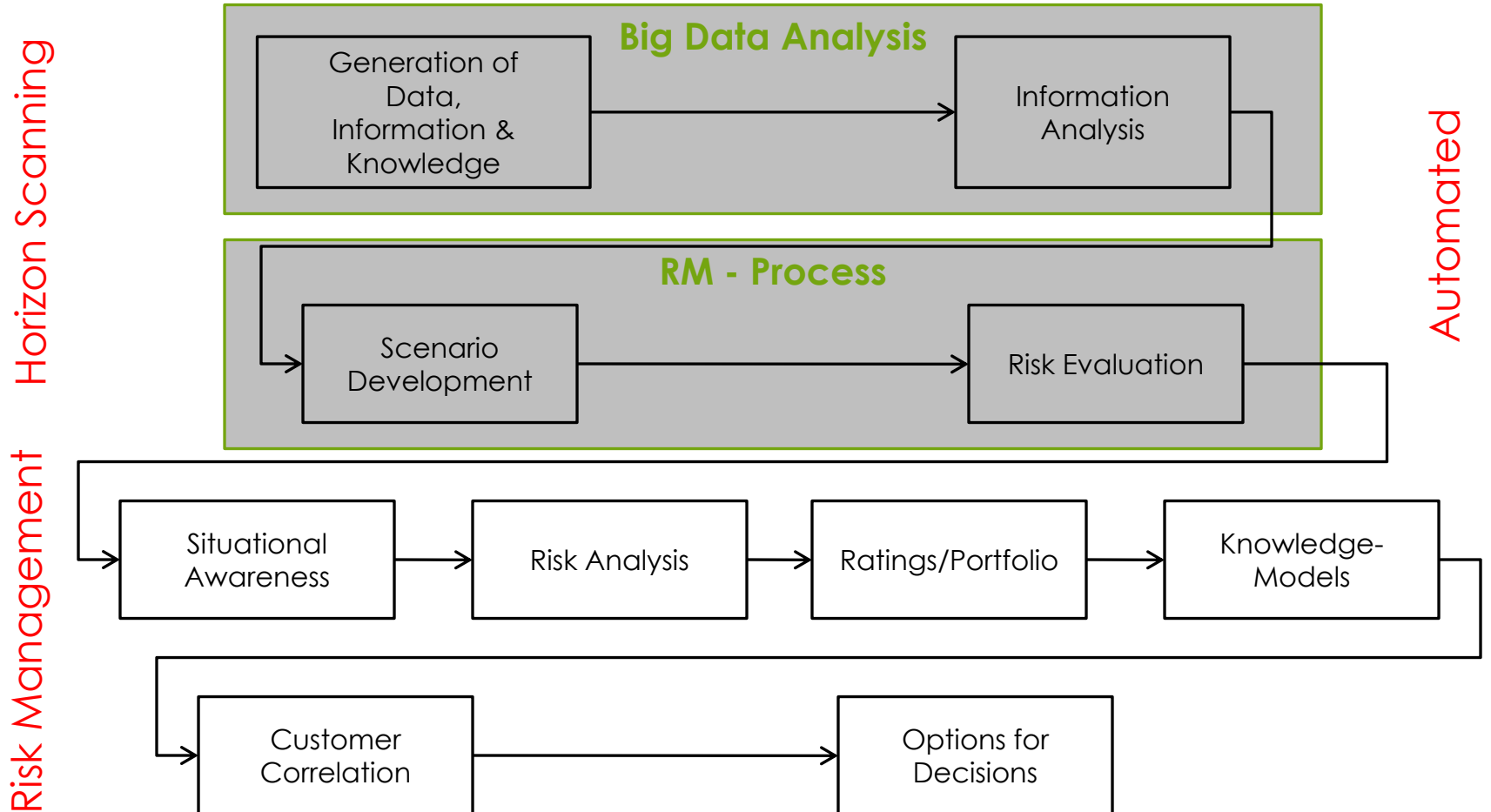
# „Meta Layer“

combination of organisational & knowledge view



**Comprehensive analysing,  
planning, documenting, managing & evaluating instrument**

# Z-Model: Future of strategic long-term planning



# LEGAL COMPLIANCE

	Austria	Germany	U.K.	USA
Gesetze	AktG, GmbHG, IRÄG, URÄG, RLÄG	KontTraG, dAktG, dHGB,	-	Sarbanes-Oxley Act (2002)
Corporate Governance Kodizes	Nationaler CGC (2002)	Nationaler CGC (2006)	Combined Code on Corporate Governance (2003)	Final NYSE Corporate Governance Rules (2003)
Standards & Empfehlungen	ONR 49000:2010 ON ISO 31000 ISO 31010	-	Revised Turnbull Guidance (2005), Orange Book (2004), BS 31100	COSO I & II

Exemplarely Documentation of different Regulations

# CORPORATE COMPLIANCE

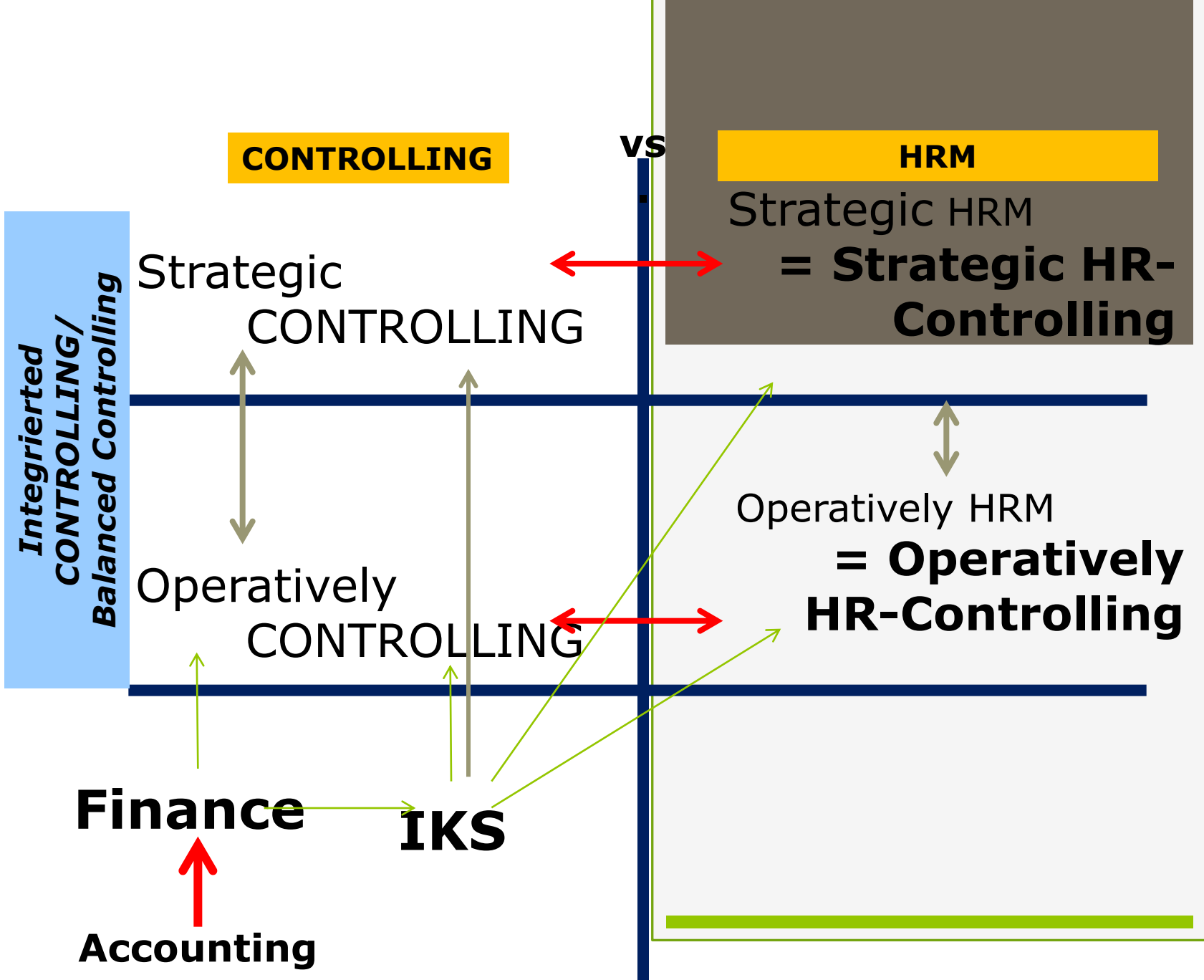
**All measures designed to ensure the correct conduct of a company, its management and supervisory bodies and its employees.**

**The main task of the Board / CEO is to ensure that:**

- organizational measures, training and controls and**
- the correct conduct of the company and its employees**

**is ensured.**

**The company should be protected from claims for damages and judicial and administrative authorities penalties.**





## **CONTENT.:**

### **2.2. Knowledge Management II. :**

- 2.2.3. Practical example: System of organizational knowledge development and knowledge management at a Austrian Governmental Organisation and its documentary, process and technical parameters.

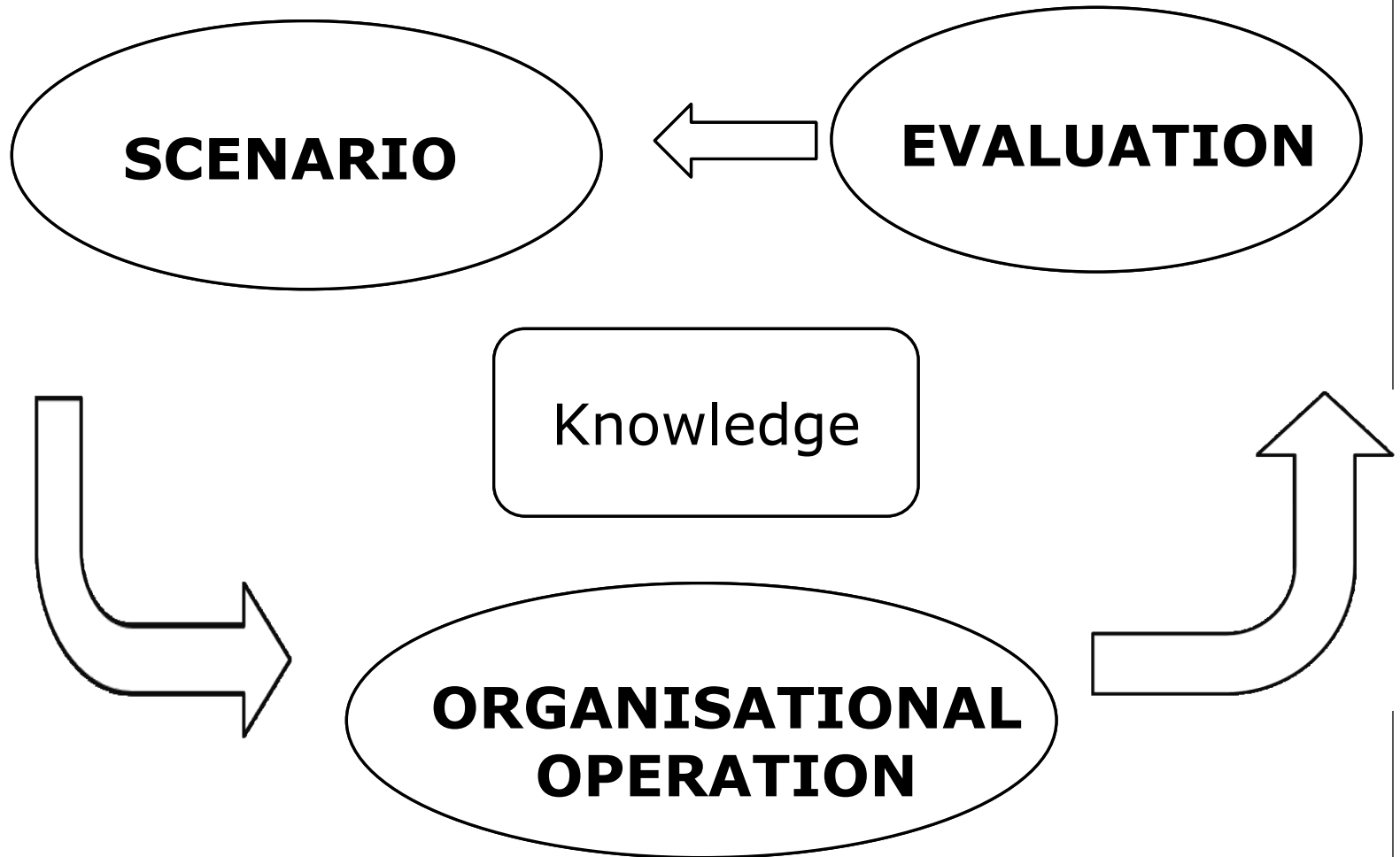


# Building the Knowledge Performance System with a Model Based Approach

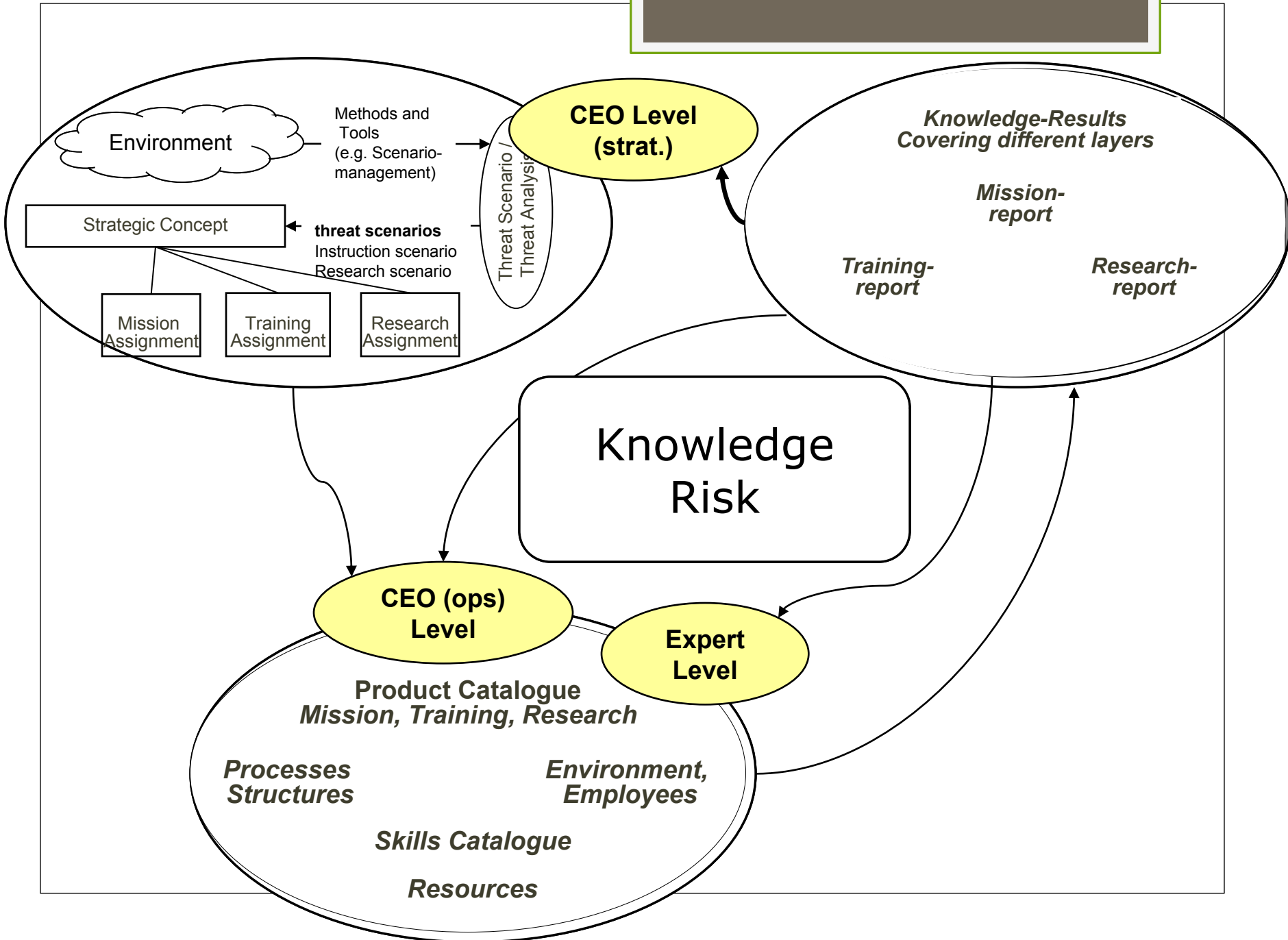
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organisation?

# ***Knowledge Flow in a Organisation***







# Knowledge Balance: Specification of Goals

## INPUT: Structure quality based:

- **Human Resources**
  - Employee's knowledge
  - Partner Knowledge
  - Suppliers Knowledge
- **Material Resources**
  - Material Knowledge
  - Facility Knowledge
- **Market, Product, Customer Knowledge**

## OUTPUT: Result quality based:

- **Effectiveness**
  - Costs Knowledge
  - Effectively Knowledge
  - Financial Capital Knowledge
- **Efficiency**
  - Efficiency Knowledge
  - Productivity Knowledge
  - Social Knowledge
- **Customer Satisfaction, Quality and Environmental knowledge**

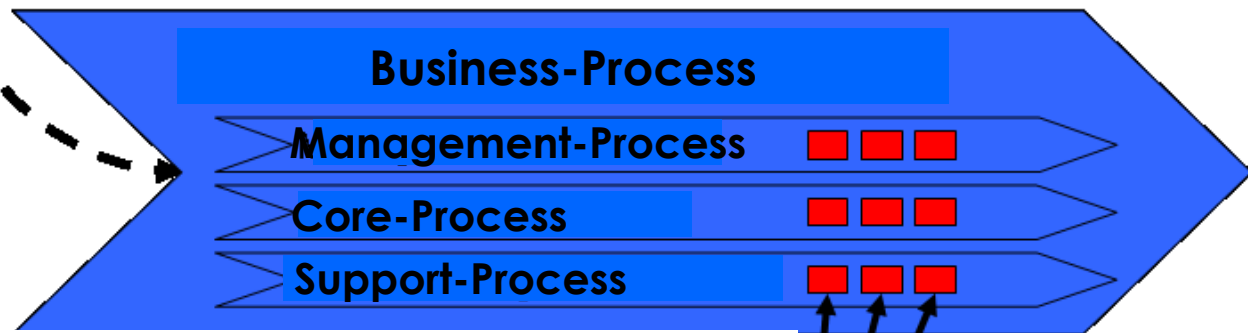
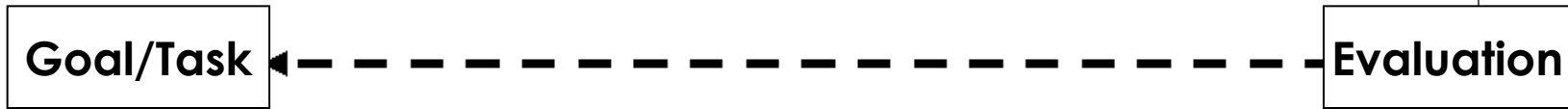
## TRANSFORMATION: Process Quality based:

- **Process planning** (Planning Knowledge, Method Knowledge)
- **Process steering** (Steering Knowledge, Relationship Knowledge)
- **Transaction based Best Practise Process standard** (Organisational Knowledge, Process Knowledge)
- **Process execution** (Technical Knowledge, Execution Knowledge)
- **Process controlling** (Controlling Knowledge, Criteria Knowledge)

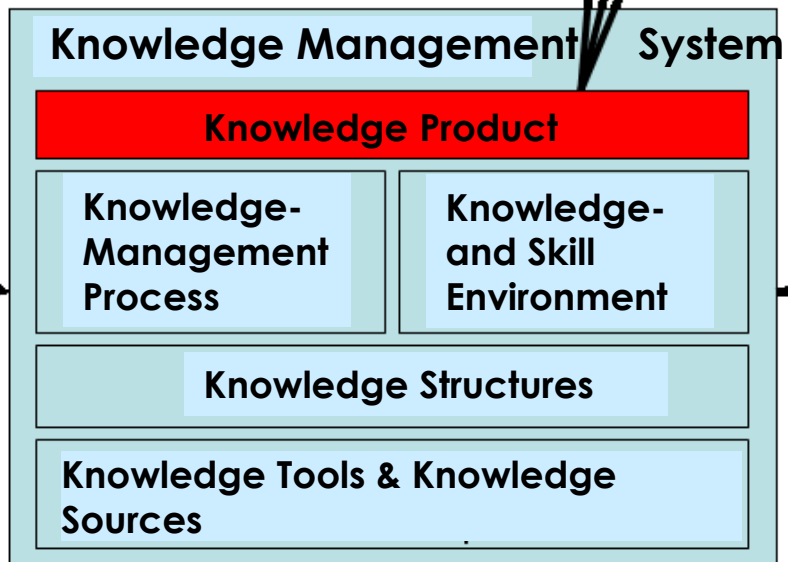


**„idea“**

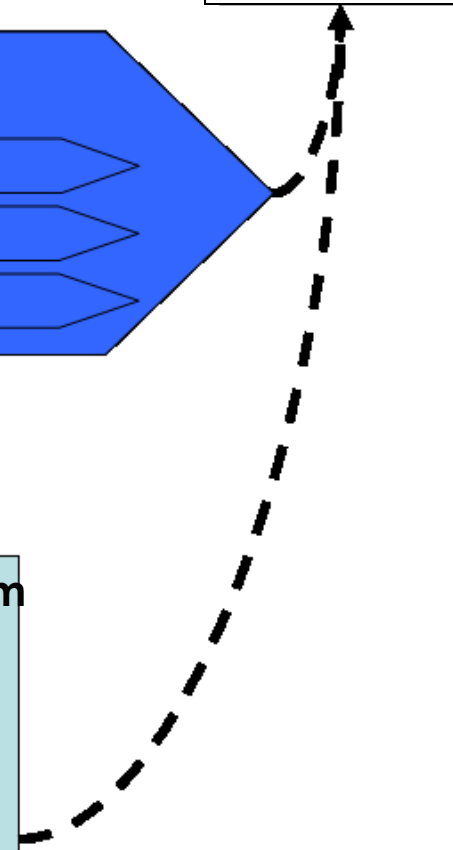
**IF YOU CAN'T MEASURE -  
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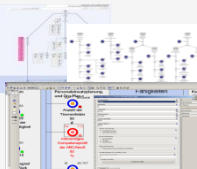


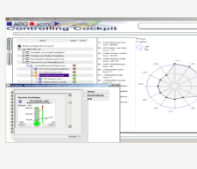
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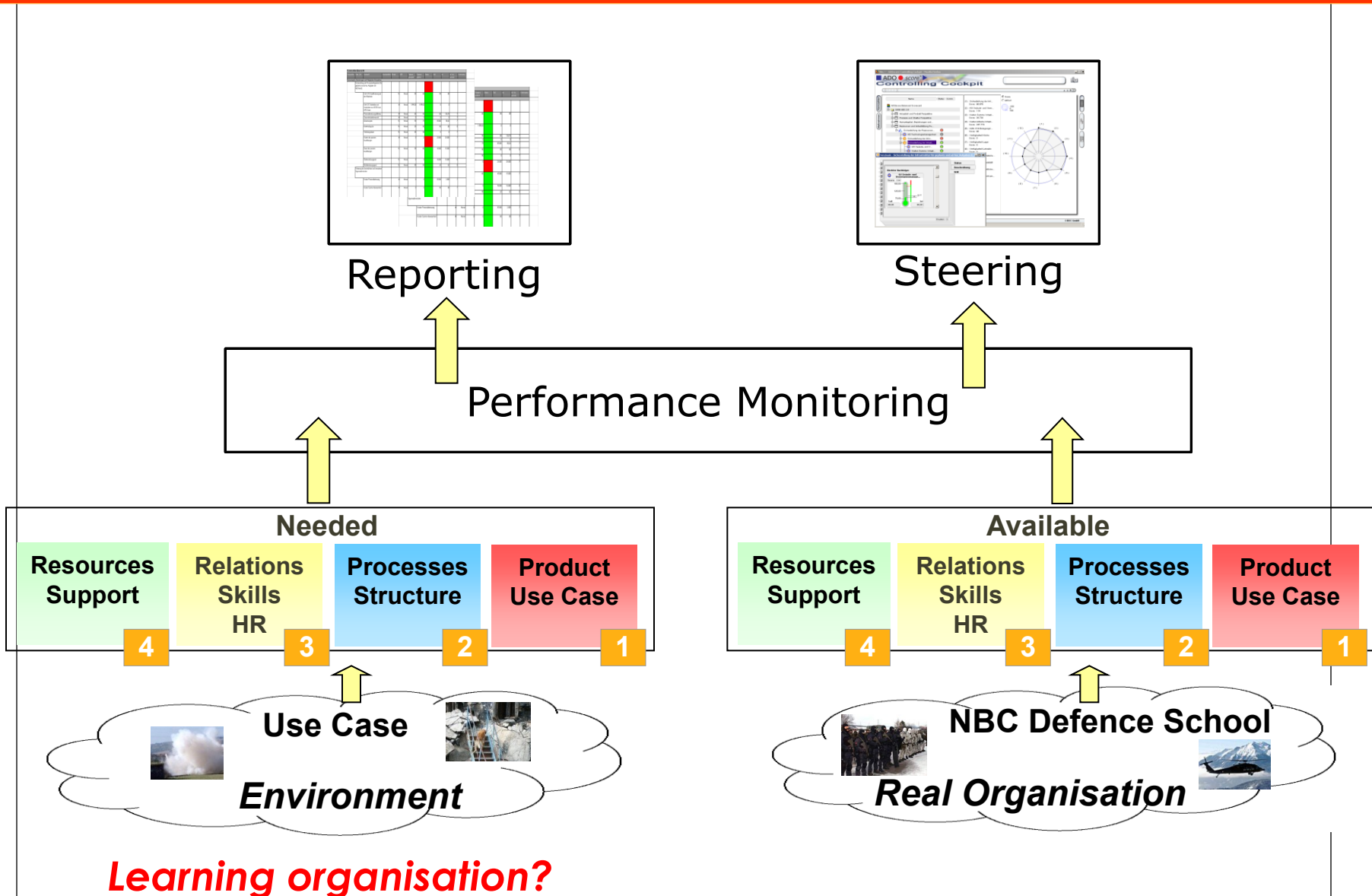


# Roadmap to Performance Monitoring

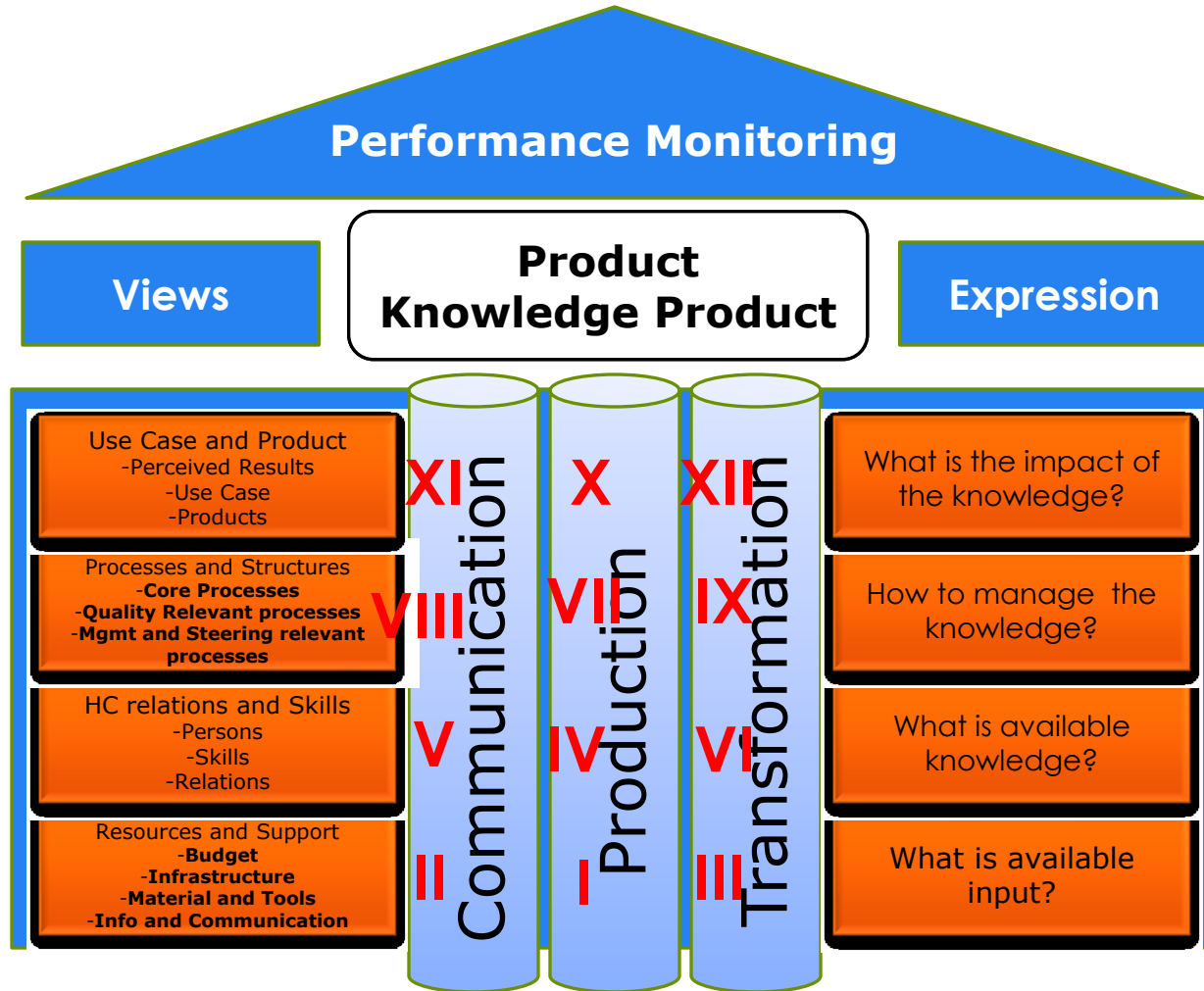
Phase							
Instruments	 <p><b>Knowledge Relevant Models</b></p>	 <p><b>Success Factors and Knowledge Goals</b></p>	 <p><b>Cause and Effects Relations</b></p>	 <p><b>Indicators</b></p>	 <p><b>Operational Data</b></p>	 <p><b>Reports</b></p>	 <p><b>Knowledge Performance Cockpit</b></p>
Results	<ul style="list-style-type: none"> <li>✓ Knowledge products are identified</li> <li>✓ Knowledge processes, environments, structures and resources become transparent</li> <li>✓ Models are the graphical user interface for the knowledge management system</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strategy and Vision of Organisation becomes transparent</li> <li>✓ Knowledge perspectives are identified</li> <li>✓ Success factors and goals are defined</li> </ul>	<ul style="list-style-type: none"> <li>✓ Cause-and-effect relations between knowledge goals become obvious</li> <li>✓ Steering of organisation through the identification of relations</li> </ul>	<ul style="list-style-type: none"> <li>✓ Knowledge is measurable by indicators</li> <li>✓ Calculation of knowledge indicators</li> <li>✓ Existing, and newly identified indicators are specified in detail</li> </ul>	<ul style="list-style-type: none"> <li>✓ Existing data from various sources is coupled within the system</li> <li>✓ The knowledge scorecard is operational</li> <li>✓ Knowledge relevant data is integrated in the system</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strategical filtered information for external communication</li> <li>✓ Report on internal knowledge and structure for internal communication</li> </ul>	<ul style="list-style-type: none"> <li>✓ Active steering of knowledge processes</li> <li>✓ Continuous knowledge development for increasing performance</li> </ul>

*Improvement of the evaluation quality?*

# Knowledge Performance System “Simulation – model”



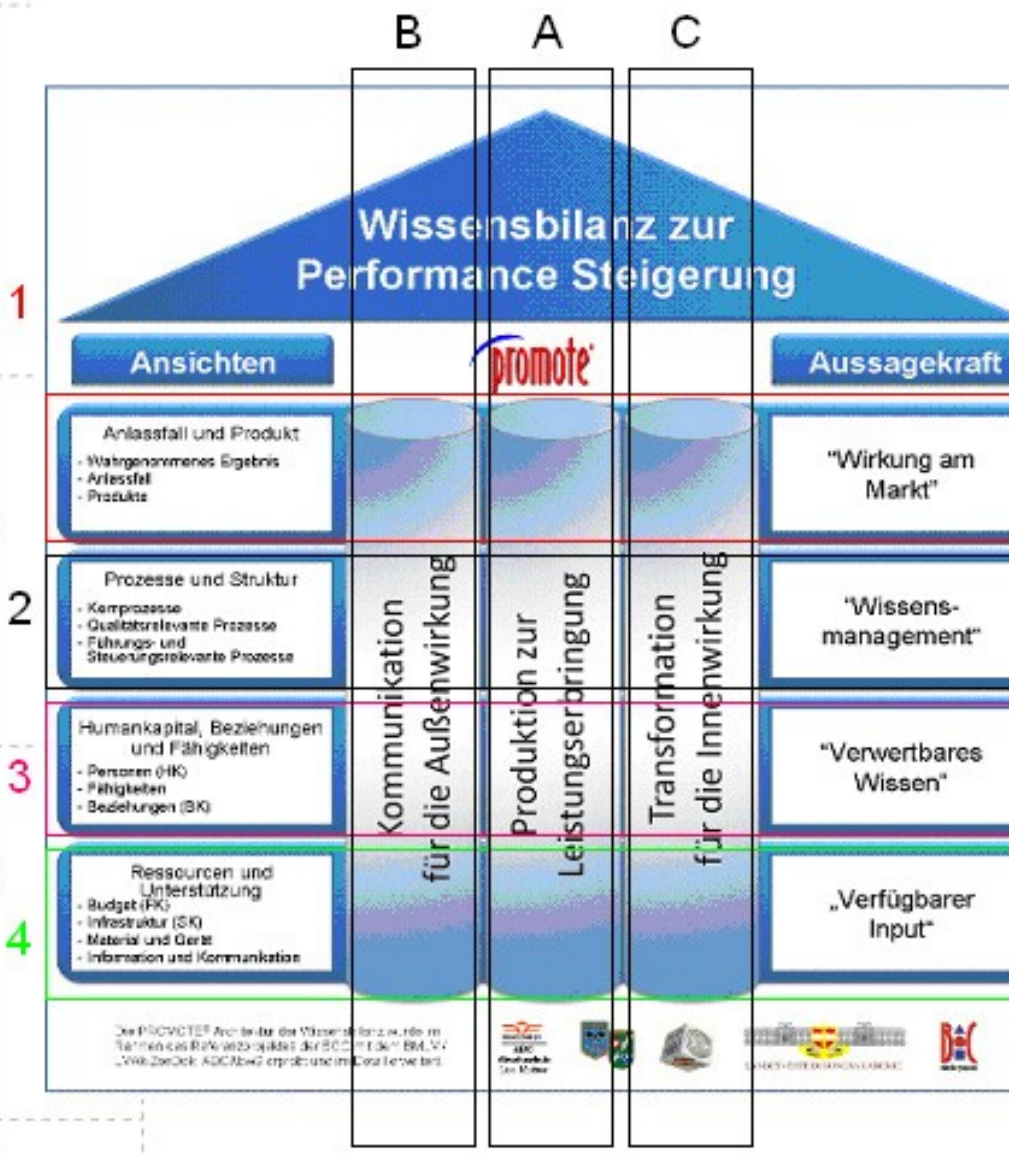
# Architecture of the KPS + “12 Views”







Kommunikation / Interaktion	Produktion	Transformation / Entwicklung / Innovation



B A C





ADOScore Controlling Cockpit - Telekom Austria TA AG

ADO score<sup>®</sup> Controlling Cockpit

Suche/Filter Trend Beschreibung

1 2 3

**Kennzahlen**

ADOScore Balanced Scorecard

- UWM FMS - V2 2.0
  - Anlassfall und Produkt...
    - Den Nutzen der F... ●
    - Anzahl der K... ●
    - Den Nutzen ... ●
    - Anzahl de... ●
    - Quotienten... ●
    - Quotiente... ●
    - Sinn der For... ●
    - Anzahl der ... ●
    - Anzahl de... ●
    - Anzahl de... ●
    - Evaluati... ●
    - Erfolgreiche Anp... ●
    - Erfolgreiche A... ●
    - Anpassun... ●
    - Partizipati... ●
    - Partiziptio... ●
    - Erfolgreiche A... ●
    - Evaluation ... ●
    - Evaluation... ●
    - Referenz... ●
    - Steigerung der... ●

<p><b>Den Nutzen der Forschung des OBH intern ...</b></p> <p>Score 1.879</p> <p>Info Drill</p>	<p><b>Erfolgreiche Anpassung der Forschung an ...</b></p> <p>Score 938</p> <p>Info Drill</p>	<p><b>Erfolgreiche Forschungsnutzung</b></p> <p>Score 677</p> <p>Info Drill</p>
<p><b>Den Nutzen der ÖBH-Forschung sowie d...</b></p> <p>Score 5.893</p> <p>Info Drill</p>	<p><b>Erfolgreiche Anpassung FDS</b></p> <p>Score 110</p> <p>Info Drill</p>	<p><b>Erfolgreiche Anpassung FMS</b></p> <p>Score 100</p> <p>Info Drill</p>
<p><b>Erfolgreiche Erstellung und Ausführung Forsc...</b></p> <p>Score 69</p>	<p><b>Erfolgreiche Partizipation als Bed...</b></p> <p>Score 100</p>	<p><b>Erfolgreiche Partizipation als Forschungspar...</b></p> <p>Score 439</p>

# Outlook in Investments:

## TOP und FLOPS 2011

Capgemini - IT Trends 2011

1. Virtualisierung
2. Integration von Standard- und Individualsoftware
3. Risikomanagement
4. Master Data Management



- 
28. Mashup-Integration
  29. Unternehmensinterne Blogs
  30. Social CRM
  31. Google Apps



Universität für Bodenkultur Wien  
Institut für Produktionswirtschaft und  
Logistik



# Knowledge

is the precondition for:

- *an action*
- or
- *a non-action*

in an organisation / a system/ a domain,  
it must be checked as relevant or irrelevant  
(valid or not valid)(sure or not sure) by a

**„*decision instance*“**

**Knowledge is the ability to interpret data and information correctly,  
depending on the environment (system, organisation,...).**

**Data and information are not sufficient for an interpretation!**



**Contact:**

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**Thank you for your attention.**

**Questions ?**