

University of Wales Trinity Saint David

Knowledge and Information Management Skills for
the Workplace

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Contents

Contents	3
INTRODUCTION	1
TASK 1	1
Section 1: Knowledge and information system	1
Section 2: Evaluation of knowledge and information management models.....	4
Section 3: Investigation of knowledge management techniques used by Amazon.com	6
TASK 2	9
Covered in PPT poster	9
CONCLUSION.....	9
RECOMMENDATIONS	9
REFERENCES	11
APPENDICES	12
TASK 2	Error! Bookmark not defined.

INTRODUCTION

Knowledge and information management system is an exercise of seeking and using principles related to managing data which enables personnel and consumers of an organisation to share, find and create reliable as well as relevant facts in a quick manner. Application of this system is helpful for those entities whose business is related to selling their products and services on online platforms. In this report, Amazon company is taken into consideration in order to better understand the benefits of knowledge and information management system. Amazon is an American multinational company which was founded in 1994 and has its headquarter at Seattle, Washington, United States. Within this assessment, nonoka model of knowledge conversion is included as it guides organisation in adopting relevant framework for collecting data. This report includes wiig model which is beneficial for an organisation to keep valuable knowledge or data in an organised way. This project encompasses the understanding of management information system which plays an important role for entities in generating relevant information, identifying problems and creating effective communication channels. It also comprises standard operating procedures which benefits company in increasing efficiency. Major outcome of this report is to have a better understanding about knowledge and information management system which helps company in taking innovative and quick decisions.

TASK 1

Section 1: Knowledge and information system

Background of Amazon

Amazon is a America based multinational company that concentrates its business operations mainly on e-commerce, streaming digitally and machine learning. It continuously expands its business in differential product lines such as retail, electronics, digital platform, publishing books and many more. It is one of the biggest e-commerce giant which provides essential services to its huge customer base working on serving worldwide approach. Even in corona pandemic it provides jobs to large number of people and also bought various warehouses for storage. Amazon enhances customer and information relationship through using differential knowledge management techniques. It operates its business through its vision including customer- focused approach by collecting information about them which aids them in generating more profits. It uses various knowledge management techniques to gather information from

customers and employees about its services or products in order to align that with goals or objectives of organisation. Company has clearly laid down stated standard operating procedures to bridge the gaps or discrepancies in processes.

Knowledge management

It is an practice which includes various activities such as capturing, setting aside and managing data or information in relation to employee's experience effectively(Świgoń and Weber, 2017). It is beneficial for organisation in order to increase productivity, retain relevant information within entity and improve organisational efficiency. Knowledge management can be considered as most valuable asset for an organisation as it aids employees in gaining expertise and knowledge about consumer preferences as well as perceptions which further assists in maximizing efficiency and ability for critical decision making. In order to better conceptualize knowledge it s divided into two types, namely, tactic and explicit. Tactic knowledge illustrates person's skills and ideas which are with them but not in a documented form. Explicit knowledge depicts articulated and easily accessible information includes reports, research articles, factsheets etc. Employees can gain tacit knowledge from experienced peers, training and development sessions.

Importance of Knowledge management

Implementation of quantifiable knowledge management system effectively as well as strategically would help every business in various functional areas. Benefits of efficient knowledge system in accordance with Amazon are discussed below:

- **Aids in decision-making process-** By strategically acquiring access of information about entire organisation, perceptions of consumers and emerging market trends enables top management to take critical decisions in timely manner(Nývlt and Prušková, 2017). At the point of decision making, Amazon collaborates its various tools which enables it to access differential opinions and experiences as people have diverse viewpoints and judgements towards situations.
- **Increase customer satisfaction-** Effective knowledge management system aids organisation in satisfying its customers in an efficient manner. Amazon collects data about consumer preferences, tastes and perception towards their products and services. This gathered data assists company in solving consumer queries and make improvements as well as modifications in them.

- **Promote innovation and cultural changes-** Knowledge management is beneficial for organisation as it ensures collaboration and acquires latest information. Amazon procures data by various sources which helps them to understand various market trends that further assists in promoting innovations and creative techniques in their products.
- **Helps in avoiding redundant efforts-** Knowledge management system allows organisation in keeping collected data in an organised way so that it can be used effectively in improvising business operations.(Orna, 2017). It aids employees in not avoiding their efforts in collecting information again and again as well as they can invest their time in other functional areas.
- **Aids in employee retention-** Effectively implementing knowledge management system boost employee morale and happiness. They can easily and quickly find the needed information so that they can speed up their work and also do not disturb their superiors more often(Levykin and Chala, 2018). Amazon has adopted this practice effectively to keep the collected data in an organised way in order to assist employees to perform their job by providing direction to them.

How Knowledge management helps in customer satisfaction and achieving competitive advantage ?

Customer satisfaction illustrates the value or experience they get from a specified brand. Knowledge management plays a significant role in making long-lasting relationships with customers by satisfying their needs and interacting with them(Mehdikhani and Valmohammadi, 2019). It identifies and evaluates crucial information, accumulates and keep it in organised manner. It also facilitates that organised information can simply flow to relevant people. Through understand consumer behaviour, perception and preferences organisation can learn which products or services are working well so they they can make improvements where it is needed. Amazon collects relevant data from customers through conducting surveys and asking for feedback from them. Under this consumers can rate the products or services of Amazon using metrics or rater scale from 1 to 5 and also give their opinions. This exercise assists Amazon in scanning any discrepancies in its services and improve them accordingly.

Implementing knowledge management system aids organisation in capturing and sharing knowledge that would further helps in company success by consistently collecting data (Soto-Acosta, Del Giudice and Scuotto, 2018). It assists company in eliminating departmentalization,

encourage innovative practices and timely respond to dynamic market trends. These practices help entities in attaining competitive advantage over its competitors. Knowledge management helps Amazon in providing right information to relevant people in order to improve their efficiency and gain sustainable competitive advantage. It helps Amazon in building business strategy in accordance with organisational objectives and also about new as well as advanced technologies which keeps it informed against its competitors. It aids in combining knowledge and technology to build strategic business plan which further helps Amazon in staying one step ahead over its competitors.

Section 2: Evaluation of knowledge and information management models

SECI model is information conceptual technique which illustrates how various kinds of knowledge is generated, shared and stored in an establishment (Ma and Zhang, 2017). It essentially depicts the importance of interacting with peers or colleagues which aids in generating new ideas. It is beneficial for organisation in order to better understand knowledge implantation with products or services. It assists company in appreciating changing approach of knowledge and its creation. This model works on exchange of explicit and tacit knowledge between individuals. All the elements of SECI model in relevance to Amazon is as follows:

- **Socialization** is an exercise of sharing knowledge. It principally includes imitation, observation and practice through mentoring as well as training programs (Pushkarev and Pushkareva, 2018). It majorly focuses on direct interaction from customers about product or service. It also concentrates on direct conversations among employees which keeps them satisfied throughout performing business operations. It aids Amazon in collecting feedback from customers through direct communication channels by calling them on making a purchase.
- **Externalization** essentially focuses on crystallisation of knowledge which enables it to be shared among peers or colleagues. Sometimes, it becomes the basis of new information in organisation creating it to be tangible and permanent. It includes written documents, images and concepts. Amazon use this technique of knowledge creation in executing its employee's innovative ideas into successful avenues.
- **Combination** is a practice of blending various concepts or tools into a well-defined knowledge system. This information is collected from inside and outside the organisation from employees about company's environment, different marketing as well as HR

practices and from consumers about their perception towards products or services. Amazon uses this technique effectively by collecting relevant information from their personnel as well as customers.

- **Internalization** focuses mainly on concept of learning by doing. By applying this practice individual's explicit knowledge turns into tacit one which proved as an asset for an organisation (Baporikar, 2017). For instance, at first company rules are written document but as the time goes by, it makes impression into the mind of employees and there is no need for them to see that again. Amazon successfully implements this knowledge conversion technique in its workings providing quantifiable space to its employees to develop innovative ideas.

It is very crucial for large organisations to manage their collected information in systematic and organised manner. For this very purpose they use management information system. It aids an organisation in identifying uncertainties and risks (Buenechea-Elberdin, Sáenz and Kianto, 2018). It also assists in taking critical decisions which help entities to survive in marketplace. Amazon has implemented successful management information system in order to manage data effectively, analyses market trends and aids in strategic planning. Wiig model is used to better understand systematic and organised approach in management information system. It essentially concentrates on storing useful and valuable information or knowledge in an organised way so that it can be used in relevant situations. All the dimensions of wiig model in relevance to Amazon are discussed below:

- **Completeness** is a practice which exhibits information in a complete manner. It says that knowledge should be complete in every sense whether it is collected by tacit or explicit means. Knowledge is taken as complete when all the relevant information from various sources are collected correctly and accurately. Amazon uses management information system in order to get correct data from differential sources which aids company in planning its operations strategically.
- **Connectedness** refers to well-defined relationship between various knowledge parcels in order to get a clear and big picture of all the relevant information. Interconnected knowledge base creates coherent and reliable content and increases its value to organisation. This factor aids Amazon in pulling out different pieces of information and

aggregates them to generate a bigger knowledge base. This further assists company in articulating and assimilating its decision-making process effectively.

- **Congruency** knowledge base can be attained when all the collected facts, figures, concepts and opinions are aligned with achieving bigger organisational objectives. Collection of this congruent knowledge aids top management of Amazon in solving varied problems related to customers about products and services they offer.
- **Purpose and Perspective** can be described as phenomenon by which data is gathered from different point of views and judgements for a specified motive. For instance, customer feedback is asked for a specified newly launched service or product. Amazon uses management information system to check its relevancy which aids in creating knowledge base for a specific purpose or motive. This also saves huge cost as it focuses on gathering relevant data and that amount can be used in differential operations.

Section 3: Investigation of knowledge management techniques used by Amazon.com

Importance of knowledge in Amazon's SOP (Standard operating procedures)

Standard operating procedures can be defined as document which provides clear directions and instructions to employees or workers within an organisation to complete specified processes (Sun, Liu and Ding, 2020). In other words, it is detailed statement tells about how, when as well as which activity is to be performed and at what time. It is beneficial for organisation as it allows to perform the processes in a systematic manner, aligning organisational objectives with stakeholders and team members and to move business operations in a cohesive manner. It is beneficial for managers of Amazon.com as it aids in developing target areas and also perform varied assessment of individual's performance. By implementing this process company can easily appraise the performance of its personnel on a regular basis. Major benefits of standard operating procedures in relevance to Amazon.com are as follows:

- **Aids in future growth**- Effective implementation of standard operating procedures aids company in understanding various market trends and can plan strategically to maintain its future growth (Zhang and Liu, 2021). Specific knowledge about organisational objectives helps in planning for future avenues by keeping coming opportunities and threats in mind. This also called for a proactive approach towards business operations. It assists Amazon.com in planning for future long-term goals as its operating procedures give it a clear and systematic direction.

- **Promote positive changes-** Employees remain confused and redundant in case of any changes in operating procedures of organisation. Applying standard operating procedures aids entities in stating its employees the systematic way to perform their jobs. These procedures are flexible and can be modified in case of any discrepancies. This assists Amazon's employees in appreciating positive changes in business operations.
- **Produce reliable results-** There are large number of establishments performing varied business activities in differential fields but all those organisations want consistency in its operations. This consistency can be attained by successful execution of standard operating procedures in an organisation. Superiors of Amazon.com ensures that all their operations work in a standardised and systematic format in order to achieve consistent and reliable results from its team members.
- **Improves training and development programme-** By clearly stating how an organisation wants to achieve its objectives, SOP provides room for managers to design training and development programmes in accordance to set goals or objectives. This exercise makes employees more productive and efficient. Top management of Amazon.com encourages its employees to work efficiently so as to leave no room for ambiguity and error in operations. This also assists top management in delegating their job and responsibility to subordinates as they know employees are aware of what organisation wants from them.
- **Helps to find loopholes-** By writing down standard operating procedures as a document or statement, it helps an organisation in solving varied business related problems. It is easy to find gaps in processes by clearly stating the procedures of performing them. It is beneficial for managers of Amazon.com to find any loophole or variances in its business operations and also provides a room for improvising them.
- **Improves operations efficiency-** Standard operating procedures are generated for every process in organisation such as production, recruitment and billing process etc. This benefits a company in running its business operations with efficiency. Effective application of standard operating procedures aids managers of Amazon.com in elimination of various questions from employees about different processes that slow down the speed of operations. This provides a sense of direction to its employees and getting the things done right in first attempt.

Outcomes achieved by Amazon by implementation of standard operating procedure

It has been assumed that applying standard operating procedures is only relevant to large and complex organisation. There are businesses where practice of standard operating procedures is highly acknowledged (Baporikar, 2019). It benefits managers of Amazon.com in curbing errors which are caused due to misinterpretation and miscommunication of relevant data. It assists Amazon's employees in speeding up consolidation with business in initial phase of his job. It also improves transparency in operations. It successfully improvises internal communication channels within organisation. It majorly effects Amazon's customer service in a positive manner. With the help of this practice, customer support of Amazon quickly solve buyer's queries as they know in an exact manner what they have to do in particular situation. Because of applying this practice effectively in business, Amazon not only adds efficiency to its operations but also generates high profits, brand loyalty and awareness in markets. Writing down clearly illustrated standard operating procedures is job of top management but its execution and follow-up is duty of middle managers. Contribution of all employees towards this is important. Amazon is a large company so it is difficult for them to consistently following the processes. Lack of efficient retention practices is another challenge faced by Amazon. It loses it experienced and talented individuals in fast and consistent manner which results in lose of assimilated knowledge and skill of establishment.

Improvements can made by Amazon.com to overcome challenges

It is an inevitable fact that Amazon has successfully implemented standard operating procedures effectively in its business operations. But there are some areas which needs improvements and modifications (Javaid, Soroya and Mahmood, 2020). Managers of Amazon.com should improve its hiring and recruitment procedure. Company should modify its business operations at regular intervals. It should follow- up the processes after its execution. To get the expected output and high production, it is needed that all employees should perform in consistent manner. If there is a change in operations, Amazon should provide proper training to its employees to boost up their morale and increases their level of performance. Managers should encourage involvement of workers actively (Alshehri and Cumming, 2020). It helps in generating creative and innovative ideas which aids Amazon in maintaining a competitive image in industry. Writing and executing standard operating procedures needs investment of lot of time which further hampers other functional areas of an establishment.

TASK 2

Covered in PPT poster

CONCLUSION

From the above project, it has been concluded that knowledge management can be termed as a discipline which is beneficial for establishments for keeping it informed about customer's perspective and employee's influenced behaviour. It assists in solving customers queries, analyse market trends and plan strategically. If information is documented in well-defined manner, it helps in reusing those ideas, concepts and judgements. By using this, employees can take advantage of experience and expertise of their peers as well as superiors. There are certain knowledge management tools where employees can gather, organise and accumulate data for example feedback forums, information base etc. Management information system aids an entity in managing significant business data that would assist in critical decision-making process. It also assists in comparing business performance with other competitors so that it can attain competitive advantage. SECI model is beneficial for establishments as it creates knowledge of relevant processes. Wiig model helps to create value for employees and organisation by providing clear and comprehensive description. Standard operating procedures ensures that employees understands their role so that they can perform effectively thus increases organisational efficiency. Better implementation of standard operating procedures helps to check quality assurance of varied products. As providing quality products aids in satisfying customers and also sustain in competitive environment.

RECOMMENDATIONS

Some of the recommendations in context to adoption of knowledge management framework to managers of Amazon.com are as follows:

- Top management of Amazon.com should adopt intelligent techniques as a knowledge management framework. They can take use of artificial intelligence and machine learning in capturing and organising differential information. It is very helpful in generating solutions to problems and discovering massive and complex information which can not be identified as well as evaluated by human beings. It can capture and organise organisational knowledge in a constant manner.

- Managers of Amazon.com can make use of digital channels to initiate intelligent techniques framework such as it can ask for feedback from consumers about products and services. It can take help with google analytics or can launch its own tools to collect information about consumer's preferences, buying patterns and behaviours.
- After covid pandemic, people rely more on online transactions and shopping which opens the way for online sites to expand their business in a significant manner globally. Hence, it is best time for Amazon.com to come up with improvised version of knowledge management framework. By February 2022, they can adopt this framework in their organisation with proper preparation.
- Adoption of this framework would benefits Amazon.com in reducing time and money spent in manual reports and training to employees in generating them. It will generate automated reports. It will also provide updated and latest information to managers that stimulates them to take better decisions. It will assist in aligning organisational objectives with modern techniques in order to generate relevant information. It will aid organisation in having proactive approach to opportunities and threats.

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APPENDICES

Practical Evaluation of the Proposed Knowledge Management Framework for Amazon

Primary purpose of knowledge management framework in Amazon.com is to improve organisational efficiency, increase productivity and retain crucial data within establishment. It is essential for fast and effective workings in an organisation. It avoids repetitive questions and more concentration on meaningful work.



Challenges of knowledge management in context to Amazon.com are discussed below:

Complex in approach
Motivated workforce
Incomplete and irrelevant information



Recommendations of knowledge management in relevance to Amazon are as follows:

- Encourage its employees
- Starting use of varied software
- Use trusted and verified sources

SECI model is information conceptual technique which illustrates how various kinds of knowledge is generated, shared and stored in an establishment. It essentially depicts the importance of interacting with peers or colleagues which aids in generating new ideas. It is beneficial for organisation in order to better understand knowledge implantation with products or services.



It assists Amazon in appreciating changing approach of knowledge and its creation.

Notes:

Challenges of knowledge management in context to Amazon.com are discussed below:

- **Complex in approach**- Knowledge management framework is very complicated, to make it execution understandable, Amazon has to give expensive training to its employees.
- **Motivated workforce**- Amazon's employees are not so motivated that they store collected information to be used further. Motivating and encouraging employees to perform this is an another challenge for company.
- **Incomplete and irrelevant information**- It is a difficult task to collect relevant and reliable data from different sources. It is yet another challenge for Amazon to gather correct and relevant information from trusted sources.

Recommendations of knowledge management in relevance to Amazon are as follows:

- Amazon can **encourage its employees** through intrinsic motivation so that they can provide innovative ideas.
- Amazon can **starting use of varied softwar** which makes this process from complicated to simple and quick.

- Amazon should *use trusted and verified sources* in order to remove any discrepancies or error in gathering knowledge.

Benefits of knowledge management

Customer satisfaction- Amazon.com can satisfy its customers through asking for feedback from them. Satisfied customers can aid company in generating brand awareness and increased profits.

Competitive advantage- Amazon can take help of information in staying ahead before competitor's aids in attaining competitive advantage.