



Student Name: Tufael Ahmed

Student Number: 1604179

Module Code: BMSK5006

Module Title: Knowledge and Information

Management Skills for the Workplace

Lecturer's Name: Tanja Nathan.

Executive summary

This study sheds light on managing the management skills for the development of the performance of the organizations. This study highlights on the administrations of the functions available in the Argos retail company. This study focuses on the information and the knowledge skills for the organization and the work apprehension in organisations. The main motive of this assessment is highlighting the vital factors involving the information, data, and knowledge as well as their signature on the primary functions of the organizations.

Table of contents

Introduction.....	0
LO1	0
1. Inter-relationship between data, information, and knowledge.....	0
2. Inter-relationship between the functions of individual knowledge and organizational knowledge	3
3. Implementation of analysis and innovative techniques to reveal and identify knowledge assets.	5
4. Evaluation and implementation of actual and potential knowledge assets.....	7
LO2	8
5. Requirements to create, store, applies and integrates knowledge.....	8
6. Elicit the importance of Intellectual Property rights.....	9
LO3.	10
7. Demonstrate the contribution of knowledge assets incorporated by an organisation.....	10
8. Evaluate the knowledge requirements of the organisation.	12
9. Application of the organisation’s framework for enabling knowledge sharing	13
Conclusion	15
References.....	16

Introduction

Every organisations need to have proper skills for the management as well as for the better productivity of the workplace. The adequate knowledge is required for the information needs of the organisations. This study sheds light on the entire review of Argos and the statements about the skills of the management towards their customers. This study is all about the knowledge as well as the information management. Therefore, the organisations do not protect significant and important information properly. If the information is not shared with each employee; then they will not be able to know about the goals of the organisations. Primary strategy related to the sustainable enhancement develops a particular scope of effective and efficient engagement associated with the practical life, which is related to the lasting improvement of the organisations. This study also discusses the understanding and development of the challenges suffered by the information and the organisation. It is also essential to manage and determine the information system. Therefore, this study also helps in analysing the importance and concept related to the organisation. It is viewed under consideration in this study that the information of the informative flow for development is determined under the valued information. There is a structure of data related to the development of the organisations for an essential ability in the organisation. Some issues are also highlighted and enhanced by the active scope engagement and learning associated with strategic development in an organisation. Management skills have been developed by the management of an organisation that helps in monitoring the proper fundamentals of the workplace.

LO1

1. Inter-relationship between data, information, and knowledge

As mentioned by Collinson and Parcell (2004, p.54), data is connected to some facts which are conveyed and understood by some particular segment of things. Therefore, data, knowledge, and information serve an entire picture of relationship related to management and develop some effective bonding among each other in the organisation. As mentioned by Davenport and Prusak (2000, p.55), it has been analysed that the data are referred to some relevant statistics which is performed by the computer and is kept secured in the form of electronic signals and keep saved

in a mechanical and magnetic recording media. Data security comprises good knowledge and good information in any field.

Data	Information	Knowledge
Data is understood and encompass by some unfiltered and primary data (Easterby <i>et al.</i> 2003, p.58).	Information is evaluating the form of data that develops with some points for the evaluations occurring in Argos retail company. (Ebel <i>et al.</i> 2013, p.78).	In the Argos company The employees requires some experience in the insight, which is analysed, with some relevant information (Griseri, 2002, p.45) develop knowledge.
It is essential for some data to be developed and enhanced to become relevant information (Hussain and Hussain, 1992, p.75).	It is necessary for the information to be identified.	Knowledge is said to be information that is carried out with the relevant expertise of pieces of information (Hussain and Hussain, 1992, p.46).
As mentioned by Ichijo and Nonaka (2007, p.65), it is essential for the data to be developed to become a proper element of the evaluations	It is utilised for the development of the knowledge of pieces of information.	Knowledge is referred to as the pieces of information of the experience of working in the organisations those are required by the individuals.
As commented by Jang (2016, p.290), data is referred to as the set of various objectives which are kept secured as the structure of the information's	Information is utilised in multiple forms of the communications to develop as important judgement and behaviour (Jones 2001, p.95).	Knowledge is referred to as the mixing frame of the values; contextual information is essential for any evaluation of the information (Jones 2011,

Diagrammatic representation based on the operation management of Agros Retail Company

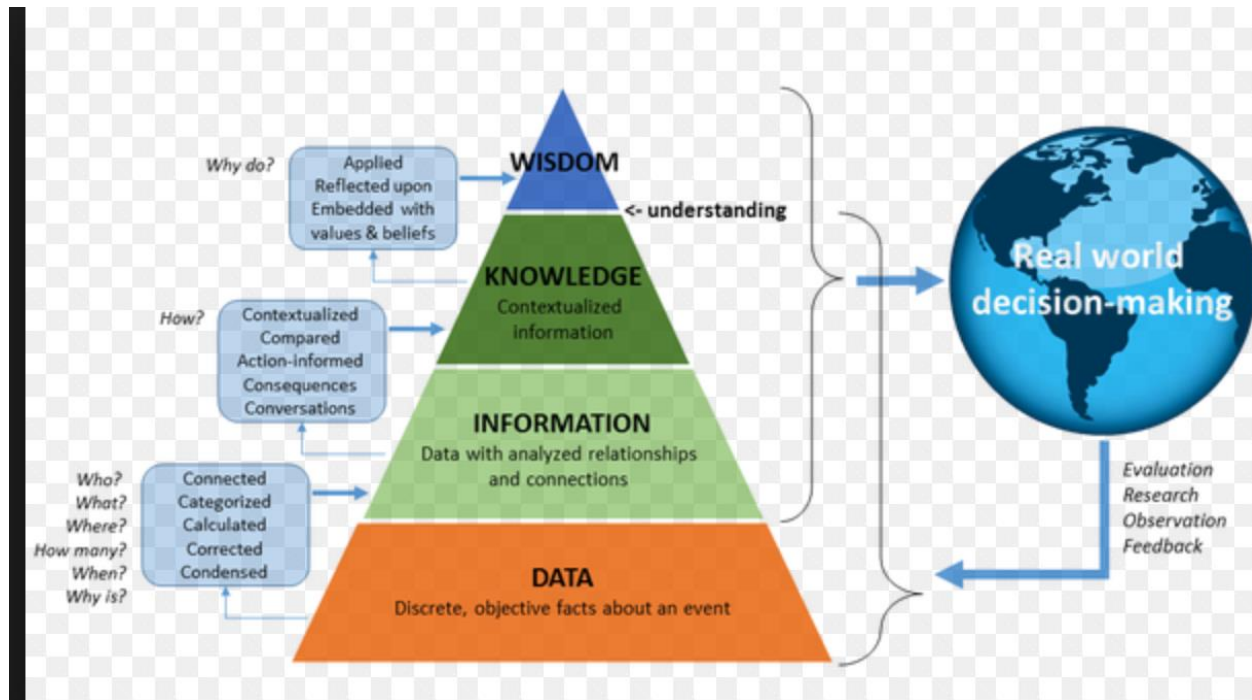


Figure 1: Flow of information

(Source: Influenced from Griseri, 2002)

The above diagram has explained the functional outcome of the Agros Retail Company. As per the explanation of the above discussion, there is an integrated relation between the database, knowledge management and Wisdom. The basic level of this diagram is the data that comprised of discrete and concise data. This section also includes unfiltered primary data that built the framework of the entire network. The following diagram is an information pyramid consists of three main paradigm of information flowage that is raw data, extraction of true information from the raw data and finally wisdom. Thus the integrated relationship explains that wisdom is the ultimate stage where organising bodies tend to reach the ultimate conclusion. The middle section of the pyramid is the information section consists of conceptualized database that relates connection with the other two halves of the system. There are two main perspective of this 'information' section first is to analyse the consequences of the extracted information and the

second one is to convert the database information through the process to acquire the wisdom part. Knowledge is the ultimate portion that comprises contextualised information. Main function of the later and the final part that wisdom is to relate the entire extracted and analysed data base to the real world decision making concepts. This pyramid has got two different sections that can relate to the real world decision making strategies. The first segment of analysis is the research section where the entire collected raw data base is extracted to form the information and knowledge. Another part is that connects the wisdom and real decision making is the understating and evaluation stage where the functions are emphasized on implementation and application of wisdom in decision making. Thus the above diagram has related the theoretical perspectives with the real world decision making implementations.

2. Inter-relationship between the functions of individual knowledge and organizational knowledge

Individual knowledge is said to be defined with the stored in the memory of the individuals, which can be generated whenever it is needed. As commented by Kettinger *et al.* (2015, p.60), there are different strategies of the management which are essential and involved in the impersonal management. There is a clear vision for the control of the individual knowledge and the organizational knowledge. There is also a conceptual clarity for the further power of the organizations. Knowledge of the management develops the theories that are designed with various methods of learning to improve the depth of the knowledge determining the capacity of the action and improve the nature of the culture (Koh *et al.* 2015, p.40). As mentioned by Newell (2009, p.94), Thus, this management of the company focuses on the proper services to achieve the needs and requirement of the customers and perform well to make their satisfaction and impress the customers.

Individual knowledge	Organisational knowledge
As mentioned by Krumm (2016, p.130), the process of management in Argos is to develop some appropriate	Nowadays, the economy has developed the in different aspect by forming the patterns, which involve

services towards their customers and achieve their satisfaction. Therefore, the company is known as a very renowned company, which is preferred by the customers for providing the best and fastest services in Argos continuously to be the famous name in the entire universe (Lee <i>et al.</i> 2016, p.473). ● Developing some individual knowledge is determined as justifying and storing some form of information concerned with them with the person by retrieving them through various strategies of adoption (Lips 2014, p.34). ● According to Argos, it has been analysed that the management provides their customer with the complimentary breakfast as well other different relevant packages, which are perfect for developing themselves (Lips 2014, p.85).	intellectual capital. As mentioned by (Easterby <i>et al.</i> 2003, p.58). They are capable of producing some natural resources finances or other communities by having different Technologies which are useful in the process of production (Davenport and Prusak (2000, p.55), ● In an organisation such as Argos, it has been assumed that management has developed from various strategies and take new easy tips to build the appropriate services by enhancing the comfortable tours. In the words of Liley <i>et al.</i> (2004, p.95), they also serve professional atmosphere with the support of planning and the new technology tools to assure the development of meetings. As commented by Mosconi <i>et al.</i> (2015, p.70), this company also enhances some events by arranging the menus, which are helpful in meeting every detail of an organization. This company also organizes some wedding events and provides a service and atmosphere for the rehearsal of the wedding.
---	--

3. Implementation of analysis and innovative techniques to reveal and identify knowledge assets.

In the words of Pauleen and Gorman (2016, p.30), it is important for each organisation to develop some functions they are serving as with their capability to decrease the knowledge arising in different places by utilising some experience related to the database. There are various concepts, which are related to determining techniques to determine the assets to be acknowledged. As commented by Prince *et al.* (2015, p.215), it is essential to become a success in the competitive market which depends on the quality of the knowledge occurring in the organisation and developing in their processes. There are various barriers of the effects of the Organisation to create a competitive advantage, which follows:

- There is a strong bonding required for managing the issues or solving the risk related to the small operating organisation and keep transparency in their source of operations (Raish and Rimland, 2016, p.90).
- The corporations are developing the strategies to create their business and focus on traffic for valuing them and for their customers.
- This pressure of competition decreases the size of a workplace that records the knowledge in the organisation.

Demonstrate the framework of knowledge management

In the viewpoint of (Mosconi *et al.* 2013, p.70), the management Framework is primarily based on the performance of the work by the organisation, and it is based on the following:

- Determination of the assets related to the knowledge by the organisation.
- Evaluating the knowledge value is occurred in an organisation.
- It is referred to as a pivotal responsibility development.
- The actions are organised by the management of the company for better productivity and a practical value.
- They implement a proper usage of knowledge for assurance of the matured value.

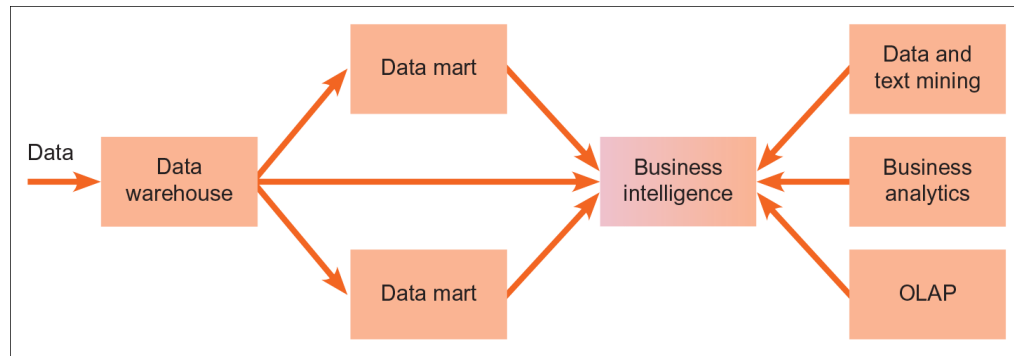


Figure 2: Information flow

(Source: Adapted from Griseri, 2002)

There are Different techniques to develop the Assets of the experience it is suggested by the management of an organisation. In the words of Hussain and Hussain (1992, p.46), there are techniques for modelling which are utilised to help the knowledge to develop in the traditional business management methods. They are required to maintain the assets of expertise in an organisation and management of an employee through developing some procedure, which is updated.

There are three basic stage of the framework management;

Information sources: Information sources are the places where from the data are extracted for various purposes. Source may be primary or secondary in nature.

Process of Information: This phase is to analyse the applicability and importance of raw data base.

Capturing valuable information: At this stage extraction of valuable data takes place.

Information flow and information overload: This stage of final application where the elimination of extra data base is a crucial strategy.

External factors and sustainability within knowledge and information management

The major external factor for the sustainable knowledge management is the competitive factor that assesses all the knowledge at appropriate time and place. Often there are ample challenges related sustainable knowledge management issues such as lack of time, not having relevant works at proper time and many others.

Managing information risk: application of cloud based technology in sustainable database management invites some risks as well. Third party penetration and data hacking are common

phenomena in recent days. In order to restrict this, application of encryption and strong database management strategies are strongly applicable.

4. Evaluation and implementation of actual and potential knowledge assets.

As mentioned by Collinson and Parcell (2004, p.54), it has been analysed that the private organisations it have been determined the importance of concept for the management of organisational knowledge of an organisation. In addition to this, there have been several segments, which support in the public education and research institutions. For instance, this organisation has a primary motive to transfer the knowledge of being federal and different partners have developed the relevant strategies. As mentioned by Davenport and Prusak (2000, p.55), there is some healthy relationship between the individual expertise and organisational knowledge about the organisation. There are different internal and external data information and resources, which can be introduced in the information rule and the personal experience.

- It is also referred as the core development of the management of the Argos to overcome the factors related to the development and the production of the knowledge based on the development of the performance of the organisations (Easterby *et al.* 2003, p.58).
- Knowledge asset management is connected to the growth of the knowledge represents the collective body of the intangible assets that are determined as well as measurable. In the words of Hussain and Hussain (1992, p.75), the interpretation of the experience is different by the segments about the organisation requires the usage and the share of the experience.

In the context of the assets of the knowledge, it represents the distributive body of the relation of the determined and measurable assets. As mentioned by Jones (2001, p.95), the interpretation of the experience is different by the learning of the organisation need to shares and utilisation of the knowledge.

A recent history of the business has represented about the massive spending in the human capital and applying the technology of the information of technology focusing on the critical tools for value creation. It generates the positive aspects of the different organisation (Jang 2016, p.290).

LO2

5. Requirements to create, store, applies and integrates knowledge.

It is essential for any organisation to arrange the store, and develop some implementation and analyse the knowledge of the original concepts for the management of the performance of the organisations (Ketinger *et al.* 2015, p.60). Knowledge is referred to as the pieces of information of the experience of working in the organisations those are required by the individuals. Knowledge assets can be introduced from the traditional factors of the process of productions and discuss the law of the development of the returns (tsd.ac.uk, 2018). Potential knowledge determines the ability and the potentiality of the organisations to provide the services to the different customers (Ketinger *et al.* 2015, p.60). The firm bonding of the knowledge of information as well as the knowledge related to organization massive effect on the fundamentals of the Management related to the Argos. There are also various trends of retiring and being responsible for leading to a massive loss of knowledge and increasing the mobility. There is a development in the competition arising in the marketplace with the massive height of creativity and knowledge and is analysed and facilitate in a substantial fast rate (Sanchez, 2005, p.58).

As mentioned by Ketinger *et al.* (2015, p.60), the process of management in Argos company is to develop some appropriate knowledge required for the company along with their customers and achieve their satisfaction. Therefore, the company is known as a trendy company, which is enhanced by the customers for providing the best and fastest services Argos Company continuous to be the famous name in the entire universe (Ketinger *et al.* 2015, p.60). Developing some individual knowledge is considered as justifying and storing some form of information concerned with them with the person by retrieving them through various strategies of adoption.

Knowledge development strategies

It is essential to improve the maintenance and the expertise any association to the evaluation of the growth and managing the numerous amount of the crucial factors and assets in the organisation to the success of the Argos Company. As mentioned by Ketinger *et al.* (2015, p.60), the developing knowledge is specific by various industries that are more developing and can be served more services and the goods to improve their performance. In the aspects of the Argos retail company, the management adopts strategies to gain knowledge for promoting their services. As commented by Ketinger *et al.* (2015, p.60), it is also essential to manage and determine the information system. Skills and knowledge are obtained in different fields by

various methods including theoretical, educational and practical learning knowledge as well as the data are correlated with each other in the Argos retail company. As commented by the company has various creative approaches of knowledge towards their services, and the company have creative attitudes towards their services they serve and develop the amenities. Argos Company continues to be similar across the whole world and the resorts and company of the hospitality sector.

Storing knowledge

Storing knowledge is the critical responsibility that is needed to be achieved for retrieving the segments of the future. The maintenance of the Argos Company serves the experience for the preference of their future. Skills and knowledge are obtained in different fields by various methods including theoretical, educational and practical learning knowledge as well as the data are correlated with each other in the Argos retail company. It has been evaluated that the knowledge develops a healthy relationship between the work and employee. Thus, data, knowledge, and data provides an entire view of relationship related to management and develop some effective bonding among each other in the organisation.

Integration and application of knowledge

The development in the competition rate of Marketplace included expertise on heights of creativity with has been assimilating and evolved at the fastest speed. As mentioned by capable knowledge determines the ability and potential leader of the organisation to develop some services to motivate the customers. As mentioned by Krumm (2016, p.130), the Argos company takes some initiatives to improve and create some services and make proper utilisation of the knowledge for satisfying the customers. In the case of the Argos retail company, it has been analysed that the management needs to develop and create the services and make the usage of the skills of the knowledge to achieve the satisfaction of the customers. Knowledge related to the organisation includes some strategies of Management that are essential for developing with the production of the process.

6. Elicit the importance of Intellectual Property rights.

As mentioned by Davenport and Prusak (2000, p.55), intellectual properties are referred to as that property which permits the principal owners of the patents trademarks, which are benefited from the investment in the proper form of creations. Thus, the intellectual property rights are

developed in the article 47 of Human Rights, which serves benefit from the protection of the interest of materials originating from the literacy of authorship in the production scientifically. As per the Argos retail company, it has been investigated that the management needs to grow some capability to arrange meeting planner events. They also produce the professional and prevention to assure the promotion and development of the meeting the importance of intellectual property involves:

- **Allowing the individual to create the business apart**

Intellectual property rights motivate the individual to develop and protect their business from their competitors. They provide creative services to the customers for the achievement of the satisfaction of customers (Liley *et al.* 2004, p.95).

- **Loan security**

The property rights can be utilised as loan security, which helps in protecting various aspects of the particular business. As mentioned by Lips *et al.* 2004, p.95), it develops a logo design of innovations or intellectual effort that produces a specific company from the other competitive industry. The importance of the intellectual property extends in progress and individuals of the humanity that invention creates new areas of work about the culture and Technology.

- **Business towards infringement**

As mentioned by Jang (2016, p.290), the intellectual property security business supported against their investment by the competitors and protects them in the court. They also investigated their uses of rights and developing the earning segments by licensing the competitive market and contributed through various strategic alliances for some earning.

As per the Argos Company, this company is the most famous name in the Industry. There have been positive feedbacks from the customers who were involved in the Argos retail company.

LO3.

7. Demonstrate the contribution of knowledge assets incorporated by an organisation

There are some requirements to be an adequate knowledge and the information used for the organisations. It also analyses the understanding and development of the challenges suffered by the data and the organisation. In the words of Lee *et al.* (2016, p.473), the primary strategy related to the sustainable enhancement develop a particular scope of effective and efficient engagement associated with the practical life which is related to the sustainable improvement of

the organisations. This segment also explains about the entire review of the Argos Company and the statements about its skills of the management in front of their customers. Nowadays the economy has innovated in different aspect by developing the patterns, which involve intellectual capital. As mentioned by Davenport and Prusak (2000, p.55), they are eligible to create some knowledge related to finances or other communities by having different technologies which are useful in the process of production. There are various contributions of knowledge assets towards the organisations.

Human Resource Accounting

- The value of the acquisition related to human essence accumulates the causes that are developed at that time by releasing some advantages of the employee involved in the Argos Company. In the words of Pauleen and Gorman (2016, p.30), in relation to this company, this company, it has been investigated that the management of the company has innovated and apprehension of authentic work to develop the traffic of the customers and achieve their sustainability.
- Developing the replacement of the value replaces the employee with others who have a typical value in the respective company. Various innovative approaches deal with the discounting of salary for the expected future of employees and compare it as an asset.
- It is essential to predict that a definite relationship between a salary of an employee and then the proper distribution towards the Argos company.

Management skills

Various skills are developed in the management of the Argos Company. Therefore, the conceptual performance can be referred to as the eligibility of over viewing the organisation as a whole. As mentioned by Raish and Rimland (2016, p.90), it is also essential for motivating the employees of Argos and developing a sense of satisfaction among them. It is also required to enhance the performance of the organisation the skills of a human. It can be referred to as ability for working with other employees by sharing their thoughts and ideas among themselves in a group. The technical skills are considered as the capability of the employee to perform the task and development respectively.

8. Evaluate the knowledge requirements of the organisation.

The Argos develops the requirement of knowledge in management skills to innovate some proper functioning of organisation by directing supervising the employees and innovating some significant activities which need to be managed by the organisation.

- As mentioned by Krumm (2016, p.130), knowledge is an experience which is required by the individual of Argos company education related to the knowledge experienced the information which is essential for analysing new information and development
- There is proper information of the culture where the workplaces develop a crucial ability in the organisation followed in a company. Some requirement of the experience is also highlighted and is enhanced by the scope of active engagement and learning associated with strategic development in an organisation.
- Skills of the management have been developed by the administration of organisations, which helps in guiding the proper fundamentals of the workplace. In the viewpoint of (Mosconi *et al.* 2013, p.70), knowledge of the information is produced by the individuals who require some experience in the insight which is analysed with some relevant information.
- Informational knowledge is referred to as the experience the development of working in the organisations those us required by the individuals. Management is essential for developing with the production of the process (Jang 2016, p.290).
- This company also enhances some events by arranging the menus, which are helpful in the meeting of an organisation. This company also organizes some wedding events and provides a service and atmosphere for the rehearsal of the wedding.

Information storage and information cycle

In recent scenario, cloud technology has been suitable for the data storage. SaaS is the ultimate application that enables a software base technology in the organisation. Information cycle is can be implemented in the system through software development life cycle models that comprised of distinct phases and stages according to the demand of running project.

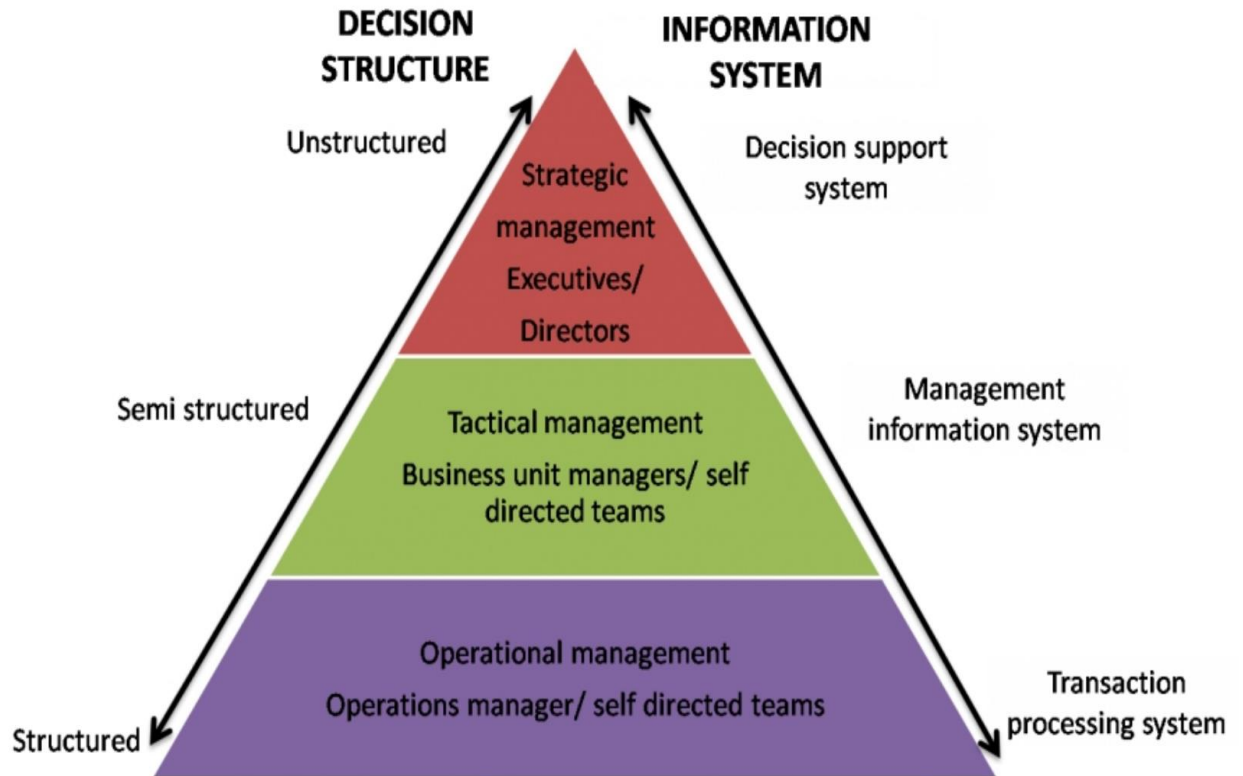


Figure 3: Operational Diagram

(Sources: Influenced from Jang 2016, p.290)

Above diagram has explained the stages of data base management in a system. Here the starting level is the strategic management level. This is the stage of making planning. Second level is the tactical level followed by the operational level. In this phase the final operational output are measured.

9. Application of the organisation's framework for enabling knowledge sharing

In relation with the organisation has been viewed that the company has a sales-oriented segments, which are dynamic in the organisation. As mentioned by Mosconi *et al.* (2015, p.70), a primary frame is referred to as a layered structure which defines the type of program which is being followed in an organisation and interrelated with a system of the Framework. In addition to this, the various computerized frameworks are included in an organisation, which involves interfaces actual programs, and other tools related to programming. Communication is referred to as an essential factor, which is needed to be followed in Argos Company. The company

develops a different process of the structure. There are even different steps that are performed in the organisational structure which involve:

- **Description:** In the first step, it is essential to define the situation and describe what has happened. These steps include some critical questions that are needed to be fulfilled. In the words of Kettinger *et al.* (2015, p.60), the issue requires place and time of the case, and along with that the person needs to be present on the spot to explain what has happened and the result of that particular situation. About that company, the management also required to evaluate the conditions and analyse their outcome.
- **Evaluation:** The review involves motivating the person to judge objectively and obtain the proper approaches.
- **Feelings:** The feeling and the thoughts takes place during the process of execution related to the situations. The atmosphere occurs in the place before or after the job.
- **Action:** The actions define the steps, which are taken after the execution of the situation along with that the conclusions are developed from the approaches.
- **Conclusion:** conclusions refer to the proper steps, which are taken after some situations, which are developed and planned.

10. Necessary improvements to the current framework.

It can be recommended from the above study that the knowledge and the management help in analysing the importance and concept related to the organisation. It is evaluated under consideration in this study that the information of the innovative flow for enhancement which can be determined under the valued information. As stated by Jones (2001, p.95), there are also different trends of retiring and being responsible for leading to a massive loss of knowledge and increasing the mobility. There is a development in the competition arising in the marketplace with the considerable height of knowledge and creativity, which analysed and facilitate in a substantial fast rate (Griseri, 2002, p.45). There are various approaches to management, which are utilised to help the experience to develop in the traditional business management methods. The informative rights can be employed in the control, which helps in protecting various aspects of the particular business. As commented by Prince *et al.* (2015, p.215), it develops a logo design of innovations or intellectual effort that produces a specific company from the other competitive industry. The importance of the intellectual property extends in progress and individuals of the

humanity that invention creates new areas of work about the culture and Technology (Lee *et al.* 2016, p.473).

Conclusion

It can be concluded from the above study that there needs to be proper information and knowledge that are required in an organization to develop with some fundamentals of the organisation. It is essential for an organisation to manage the educational skills for serving a better performance to the organisation. Therefore, supervising directing and organising the pivotal activities which are required to perform in the company. The above study has a primary motive towards the evaluation and understanding of the barriers faced by an organisation as well as the information being developed in an organisation. In addition to this providing, a Framework is also enhanced in the management of the organisational culture there has been some managing for the further identification of the valued information. There are various approaches used for better control as well as a better production of the organisation. Therefore, there are multiple strategies to develop the sustainability and improve the scope of learning in an organization. This study mainly focuses on the improvement and culture of the workplace along with the capability of the employees followed in a company.

References

- Collinson C and Parcell,G (2004) Learning to fly: Practical Knowledge management from leading and learning organisation, Capstone, England.
- Davenport, T.H and Prusak, L (2000) Working Knowledge: How organizations manage what they know, Harvard Business School Press; 2nd Edition.
- Easterby-Smith, M and Lyles, M.A (2003). The Blackwell handbook of Organisations learning and knowledge management, Malden, MA: Blackwell Pub.
- Ebel, Marchiori, Lucarelli, Lonzi, Fidalgo, Pellicer and Lglesias (2013). Knowledge management and decision support with the special focus to the quality and process optimisation at the flat steel productions.
- Griseri, P. (2002). Management Knowledge: A Critical View. Houndmills, Basingstoke, Hampshire: Palgrave.
- Hussain, D. and Hussain, K.M (1992). Information Management: Organisation, Management and control of the computer processing: New York:Prentice Hall.
- Ichijo,K and Nonaka, I (2007), Knowledge creation and management new challenges for managers, Oxford: Oxford University Press.
- Jang, H.,(2016). Identifying 21st century STEM competencies using workplace data. *Journal of Science Education and Technology*, 25(2), pp.284-301.
- Jones, B (2001), knowledge Capitalism. Oxford: Oxford University Press PI.
- Kettinger,W.J., Li, Y., Davis, J.M. and Kettinger, L., (2015). The roles of psychological climate, information management capabilities, and IT support on knowledge-sharing: an MOA perspective. *European Journal of Information Systems*, 24(1), pp.59-75.
- Koh, J.H.L., Chai, C.S., Wong, B. and Hong, H.Y., (2015). Design thinking and 21st century skills. In *Design Thinking for Education* 5(1) (pp. 33-46) Eds 1st Singapore: Springer, Singapore.
- Krumm, S., Kanthak, J., Hartmann, K. and Hertel, G., (2016). What does it take to be a virtual team player? The knowledge, skills, abilities, and other characteristics required in virtual teams. *Human Performance*, 29(2), pp.123-142.
- Lee, J.C., Shiue, Y.C. and Chen, C.Y., (2016). Examining the impacts of organizational culture and top management support of knowledge sharing on the success of software process improvement. *Computers in Human Behavior*, 54(1). pp.462-474.

- Liley, S., Lightfoot, G. and Amaral, P. (2004) *Representing organisation, Knowledge, management and the information age*. (Online) Oxford, Oxford University Press.
- Liley, S., Lightfoot, G. and Amaral, P. (2004) *Representing organisation, Knowledge, management and the information age*. (Online) Oxford, Oxford University Press. <http://www.tsd.ac.uk/en/Irc/onlineresources/e-books/> (Accessed 26 November 2013)
- Lips, M. (2014). Transforming Government- by Default? In *Society and the internet* (p. Society and the internet, Chapter 12). Oxford University Press).
- Mosconi, E., Roy, Marle-Christine, (2013), Linking Management and Organisation, Knowledge, management and organisational performance (online), *International Business research.*, 6(9), pp.68-76. <http://www.tsd.ac.uk/en/Irc/onlineresources/e-books/> (Accessed 26 November 2013)
- Newell, S., et al. (2009) *The New Edge in Knowledge: How Knowledge Management is changing the way we do business*, John Wiley, New Jersey.
- Ngang, T.K., Hashim, N.H. and Yunus, H.M., (2015). Novice Teacher Perceptions of the Soft Skills Needed in Today's Workplace. *Procedia-Social and Behavioral Sciences*, 17(7), pp.284-288.
- Pauleen, D.J. and Gorman, G.E., (2016). The nature and value of personal knowledge management. In *Personal Knowledge Management* 4(5) pp. 23-38, Eds 2nd Abingdon: Routledge.
- Prince, M., Burns, D., Lu, X. and Winsor, R., (2015). Knowledge and skills transfer between MBA and workplace. *Journal of workplace learning*, 27(3), pp.207-225.
- Raish, V. and Rimland, E., (2016). Employer perceptions of critical information literacy skills and digital badges. *College & Research Libraries*, 77(1), pp.87-113.
- Sanchez, R. (2003) *Knowledge management and organisational competence*. (Online) Oxford University Press: New York; <http://www.tsd.ac.uk/en/Irc/onlineresources/e-books/> (Accessed 26 November 2013)