

KNOWLEDGE AND INFORMATION MANAGEMENT SKILLS FOR THE WORKPLACE

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Introduction

Business scenario has been changed. Traditional business model has been changed due to high market competition. Modern business scenario is highly competitive and in order to sustain in this competitive market, business ventures require adopting adequate leadership strategies and styles along with effective managerial techniques. Leadership refers to leading of entire workforce unit towards accomplishing the business targets, where management takes care of employees and manages completion of all business activities in an effective manner.

“Primark” is one of the most successful Irish fast fashion retail companies throughout the UK premises that has already expanded its business operations in more than 368 different business locations. It was founded in 1969 at Dublin to serve best quality fashion products to wide range of customers. In present scenario, the company has over 70000-trained employees to serve high quality services to their valuable customers. In 2018, the company generated £9.69 billion revenue in their business (Primark, 2019).

In this particular study, significance of knowledge management process within an organization will be evaluated. Apart from this, another important consideration is knowledge management process. Some of the important knowledge management processes will be unfolded in this portion of the study for better consideration of the entire project. Lastly, frameworks will be provided in order to establish knowledge management culture within an organization.

Evaluation of the concept and importance of knowledge management in the context of an organization's knowledge assets

Knowledge management

Knowledge management can easily be described as such a process that is very systematic in nature and that is extremely helpful for a range of different organizations like Primark to create extra value for their entire organization at certain extension. In addition to that, through the help of effective and efficient knowledge management, it is entirely possible for a range of different organizations as if Primark to assess their actual organizational initiatives and strategies and process that can help those types of organizations at managing and their overall organizational structure at certain extension (Becerra-Fernandez and Sabherwal, 2014). Conversely, the sharing of refined knowledge can also be described as the process of knowledge management.

Therefore, it can be easily described and evaluated that the entire process of KM (knowledge management) is strongly bonded with the organizational strategy, goals and objectives of organizations like Primark. Additionally, creation of some extra organizational value for maximizing brand equity is also possible through the help of effective knowledge management at certain extension. Consequently, knowledge management can also be used in order to process information from one side towards another so that the overall flow of information should be maintained at certain extension. Lastly, it can also be described extensively that the entire process of knowledge management is a combination of different knowledge that has been possessed by the management and employment base of the organization.

The importance of knowledge management

The entire process of knowledge management is extremely important from the perspective of a range of diversified organizations like Primark since it has been extremely helpful at distributing appropriate resources at the appropriate sources in order to get the most out of these resources (Omotayo, 2015). In addition to that, organizations like Primark can also use knowledge management in order to ensure the fact that they possess relevant information regarding their entire employment base so that they can assess the risks that are associated with resource allocation.

Conversely, knowledge management is also extremely helpful in different situations such as they can use effective knowledge management system in order to gather potential data about their employee development phase at certain extension.

In addition to all of these, there are also some instances that can get several assistance through the help of knowledge management. As an instance, Primark can sue their knowledge management system effectively in order to retain their actual and entire employment base so that they can move down their cost of recruitment and selection, which will ultimately help them at gaining more revenue out of their primary investment. Additionally, effective knowledge management system also ensures the fact that they are not conducting any duplicate process that might harm their overall organizational structure. Nonetheless, knowledge management has also been helpful at standardize the overall process of organizational development at certain extension.

Explanation of relationship between knowledge, data and information

Despite the fact that all of knowledge, data and information to are dissimilar from each other from a range of different organizational context, they have some interrelationship between each other. It can easily assess that the entire process of data, knowledge and information are actually closely link with each other at several extensions (Chang and Lin, 2015). Data can be demonstrated as the unrefined, basic and unfiltered information of different situational context, whereas information can easily be delivered as a more refined and actual form of different data a certain extension. Information is such a refined form of data that has evolved at such a stage that can be more useful at the prefabricated process of analysis. On the other, a user or an organization like Primark need to manage a series of different kinds of information and data so that they can further enhance their overall knowledge base. The main difference between data, knowledge and information is that whereas data and information has to adhere of different individual perception, knowledge can be adhering of both data and information at certain extension. Knowledge is actually the process of applying appropriate data and information at different places.

Therefore, it can be easily described that in large extensions the entire aspects of different knowledge, information and databases are actually linked with each other at certain extension.

Relationship between organizational knowledge and individual knowledge

In past context, different researchers and other scholars actually believes that the entire process of organizational knowledge is fake as it is not possible for any kind of organization to gather essential knowledge at certain extension. Additionally, they also strongly believe and consider the fact that the entire process of organizational learner is another secondary phase of individual knowledge as it is possible that an organization moving up their overall knowledge through the help of enhancing their overall employee knowledge at certain extension (Hislop *et al.*, 2018).

However, in recent context it has been closely observed that organizations in recent scenarios are moving up their entire learning capabilities so that they can continue their process regarding entire evolution at certain extension. Organizations mainly learn a range of different things from their previous experiences and they can do that through the help of their entire employment base. However, both personal and professional development plan is needed to be taken into consideration by the employees so that they can lay effective hands towards the entire process of organizational development. The overall complexity of different tasks might also create different problems at the prefabricated process of both organizational development and individual development process. Since, it can be easily described that the process of organizational and individual learning is very closely linked with each other.

Modelling and analysing technique for identifying knowledge assets

Tools of KM (knowledge management) can be extremely helpful in different contexts at the time of improving and acknowledging the knowledge assets of a range of different organizations like Primark since it can help them at identifying the basic factors of their knowledge asset so that they can act in accordance with their knowledge asset. Therefore, different organizations like Primark can use the analysing technique so that they can assess their overall asset regarding knowledge at certain extension (Meihami and Meihami, 2014). Additionally, in order to analyse the actual knowledge assets, it is extremely helpful for organizations like Primark to use gathered data and information. Additionally, visual representation of knowledge asset can also be gathered through the help of effective knowledge management process.

Evaluation of actual and potential knowledge asset

The evaluation process of both potential and actual knowledge is different from each other as both of these knowledge assess are actually different from each other. The potential knowledge asset

can be extremely helpful for examining the further improvement chance of a range of different organizations like Primark (Botha *et al.*, 2014). On the other hand, it is extremely helpful for these types of organization to assess their potential knowledge set so that they can easily identify the areas of improvement and any kind of potential risk at managing their entire organizational workforce.

Understanding some important knowledge management processes in the context of organizational development

Organizational development is the term used to describe the required improvements within the organizations. As the market competition is booming up spontaneously, it has become necessity for the organizations to adopt some effective methods or techniques to develop their organizational condition to influence the market shares and organizational profitability simultaneously (Todorović *et al.*, 2015). In order to gain competitive advantage in market place, it has become mandatory for the modern business ventures to adopt and implement the most effective methods within their organizations to support and assist their entire workforce unit as well as business models in generating high amounts of business profits in an effective manner (Chang and Lin, 2015). Knowledge management process is referred to set of practices that are used for managing and increasing the knowledge boundaries of the organization including all the staffs and workforce unit so that they can better meet the set business goals and accelerate their business performance together.

Being one of the most popular and successful retail chain organizations across the globe, Primark must set some knowledge management processes to manage as well as extending their existing organizational knowledge boundaries and influencing the business growth effectively. Within the organizational premises of Primark, knowledge management system is separated into four effective and important steps that are as follows:

First and most important step is knowledge creation, second stage is knowledge codification, third step is knowledge application and last but not the least stage is transfer of knowledge. All these four steps are managed in such manner that it can manage and extend the organizational knowledge boundaries so that the organization can focus on its development processes as well.

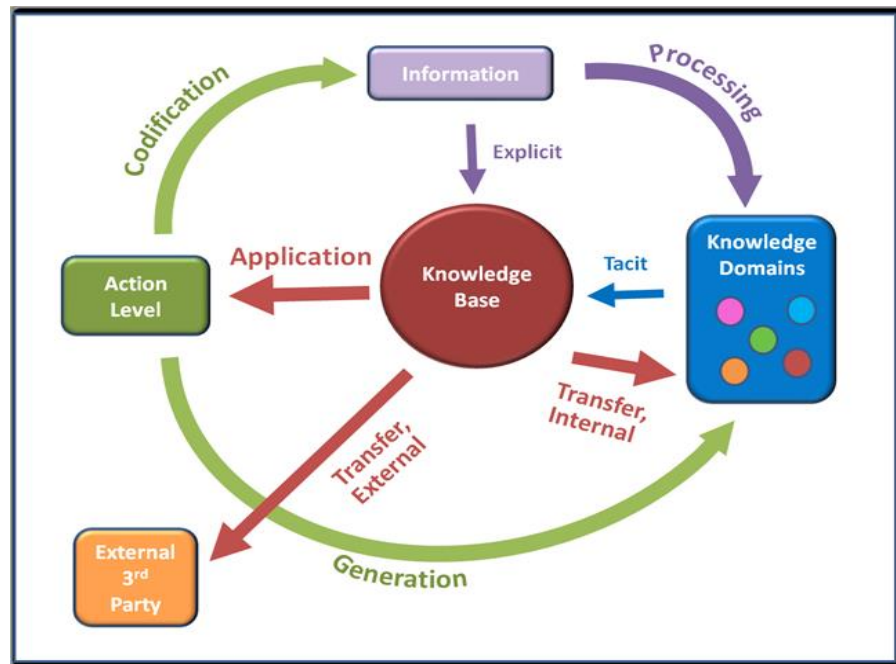


Figure 1: Knowledge management process

(Source: Nonaka and Toyama, 2015)

In 1991, this discipline was established for the first time with the name, knowledge management process, which benefits the organization to influence the organizational development and business growth and prosperity altogether.

Rationale of capturing and managing knowledge

Some prefabricated process can be taken into consideration by the management of Primark for capturing their overall knowledge base at certain extension. The prefabricated process of gathering knowledge in recent contact has been described below:

- Diversified organizational culture and structure can be extremely helpful from the perspective of managing and capturing a range of different knowledge at the organizational premises.
- Additionally, organizations like Primark can effectively use a range of different mentorship programs so that they can capture a greater instance of their entire overall knowledge basis so that they can be effective at their respectable process.

- They can also make some workplace collaboration so that they can manage and encourage their entire knowledge base at certain extension.
- Additionally, documentation process can also be taken into consideration by the organization like Primark so that they can assess more at their knowledge evaluation process at certain extension.

Provide a framework for establishing a knowledge management culture. Explain the contribution knowledge assets have on an organization

Knowledge management framework encompasses four areas that include fast learning, knowledge assets, enabling technology and communities of practice (Hislop *et al.*, 2018). All of these four aspects help **Primark** to create a work environment through which there is a higher level of innovation.

With the help of these technique ideas, thoughts and other aspects which help in the production of goods and services are managed. Within **fast learning** their aspects such as peer assistance where individuals who are at the same level access in the growth of information. Following which in **knowledge assets**, community knowledge is encouraged between people employees so that an understanding of the work industry is attained. **Enabling technology** helps in utilising tools through which higher efficiency can be reached. Here tools such as computers software and other devices are used. In this stage final stage of **communities of practice**, a constant stream of support by leadership that is provided within the organisation is given to the employees so that higher productivity can be reached (Edwards, 2015).

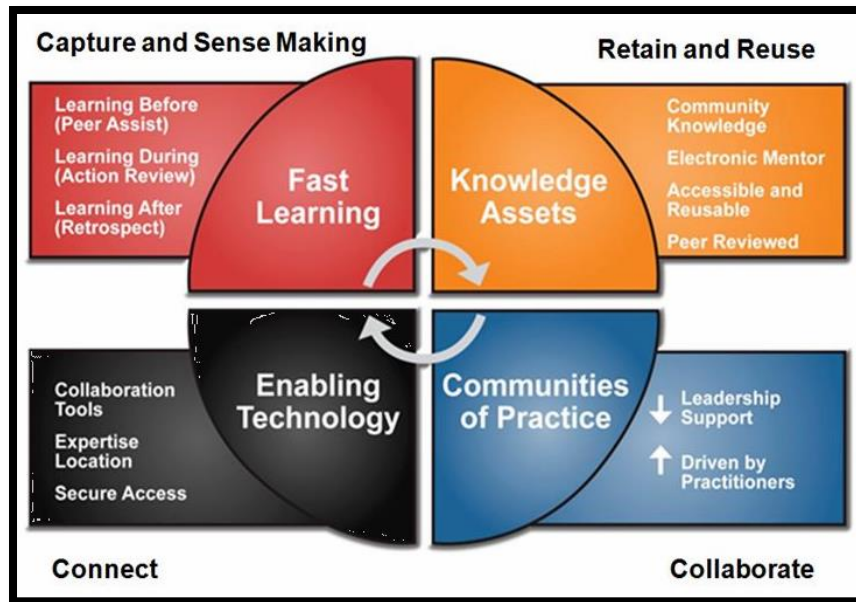


Figure 2- Knowledge management framework

(Source: Becerra-Fernandez, and Sabherwal, 2014)

At a broader scale **knowledge assets** encompasses is intellectual resources that includes aspects such as memory, insights, ideas, technical skills and abilities of employees and much more (Tzortzaki and Mihiotis, 2014). The way in which knowledge assets contributes to the growth of Primark is through providing ideas for different designs for clothes, new marketing campaigns, and new operation machines. The more **knowledge assets** are present within the organisation the higher the company can take lawful ownership of these assets to tools such as **patents, copyrights, trademarks**, and other intellectual property imposition (Chang and Lin, 2015). In order to assess how much knowledge assets are being produced within the organisation like **Primark**, there must be a frequent evaluation and comparison. Through this products that are currently being produced and earlier product lines must be compared. This would show how many new commodities are created and would give the organisation a broad idea of how much progress it has made over the past year.

The **knowledge requirements** of an organisation have been listed here down below:

Innovation - The more knowledge the managerial heads and employees possess within an organisation they will be in a position through which they are able to create new product and services by the way of innovation. The more innovation is present the better chances of the company's growth in terms of brand value and increase in a product line can be there. Higher

innovation would also help **Primark** to attain a competitive advantage in the market in a much more quicker fashion so that it can outperform other organisations enterprises. More knowledge translates to more innovation being there and this helps the company to gain more shareholders in the company as well. Through this the capital gain of the company would be far superior than it currently is (Drucker, 2014).

Training and Development - With knowledge present within the organisation better training and development can be given to the employees as well through which the rate of their production might be increased. This will enable there to be a competitive advantage by the organisation in the industry since employees will be able to perform better than the subordinates of other companies (Al Saifi, 2015). Providing higher knowledge to employees through the means of training would also raise the reputation with the employees have. This would enable there to be more candidates being drawn towards **Primark** giving the organisation a higher chance of recruiting more equipped and diversify employees.

Technological Advancement - The higher knowledge is present within an organisation the better choices are made in terms of choosing technological devices that would assist in the maintenance of Primark's records. Superior technology would also assist in there will be better communication between several branches of the organisation through which Ideas and thoughts can be exchanged in an easier manner. Higher technology would also accept the managerial head to bring in automation technology through which quality production can be brought into the organisation.

High Efficiency - The more knowledge is instilled in the work culture of the organisation the more shortcuts and effective pathways through which output can be achieved within the organisation. The higher the number of shortcuts and effective ways is present to the employees the more they will know how to perform better in the market. This would only enable that to be higher levels of clothes such as jeans, tops, and other garments to be produced at a quicker rate.

All of these above requirements illustrates various aspects that the company requires so that that knowledge distribution is present within the organisation. The more all of these aspects are pushed by the managerial heads on to the employees and workers that are provided within the organisation the better knowledge building can be done.

When **evaluating** the **knowledge management framework** that has been discussed above in the case of **Primark**. It can be said that **leader** figures within an organisation play an important role in their being knowledge distribution between employees. This is because leaders act as the means

through which inaccessible knowledge is provided to employees so that they are able to perform well. When evaluating **fast learning**, it can be said that subordinates acquire ideas in a quick manner if they are given more instructions on how to fulfil the task which is provided to them (Hislop *et al.*, 2018). **Knowledge assets** are equally important as through the creation of better ideas within an organisation like **Primark** a more innovative work culture is promoted and encouraged. This helps to who build new commodities that are more utility filled for the consumers. **Enabling technology** helps employees considered new ways of functioning in the organisation through which some of their workloads can be distributed on the new advanced machines that are introduced within the workplace. **Communities of practice** help there to be a culture of working where organisational practitioners and leadership figures both help subordinates to not repeat the same mistakes that they have made earlier (Becerra-Fernandez, and Sabherwal, 2014).

From all of the above, It can be understood that intellectual property plays an important role in the organisation of **Primark**. Intellectual Property Rights helps in the better assistance of the above-discussed framework to be integrated within **Primark** at a much more smoother rate so that higher efficiency is achieved.

There are several recommendations which can be made in the case of **Primark** and how they can improve their current knowledge base framework, all of which have been elaborated below:

- In order to improve the current framework more innovative leaders must be brought in within the organisation so that better circulation of new ideas and thoughts thought processes can be present. In order to do this recruitment process must be initiated so that managerial heads and employees who have diversified background in multiple subjects must be brought in within the organisation. Through inculcating a process like this richer ideas can be exchanged as it would help **Primark** to select a future pathway that would bring in higher rates of revenue.
- A higher level of financial investment must be given towards the accessibility of different books within the organisation. This can be done through the installation of a digital library within **Primark**. Through this employees and managerial head can gain access to various types of authors who would enrich the working process of employees. A strategic move like this would enable there to be a higher intellectual discussion within the organisation.

This would also help individuals be motivated to read a higher array of books so that their knowledge becomes more in-depth (Wang *et al.*, 2014).

- Another recommendation which can be made towards the improvement of knowledge within the organisation is through adopting a leadership method such as **democratic** style. With the help of an approach like this, more emphasis would be given on paying attention to the ideas and thought the process of employees so that there are higher employee relations. This would enable the growth of the pool of knowledge to grow within **Primark**.
- In the case of **Primark**, the company can also raise a large amount of funds from the market through the method of issue of shares and debentures. This gives investors a chance to be apart of the way through which they contribute to the knowledge expansion of the company. The more capital comes within the organisation the more chances are present that new frameworks and models can be tested on the operation change of **Primark**. This would enable there to be a method through which the organisation would make itself accountable to its stakeholders. As an exhibition of how knowledge stream is growing within the organisation is provided to the stakeholders.

All these above recommendations that have been made, the current knowledge framework that is present within **Primark** can be improved as both employees and employers would benefit in the long run. All of these recommendations would help the organisation to bring in higher revenue and profit through which the operation of the business can be expanded at an international level in multiple countries.

Conclusion

From the above discussion, it can be concluded that leadership and appropriate management systems have become an integral part of modern business in order to achieve success and growth. It is undeniable that modern business scenario is extremely competitive, where ventures are spontaneously competing with each other in order to achieve sustainability and competitive advantage in market place. Thus, modern ventures are using appropriate leadership techniques and managerial operations to meet their set business objectives effectively. Effective leadership is the key to success for business so that business ventures always focus upon adopting the most effective

leadership approach and styles for their organization so that the leader can lead the entire business organization towards accomplishing its set business targets. However, in the context of an organization's knowledge assets, the concept of knowledge management plays a major role. Apart from this, knowledge management processes are other important considerations in the context of development of the organization. Lastly, different frameworks have been discussed that can be used for establishing a knowledge management culture within the specified organization.

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