

Organizational Behavior

Knowledge Management

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overview I

COGNITIVE SUCCES

KNOWLEDGE MANAGEMENT

strategies

tools

good practices

questions

What is knowledge?

What can be known?

What cannot be known?

When do we know, that we have known something?

<https://shorturl.at/oyHJ2>



Different knowledge?

(Boër & Lycan, 1975; Ryle, 2009)

- knowing who
- knowing which
- knowing why
- knowing where
- knowing when
- knowing how

traditional notion of knowledge of facts

Knowledge is
(sufficiently) justified
true belief.

justification

question

How can one justify
our beliefs?

possibilities

- positive
- negative

positive

(Alston, 1988)

A given belief is justified, if there are good reasons, to hold it.

negative deontological justification

(Feldman, 1988; Haack, 2013; Plantinga et al., 1993)

A given belief is justified, unless there are reasons, not to be.

fundacionalism

(BonJour & Sosa, 2003)

- basis/bases
 - A justified belief p is a basic or base belief if and only if the belief p is not justified by another belief.
- justified belief
 - Every justified belief p is a basic or base belief or is justified by another belief q .

coherentism

(Davidson & LePore, 1986)

- coherence
 - Every justified belief p is justified by others beliefs in its epistemic environment.

infinetism

(Aikin, 2008)

- infinite chain
 - Every justified belief p is justified by others preceding beliefs.
- actuality vs. possibility

problems

Gettier's problems

(Gettier, 1963)

- problems of modes of justification
 - the relationship between reasons and inference
- problems of truthfulness
 - Can only the truth be known?
- epistemic luck
 - testing students

collective knowledge

- social epistemology
- rules, assumptions and collective experience

the formation of collective knowledge

- collective experience and assumptions

example

- the problem of collective reasoning and action
 - Where and what time do you go to lunch if you don't want to meet your acquaintances?

the danger of collective knowledge

- false assumptions and conformity

COGNITIVE SUCCES

What is cognitive success?

When we know that we know?

<https://shorturl.at/oyHJ2>



cognitive success

What is cognitive success?

- contractualism
- consequentialism
- constitutivism

contractualism

contractualism

(Craig, 1990)

A certain cognitive state is a cognitive achievement,
because it serves some practical interest.

examples

- testimonials
- activity
- ...

consequentialism

consequentialism

(BonJour, 1985; Brogaard, 2009)

A certain cognitive state is a cognitive achievement,
because it supports certain core beliefs.

examples

- understanding the world
- the good life
- ...

constitutivism

constitutivism

(Korsgaard, 2009)

A certain cognitive state is a cognitive achievement,
if it is the constitutive goal of an endeavour.

examples

- understanding (reasoning)
- practical wisdom (everyday life)
- ...

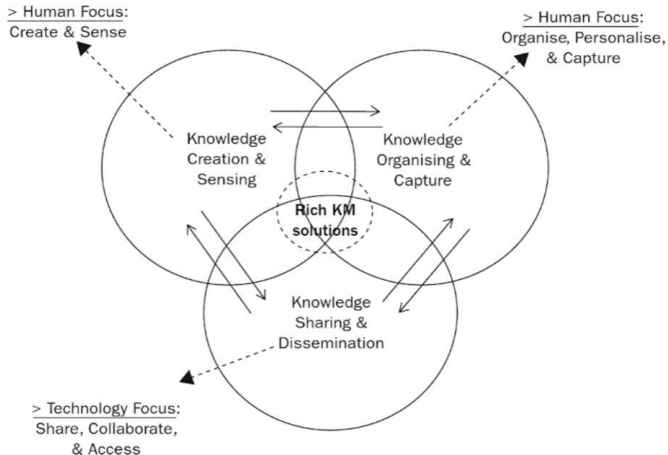
KNOWLEDGE MANAGEMENT

introduction/question

How would you describe a knowledge management structure in a company?

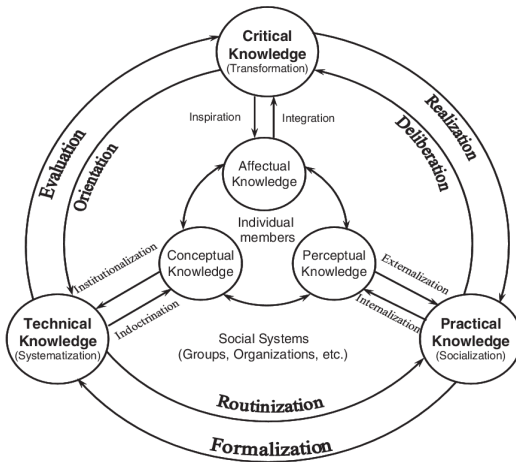
model

(Botha, Kourie, & Snyman, 2014)



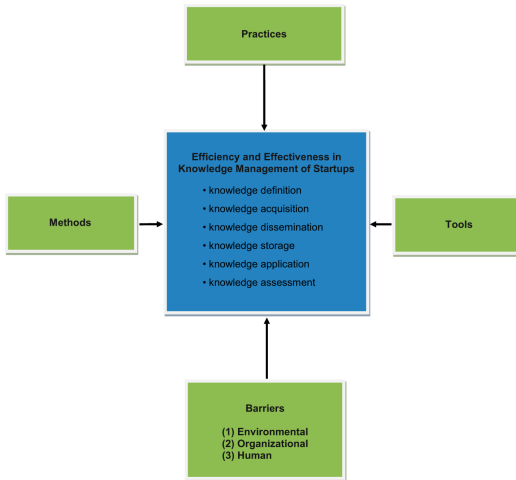
model

(Yang, Zheng, & Viere, 2009)



model

(Oliva & Kotabe, 2019)



strategies

strategies

What strategies do we have for KM?

KM: strategies

- personalization
- codification

model

(Earl, 2001)

SCHOOL ATTRIBUTE	← TECHNOCRATIC →			← ECONOMIC →	← BEHAVIORAL →		
	SYSTEMS	CARTOGRAPHIC	ENGINEERING	COMMERCIAL	ORGANIZATIONAL	SPATIAL	STRATEGIC
FOCUS	Technology	Maps	Processes	Income	Networks	Space	Mindset
AIM	Knowledge Bases	Knowledge Directories	Knowledge Flows	Knowledge Assets	Knowledge Pooling	Knowledge Exchange	Knowledge Capabilities
UNIT	Domain	Enterprise	Activity	Know-how	Communities	Place	Business
EXAMPLE	Xerox Shorko Films	Bain & Co AT&T	HP Frito-Lay	Dow Chemical IBM	BP Amoco Shell	Skandia British Airways	Skandia Unilever
CRITICAL SUCCESS FACTORS	Content Validation Incentives to Provide Content	Culture/Incentives to share Knowledge Networks to Connect People	Knowledge Learning and Information Unrestricted Distribution	Specialist Teams Institutionalized Process	Sociable Culture Knowledge Intermediaries	Design for Purpose Encouragement	Rhetoric Artifacts
PRINCIPAL IT CONTRIBUTION	Knowledge-based Systems	Profiles and Directories on Internets	Shared Databases	Intellectual Asset Register and Processing System	Groupware and Intranets	Access and Representational Tools	Eclectic
"PHILOSOPHY"	Codification	Connectivity	Capability	Commercialization	Collaboration	Contactivity	Consciousness

tools

What tools do we have for KM?

<https://shorturl.at/oyHJ2>



KM: tools

- tools for creating
 - tools for collaboration
 - social networks
 - meeting
 - chatting
 - expressing
 - knowledge visualization
 - ...
- tools for conserving and maintaining
 - knowledge base
 - content repository
 - codification
 - knowledge visualization
- tools for recalling
 - decision support
 - knowledge visualization

good practices

KM: good practices

- knowledge feedback
 - explicit
 - non-explicit
- measuring
 - acces
 - use
 - ...
- reviewing
 - internal
 - external

questions

questions

Where can you apply KM?

Where can you apply KM particularly?

Where are the possible
problems in KM?

Do you know any examples
of good practices of KM?

Do you know any examples
of bad practices of KM?

Zdroje I

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M A S A R Y K
U N I V E R S I T Y