

BMSW5106

Knowledge and Information Management Skills for the Workplace

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Introduction

Knowledge management refers to the creation and distribution of knowledge within the employees of any organisation that ensures access and development of business-related knowledge (Metaxiotis and Papastefanatos, 2012). On the other hand, information management states IT-based management system within a business organisation. Because of current competitive market condition, knowledge and information management have become a crucial term for business organisations. In this assignment, various perspectives of knowledge and information management will be described along with the relationship of information, data and knowledge, the relationship between organisational and individual knowledge, modelling techniques, intellectual property rights, organisations framework. Different research and problem-solving skills will be applied while completing the assignment and all things will be evaluated based on the organisation Vodafone.

Company Context

Vodafone is broadly known as a British giant telecommunication company that conducts business activities in all around the world. It is a public limited company and has been running the business for almost 30 years. Currently, 1,00,000 employees work in that multinational company and holding a remarkable market condition despite having huge business competition (Świgoń, 2013). Vodafone generates nearly 50 billion revenues despite getting competition from giant business organisations like NTT, TATA and Telefonica.



Figure: Logo of Vodafone

Source: (Metaxiotis and Papastefanatos, 2012)

Task-1

Interpretation in the case of the relationship between information, data and knowledge

In any business organisations like Vodafone, **data** refers to the random facts or terms related to business that don't bear any value before being transferred into information. **Information** is the combined result of organised data and also known as meaningful facts. **For example**, a bank statement or balance sheet is one kind of information for Vodafone. Again, **knowledge** is the linked result of information within a business organisation and provides facts based on the information (Bouthillier and Shearer, 2017). The relationship of them is being interpreted below.

Data: Data within an organisation refers to raw and random factors. In business organisations like Vodafone, the management body has to collect several data about different functions like operation, finance and the production which are unrefined and unorganised (Świgoń, 2013). But these unrefined and meaningless data can be useful for business organisation Vodafone after going through transformation processes like classification, rearranging, aggregating and selection. After the transformation process, they become specific information for business and help to generate knowledge. For example, 5 billion dollars is a raw fact or data. If it is stated as a revenue of Vodafone in Europe region, then it becomes information. According to the information, the revenue amount in Europe region of the organisation isn't satisfactory which is knowledge for that business organisation. So, data helps to generate information, information helps to create knowledge which is a clear indication of their relationship with one another.

Information: Refined and organised data are known as information (Terra and Angeloni, 2013). Information is known as the basic term of knowledge within the business organisation Vodafone. For that reason, knowledge creation is possible by evaluating and linking various information. So, within business organisations like Vodafone, information is the filtered result of data and if it is applied into context, then it becomes knowledge for the business organisation and helps to solve problems and business challenges which is the clear symbol of their inter-relationships.

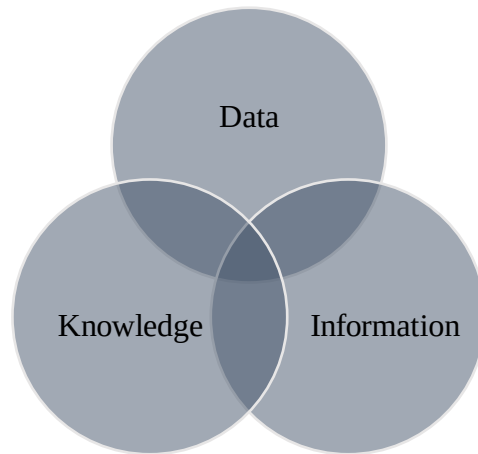


Figure: Relationship between data, information and knowledge

Source: Self-Made

Knowledge: This is the result of linking different information with one another in a business organisation (Jennex and Olfman, 2014). Suppose that Vodafone has received several data of sales of its South Asia business area. By organising these data, the organisation can get information about total sales and revenue of that particular region. Then based on that information, the organisation can understand the current situation of that business area and can take necessary initiatives to boost sales if it's needed. So, knowledge is information-oriented and information is data-oriented and this term defines their relationship very clearly.

So, based on the mentioned explanation, it is possible to say that in business organisations like Vodafone, data along with information and knowledge play a crucial role and contain relationship among them.

Organisational knowledge and individual knowledge relationship and its explanation

Knowledge within a business organisation ensures better decision making in the case of business expansion, operation and management (Metaxiotis and Papastefanatos, 2012). Because of the current high business competition level, business organisations like Vodafone are realising the dynamic influence of knowledge. Knowledge can be divided into two parts such as individual knowledge and organisational knowledge which have a close relationship with one another.

Individual knowledge: This type of knowledge refers to the knowledge where learnings are done for developing an individual's skills and wisdom. Individual people of business organisation Vodafone try to enhance their learning and knowledge for ensuring job security in the organisation (Świgoń and Weber, 2017). But individual knowledge is not fully effective if it's not distributed or shared with others. For that reason, when individual people within Vodafone will share their knowledge with other people of the organisation, then it will turn into impactful organisational knowledge (Bouthillier and Shearer, 2017). Organisational performance depends on organisational learning or knowledge and knowledge creation in the organisation is possible by innovative ideas, policies and strategies based on individual people's learning and innovation skills which ensure that organisational knowledge is related with individual knowledge.

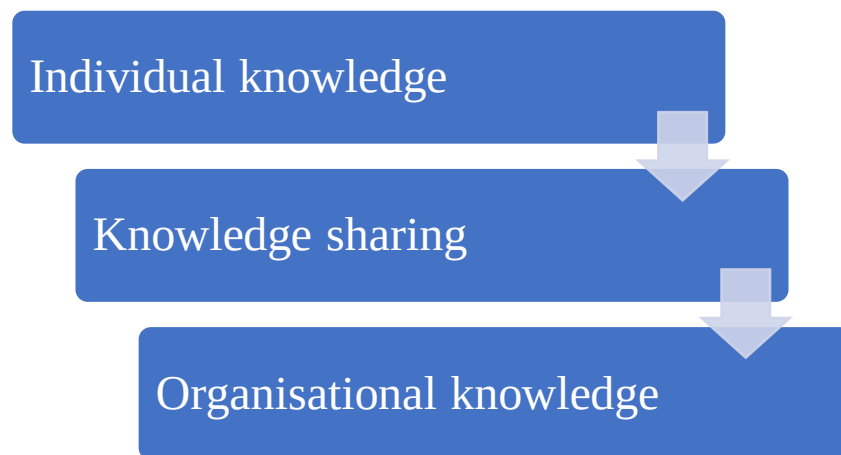


Figure: Relationship of individual and organisational knowledge

Source: Self-Made

Organisational knowledge: Organisational Knowledge is the combined term or factor of Individual Knowledge. According to some researchers, business organisations do not have learning abilities. For that reason, organisational knowledge is created by knowledge sharing framework where knowledge is shared by the different individual (Świgoń, 2013). For example, if Vodafone hires an experienced and skilled executive for the marketing department, then the executive can share and distribute his or her learning, experience and knowledge with others employees of the organisation which will create a good number of skilled workers within the organisation and will become an organisational knowledge that's the sign of relationship among individual and organisational knowledge.

So, Vodafone should ensure employee empowerment within its business that will result in improved individual knowledge and enhanced individual knowledge will result in remarkable organisational knowledge which also indicates the relationship between individual and organisational knowledge.

Application of modelling techniques and resolution to identify assets related to knowledge

In business organisations like Vodafone, knowledge assets play a significant role and it refers to the intellectual assets or resources of the business organisation (Bouthillier and Shearer, 2017). For example, organisation policies, procedures, software, patents and database are part of knowledge assets for Vodafone. Through analysis and modelling techniques, knowledge assets of the business organisation Vodafone are going to be identified in the upcoming part of the assignment.

Before the identification of knowledge assets, knowing knowledge objectives is necessary. There are three knowledge objectives.

Normative knowledge objectives: It states expected values that provide a long-lasting competitive advantage.

Strategic knowledge objectives: it refers to the strategic knowledge creation from the existing knowledge (Lu and Feng, 2019).

Operative knowledge objectives: it states daily operational control in the case of process and procedure.

Vodafone can apply knowledge needs analysis to identify knowledge assets of the organisation where identification will be done based on answers of three questions (Breuker and Winkels, 2014).

- How Vodafone use previous experience to survive in present days competitive market?
- How Vodafone enhance deftness to face future business competition?
- How Vodafone can apply strategies by the help of knowledge to develop product quality?

Knowledge asset is also known as an intangible asset and the business organisation Vodafone can use intangible asset monitoring model to identify and measure knowledge assets of the organisation.

Intangible asset monitor model: This model will help Vodafone to measure or identify knowledge assets by creating a table in which the employees will be classified into three classes named as internal structure, external structure and competence (Choe and Sin, 2013). There, each

class will be evaluated from four dimensions to identify knowledge assets which are known as efficiency, innovation, stability and growth of intangible assets (Terra and Angeloni, 2013).

	Intangible or Knowledge assets		
	Internal structure	External structure	Competence
Innovation			
Growth			
Efficiency			
stability			

Figure: Model of intangible or knowledge asset monitor

Source: Self-Made

Based on these analysis and modelling techniques, knowledge assets of Vodafone are being mentioned below.

- Technical products of the organisation like connectivity service.
- Different patents of the organisation.
- Marketing and management expertise.

So, at the last point, it can be stated that according to the use of modelling techniques and analysis, the business organisation Vodafone can identify its various knowledge assets within the organisation.

Evaluation of potential and actual assets related to knowledge within the business organisation Vodafone

Knowledge Assets can ensure a sustainable competitive advantage for the business organisation Vodafone. Various actual and potential knowledge assets are there that can enhance business capabilities of the organisation which can result in business growth and continuous development (Terra and Angeloni, 2013). In the upcoming part of the assignment, evaluation is going to be presented of actual and potential knowledge assets of the organisation.

Actual knowledge Assets: Knowledge assets are different according to the company objectives, goals and perspective. As Vodafone is a telecommunication company, its actual knowledge assets will be different from other business organisations. Actual knowledge assets within the organisation Vodafone can be classified into four parts such as experiential, routine, conceptual and systematic knowledge assets. Actual knowledge assets are known as major assets related to knowledge in the organisation (Bouthillier and Shearer, 2017). In the business organisation Vodafone, there are many major or actual knowledge assets such as experienced people within the organisation, learning ability of the workers, different information technology being used in different functions of business, human skills of the organisation, social relations and networking with the consumers, various journals and database, different intellectual rights, web contents, copyrights, patents, trademark and various organisational procedures (Kumar, 2018).

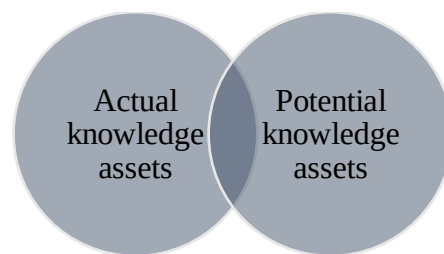


Figure: Knowledge assets of Vodafone

Source: Self-Made

Potential knowledge assets: Potential knowledge assets refer to the assets or resources which have a high level of uncertainty level and potential future benefit related to business (Lu and Feng, 2019). Besides actual or major knowledge assets, potential knowledge assets also play a significant role in the case business organisation Vodafone. The business market is changing rapidly and for that reason, different potential knowledge assets are coming to the light which is being very influential for the business operations. The potential knowledge assets of the business organisation Vodafone are organisational strategies, innovative ideas and policies etc.

So, it can be said that actual and potential knowledge assets have a remarkable effect on business organisation Vodafone's strategy development.

Task-2

Explanation about the requirements in the case of creating, storing, applying and integrating knowledge in Vodafone

To create, store, apply and integrate knowledge within Vodafone, the business organisation needs to apply knowledge management system and theories (Lu and Feng, 2019). Mainly, in the case of business, this knowledge management system collects tacit knowledge and convert this knowledge into explicit knowledge. So, it is possible to state that the knowledge management system is a term that is a systematic business-related strategy to create, collect, organise, store, imply and integrate knowledge within a business organisation (Kumar, 2018). For that reason, knowledge management systems and theories will be mentioned below in the context of business organisation Vodafone.

Creating knowledge: According to the researchers, Bouthillier and Shearer, knowledge creation in a business organisation like Vodafone is a running process between tacit and explicit knowledge by the help of four patterns which are known as socialisation, internalisation, externalisation and combination (Bouthillier and Shearer, 2017). According to the researchers, socialisation can be done by face to face meeting, the community of practice software etc. Again, in the research paper, they included that through online learning, intranet portals, data along with search mining, internalisation is possible to be done. Moreover, while talking about knowledge creation pattern named externalisation and combination, the researcher Loughridge stated that collaborative systems, online discussion and question answering help to complete externalisation whereas, through several technologies like virtual meeting and email, combination process is possible to be done (Loughridge, 2019). By this way, knowledge creation is possible in the business organisation Vodafone.

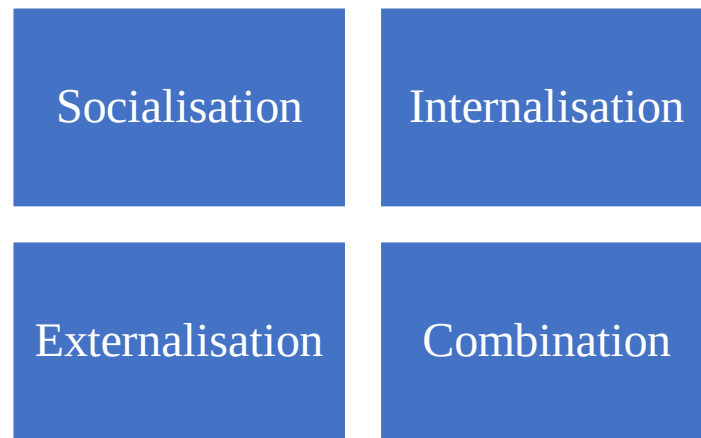


Figure: Four patterns for knowledge creation

Source: Self-Made

Storing knowledge: Storing knowledge is another vital term besides knowledge creation in the case of business organisation Vodafone. According to the knowledge management system research paper of Szuster and Szymczak, Vodafone can store its all knowledge in the form of assortment in which different ways are there such as database, report and document (Szuster and Szymczak, 2016). Researcher Kellogg mentioned in his research article that in this modern era, Vodafone can also use several software tools for storing business-related knowledge (Kellogg, 2013).

Applying and integrating knowledge: To apply and integrate knowledge within Vodafone, the organisation needs to follow a knowledge management system which can be done conducting seven steps (Kumar, 2018). First of all, Vodafone needs to recognise business problems. Secondly, preparation must be taken for change. Thirdly, the organisation has to make a knowledge management team to conduct the process. After that, knowledge audit and analysis should be done and the key features of the solution have to be defined. Again, building blocks for the knowledge management process or system need to be implemented. And the last step in the case of applying and integrating knowledge through knowledge management system is to linking knowledge to the people. Researcher Domingos narrated that any modern business organisations like Vodafone can successfully apply and integrate knowledge within the business by following these seven steps of the knowledge management system (Domingos, 2018).



Figure: Steps for knowledge management implication

Source: Self-Made

So, at the last point, it is possible to state that the main requirements for storing, creating, applying and integrating knowledge in the case of business organisation Vodafone are knowledge management theories and systems which will help to manage knowledge in the organisation and to use them towards business-related problem solving and decision making.

Evaluation of the significance of intellectual property right in the case of Vodafone

Intellectual property refers to the property or assets that are intangible creations created by human intellect (Elena, 2018). There are various intellectual properties in the business organisation Vodafone such as drawings, documents, programs related to software, data, information, innovations and procedures. For business organisations like Vodafone, major intellectual properties are trademarks, copyrights, patents and several trade secrets. The importance of these properties is being mentioned below.

Security of product: As a telecommunication business organisation, Vodafone has to bring innovation in its products and services regularly. In that case, intellectual property like trademark and patents ensure the security of these new products or services (Staab and Stuckenschmidt, 2016). Without the presence of these intellectual properties, Vodafone will not be able to forbid others to copy and rebranding its newly invented products or services.



Figure: Importance of intellectual property

Source: Self-Made

Security of technology: Sometimes, competitors of the business organisation Vodafone may try to use its tactics and strategies to develop their products or goods. But if Vodafone ensures high security of its tactics and technologies by the help of intellectual property, then the technologies and tactics of Vodafone will remain protected (McKnight, 2017).

Securing business knowledge: The competitors of the organisation Vodafone may try to steal business knowledge of the organisation which will help them to get the managerial and operational benefit. But, by the help of intellectual property, Vodafone can ensure better protection of its business-related knowledge (Loughridge, 2019).

So, because of these terms, intellectual property holds remarkable importance for the business operations and functions of Vodafone.

Task-3

Description About the contribution or importance that knowledge assets have on the organisation

Knowledge assets nowadays play an influential role in the case of business organisations like Vodafone. Mainly, knowledge assets refer to the intellectual assets within the business organisation Vodafone. The contribution of knowledge asset is being mentioned below.

Competitive advantage: The main contribution of knowledge assets is providing competitive advantages for business organisations. The current business market is very competitive (Metaxiotis and Papastefanatos, 2012). That's why maintaining knowledge assets will result in operational along with functional benefit for the business organisation Vodafone that ultimately will create competitive advantages. For example, knowledge assets like technical skills, cognitive skills and other innovative ideas, learning within Vodafone can give the organisation advantages over other competitors. So, it's possible to state that major contribution of knowledge assets within Vodafone is to create competitive advantages.

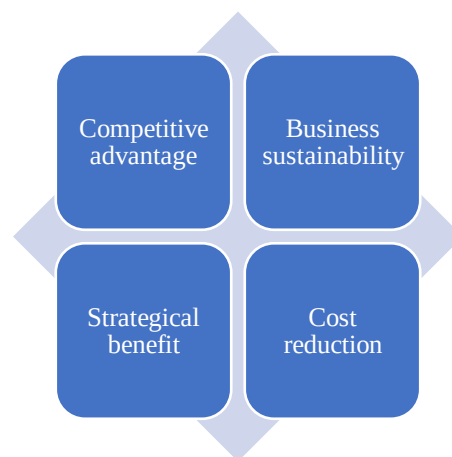


Figure: Contribution of knowledge assets within Vodafone

Source: Self-Made

Business sustainability: Knowledge assets also contribute to long-term business sustainability by ensuring a few terms. In Vodafone, research & development department is working and inventing several ideas, procedures and products which are being used in the case of production and ensuring efficiency (Domingos, 2018). Efficiency in business operations and functions will help the

organisation to ensure business sustainability. These ideas, procedures and newly invented products are known as knowledge assets and contributing in the case of business sustainability of Vodafone.

Strategical benefit: Knowledge assets also give business organisations strategical benefit (Liu and Wang, 2015). If Vodafone ensures employee empowerment, then it will improve an individual's knowledge and innovation skill which will help the organisation to adopt a new idea, policies and strategies in the case of marketing, operation etc. Individual's knowledge and innovation skills are known as knowledge assets which can help the business organisation Vodafone to get the strategical benefit.

Cost reduction: Nowadays, to survive in the rapidly changing business market condition, giant business organisations like Vodafone needs to ensure limited cost level which is the result of efficiency. The organisation Vodafone can gain efficiency by applying operational and functional skills and experience of employees which are known as knowledge assets (Breuker and Winkels, 2014). In that case, knowledge assets contribute to the business organisation by reducing cost through efficiency. For example, in recent years, Vodafone has hired many employees with functional and operational skills whose skills are being used in organisation's production and operation as knowledge assets and creating efficiency and confirming cost reduction within the business organisation. So, in the case of cost reduction in Vodafone, knowledge assets are contributing significantly.

So, at the last point, it is possible to mention that knowledge assets contribute in the case of business operations of Vodafone in various ways.

Explanation about the knowledge requirements for the organisation Vodafone

Because of globalisation and increasing demand for technology in the business world, knowledge is becoming an unavoidable crucial term for business organisations. In the business organisation Vodafone, knowledge requirements are different based on the different focus area of the organisation. Different focus areas of business such as products, customer relationship and internal procedure will indicate different knowledge requirements for the business organisation Vodafone (Todd and Southon, 2017).

Knowledge requirements in the case of products: If Vodafone focuses on products or services, then in the case of knowledge requirements, the organisation needs to develop its innovative ideas, procedures and unique products and has to launch them in the market quickly. Again, the organisation has to ensure individual employee's skills and innovation potentiality as knowledge requirements which will help to launch new, innovative and different products (Schlögl, 2015).

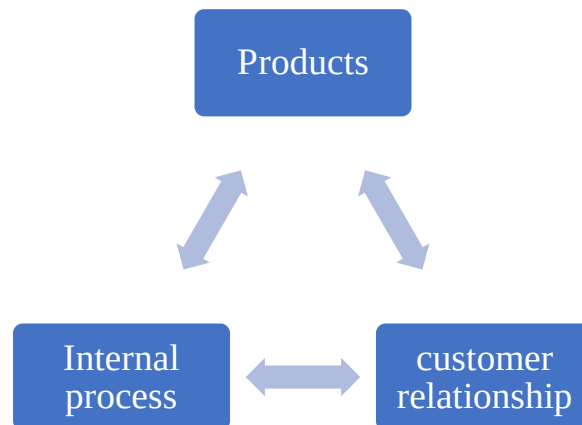


Figure: Focus area of Vodafone

Source: Self-Made

Knowledge requirements in the case of customer relationship: The knowledge requirements will be different when the business organisation will focus on customer relationship area. If Vodafone wants to improve consumer relationship, then the organisation has to maintain several knowledge requirements (Elena, 2018). In that case, knowledge is needed about customer's demand and preferences. Again, Vodafone needs to ensure customer satisfaction by the help of knowledge of individuals such as communication skill, active listening, prospecting etc.

Knowledge requirements in the case of the internal process: If Vodafone focusses on internal process area of the business organisation, then the organisation has to maintain different knowledge requirements that will help to gain objectives in internal process area of business. In that perspective, Vodafone has to ensure knowledge sharing culture among the employees of the business organisation that will help to generate a better internal process system along with cost reduction and developed efficiency (Liu and Wang, 2015). Intelligent process, in that case, can help the organisation as knowledge to get enhanced internal process system.

For more information about the knowledge requirements of Vodafone, it's possible to mention the theoretical statements of researcher Elena. In the research paper of Elena, it is included that in any business organisations like Vodafone, two types of knowledge are required such as tacit knowledge and explicit knowledge (Elena, 2018).

Tacit knowledge: Though tacit knowledge is hard to record, this type of knowledge is required for business organisations like Vodafone to deal with exceptional conditions in business and to collaborate business culture (Todd and Southon, 2017).

Explicit knowledge: Another type of knowledge required for Vodafone is explicit knowledge that helps to gain organisational objectives and operational effectiveness (Schlögl, 2015).

So, at last, it can be stated that knowledge requirements for the organisation Vodafone will vary based on its focus area in the case of a business which is mentioned in the above part.

Evaluation of the knowledge sharing framework of Vodafone

Knowledge sharing is a very crucial term as, without the distribution of invented knowledge, business organisations like Vodafone can't create the value of its knowledge (Breuker and Winkels, 2015). Different organisations use different knowledge sharing framework. At present, knowledge sharing framework is being created based on the information technology as it helps any organisations to boost their knowledge sharing process. The evaluation is being mentioned below about the knowledge sharing framework of Vodafone,

Firstly, Vodafone uses SharePoint portal system in the case of its knowledge-sharing framework by which in the organisation, employees and others share knowledge (Kellogg, 2013). This system is very helpful for the organisation as using this system, all people related to the business organisation Vodafone can share and distribute knowledge very easily. They can spread their innovative ideas and strategies with others very quickly using this SharePoint portal system.

Secondly, the organisation Vodafone uses paper-based knowledge sharing system that works as a document directory within the organisation which is being used for knowledge sharing (Al-Hawamdeh, 2012). But this old framework is very time consuming and inaccurate in the case of knowledge sharing. Besides, in the technology-based modern era, this knowledge sharing framework is not being able to ensure the best knowledge distribution in the organisation Vodafone.

Thirdly, the business organisation Vodafone also uses online based web portal for knowledge sharing framework (Elena, 2018). The employees, stakeholders of the organisation can get access to this web portal system and can share and spread their newly invented ideas, policies etc. Based on the evaluation, it is possible to state that this knowledge sharing framework has some drawbacks as there are privacy problem and online threats (Choe and Sin, 2013).

So, it is possible to state that the frameworks which are being used by Vodafone for knowledge sharing within the organisation, have some lacking, drawbacks and limitations according to the evaluation.

Recommendation about the development of the current knowledge sharing framework of the business organisation Vodafone

Vodafone is now using different knowledge sharing frameworks within the business such as SharePoint portal system, paper-based knowledge sharing system and online-based web portal (Świgoń, 2013). Current frameworks have many lacking which must be improved. So, recommendations are being given about the improvements in current knowledge sharing framework of Vodafone. For the improvement of current knowledge sharing frameworks, the business organisation Vodafone has to adopt a new framework within the business named conceptual framework.

Conceptual knowledge sharing framework: As the organisation, Vodafone has lacked in the case of a current organisational framework for knowledge sharing, a new framework named conceptual knowledge sharing framework should be adopted (Liu and Wang, 2015). According to this framework, there will be a knowledge management culture in the organisation which will help the employees to share and distribute their ideas, policies and knowledge in a very quick way. Again, another way of sharing knowledge within this framework is social networking. As people are being very addicted to social platforms, social networking is an effective way of transmitting knowledge and information (Kumar, 2018). Different social media platforms can be used in that case which is the fastest way of knowledge distribution (Jennex and Olfman, 2014). Moreover, information technology has become a noticeable term for business as well as for knowledge sharing framework. Vodafone can ensure the best knowledge sharing experience for the employees and management by adopting various information technology tools and mediums. In this conceptual knowledge sharing framework, knowledge sharing motivation also plays a significant role that motivates people to share their ideas, strategies, policies and innovative procedures (Terra and Angeloni, 2013). So, evaluating the overall situation, it is possible to mention that this conceptual knowledge sharing framework can work as improvement in the case of knowledge sharing for the business organisation Vodafone.

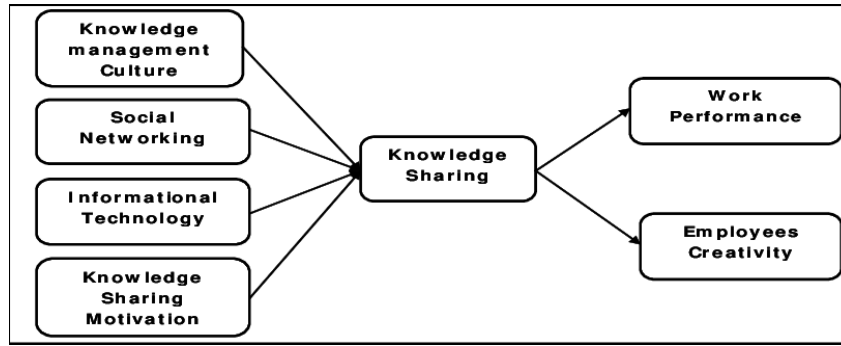


Figure: Conceptual knowledge sharing framework

Source: (Liu and Wang, 2015)

So, at last, it is needed to mention that recommendation is being given for using a conceptual framework for knowledge sharing which will help Vodafone to bring improvement to the present framework.

Task-4

Evidence about the broad reading and research while completing the assignment

Deep research and broad reading are done while accomplishing the assignment. At the time of completing this assignment, many journals related to the topic and business articles have been read. While accomplishing the assignment, critical thinking skills have been used to conduct several critical answers. Before starting the assignment, information and knowledge have been gathered and evaluated to get a better view of every topic related to the assignment. To conduct various terms of the assignment such as the relationship of data, information and knowledge, the relationship of individual and organisational knowledge, modelling techniques of identification of knowledge assets, actual and potential knowledge assets, requirements for storing, creating and integrating knowledge, the importance of intellectual property rights and knowledge sharing frameworks, various research articles and journals related to the topics have been read and analysed. The essential articles and journals which were evaluated during the completion of the assignment are being mentioned below.

- Personal knowledge and information management—conception and exemplification by Świgoń.
- Understanding knowledge management and information management by Bouthillier and Shearer.
- Understanding the difference between information management and knowledge management by Terra and Angeloni.
- Journal of knowledge management, economics and information technology by Elena.
- Knowledge management: re-thinking information management and facing the challenge of managing tacit knowledge by researcher Al-Hawamdeh.
- Intelligent Assistants for Knowledge and Information Resources Management by Kellogg.
- Information and knowledge management: dimensions and approaches by Schlögl.
- A futuristic view of knowledge and information management by McKnight.
- Knowledge and information management of individuals by Świgoń and Weber.

Besides the mentioned research articles and journals, many more articles along with journals are analysed during the completion of the assignment.

Moreover, for gaining knowledge about different relevant academic models and theories, research articles and journals have been evaluated. These research articles and journals are being mentioned below.

- A model for studying knowledge management of R&D groups based on resource-based theories and institutionalization theories by Choe and Sin.
- Assessing knowledge management success/effectiveness models by Jennex and Olfman.
- A new method for knowledge and information management domain ontology graph model by Liu and wang.

So, it can be said that at the time of completing the assignment of knowledge and information management, analysing skills, evaluations skills, critical thinking are used and information has taken from different authentic sources,

Conclusion

So, at the last point, it can be stated that many perspectives or terms of knowledge and information management have been discussed during the assignment. In this assignment, various types of knowledge along with their relation, knowledge assets identification, knowledge creation and storing, intellectual property rights, contribution of knowledge assets, knowledge sharing framework and its improvements are mentioned during the assignment. Recommendation for Vodafone is that the organisation must follow the included conceptual knowledge sharing framework which will help to bring development in the existing framework. Again, the organisation should be aware of knowledge management to manage its actual and potential knowledge assets (Domingos, 2018).

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