

Ba (Hons) Leadership and Management Skills for the Workplace

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Table of Contents

Executive Summary	2
Knowledge Management in an Organisation	2
This report is written to showcase my understanding of the module –	2
Introduction	3
The main expectation and out of the report.....	4
Main Body Section 1: Knowledge and Information Management.....	4
Nonaka's tacit and explicit conversion and decision-making model (SECI model).....	5
These four processes of Knowledge Conversation.....	5
Background of Amazon	6
Knowledge Management	6
Why KM is so important for any organisation including Amazon	7
How KM helps organisations in satisfying customers and achieving	8
competitive advantage.....	8
Section 2: Evaluation of Knowledge and Information Management Model	9
a) how knowledge is generally embedded in products and the service concept in the tacit knowledge of individuals (employees and customers)?	9
b) The systematic approach (Management Information System/systems) help organisations in sharing and exchanging their knowledge base across the organisation?	10
Section 3: Investigating of KM techniques used by Amazon.com	10
The management principle in Amazon:.....	10
Conclusions and Recommendations	11
• Summarize the findings from the beginning to the end.....	11
How knowledge has become increasingly important in Amazon's SOP (Standard Operating Procedures).....	11
What are the main outcomes that Amazon has been achieving with the use of these procedures?	12
What are the areas Amazon.com can still improve in the future to overcome the challenges?...12	
• What knowledge management framework can Amazon.com use in the future. Using SOWT Analysis	14
References.....	16

Executive Summary

Knowledge Management in an Organisation

In our present-day society knowledge management has become one of the key factors organisations need to stay on top of. But they also face some challenges in monitoring information technology. The organisations having the knowledge only release part of the knowledge as not all knowledge is meant for everyone so some employees lack in those areas.

This report will go over a brief introduction of Amazon where the company started and its current position in the industry. Go over what KM entails, the parts of KM and how it correlates with Amazon. Giving more information about Amazon, their products and how they are doing in the market compared to their competitors.

Lastly, giving details of KM explaining the Nonaka and Ichijoik theory.

Why KM is important in an organisation, and how it is important to Amazon.

The amount of information flowing between Amazon and its stakeholders is increasing rapidly. As a result, the company's data is growing at an enormous rate.

Reports indicate that many European companies have seen their data storage needing more than double in the past year alone, this is the reason information technology is needed to keep up with the growing pace of the market. Also discussed in this report is how Amazon uses knowledge information technology to transform the market and win more customers. Some achievements of the company, their weak points and their strengths.

This report is written to showcase my understanding of the module –

‘Knowledge and Information Management Skills for the Workplace.’ It would show how one can perceive beyond the given question and do some readings and research to get the logical ideas to the question. Furthermore, It would also show the individual understanding and judgement of the module and how one can apply knowledge and information management in the workplace. Similarly, showing one's evidence of learning and experience in class using some KM tools to evaluate and critically explain how those tools correlate with the chosen company Amazon.

In writing the report a lot of effort should be put in order to get good results, because this written assessment report would be used to gauge individual passing standards for the module.

Introduction

Amazon was founded by Jeff Bezos in 1994. The company was initially named Cadabra Inc. but later changed to Amazon. It began as an online bookstore and has since grown into a global technological giant, changing how people shop, read and consume media.

Its rapid growth to become the world's largest online retailer and a major player in industries ranging from cloud computing to entertainment has been incomparable.

With reference to its revenue, Amazon is the biggest internet-based company in the world. when it started selling books online in 1994. Jeff Bezos thought that growing big and fast was the best way to succeed online.

Today, the company sells everything from books to groceries to shipping container houses. It has become a one-stop shop and has many ambitions for the future.

Their biggest competitor, Walmart, has a greater number of employees than Amazon. While Walmart has 2.3 million employees, Amazon has 1.5 million. However, Amazon's stock price is significantly higher than Walmart's. Currently, Amazon's stock price is \$3,235 while Walmart's is only \$141. Forbes (Jun2021) As of January 2022, Amazon operates 1,137 distribution centres of different kinds in the US, with intentions to launch an additional 331. Source: Amazon-fulfilment-centres. (2021)



City A.M.

Amazon to create 3,500 new jobs ...

Fig 1: Source Amazon.com

The main expectation and out of the report.

To evaluate the concept of Knowledge and Information Management in relation to an Organisation and how they manage their knowledge asset.

The main expectations and outcome of this report are to show knowledge of the module both from the class lessons and from doing individual research on how effectively one has understood the Module. Having taken part in this Module one has been able to engage in topics of KM. It has improved cognitive and intellectual skills in analysing information and has been able to critically evaluate information not just receive information but evaluate it critically before accepting it as fact. The ability to read, study and do research about a topic or a subject using academic sources improved incredibly. This Module paves the way for a new beginning in the future, which profession one chooses. KM is needed in all professions.

The Kujiro Nonaka and Hirotaka Takeuchi theory would be used to in the writing.

Main Body

Section 1: Knowledge and Information Management

As defined by some well-known authors, knowledge is the organised combination of ideas, rules, procedures and information (Marakas, 1999 P. 264).

Knowledge is the people, not the Organisation justified by Nonaka (1994)

Knowledge management is thus the procedure of facilitating knowledge-related events, such as the creation, capture, transformation, and use of knowledge (Bhatt,2000)

One's take from reading various books and articles is, Knowledge Management is a procedure that includes a range of events from learning, collaboration and experimentation to integration, combining a different piece of work and performing a great piece of a network like internet, intranet and extranet.

Nonaka's tacit and explicit conversion and decision-making model (SECI model)

Kujiro Nonaka & Hirotaka Takeuchi : Theory Of Knowledge Creation

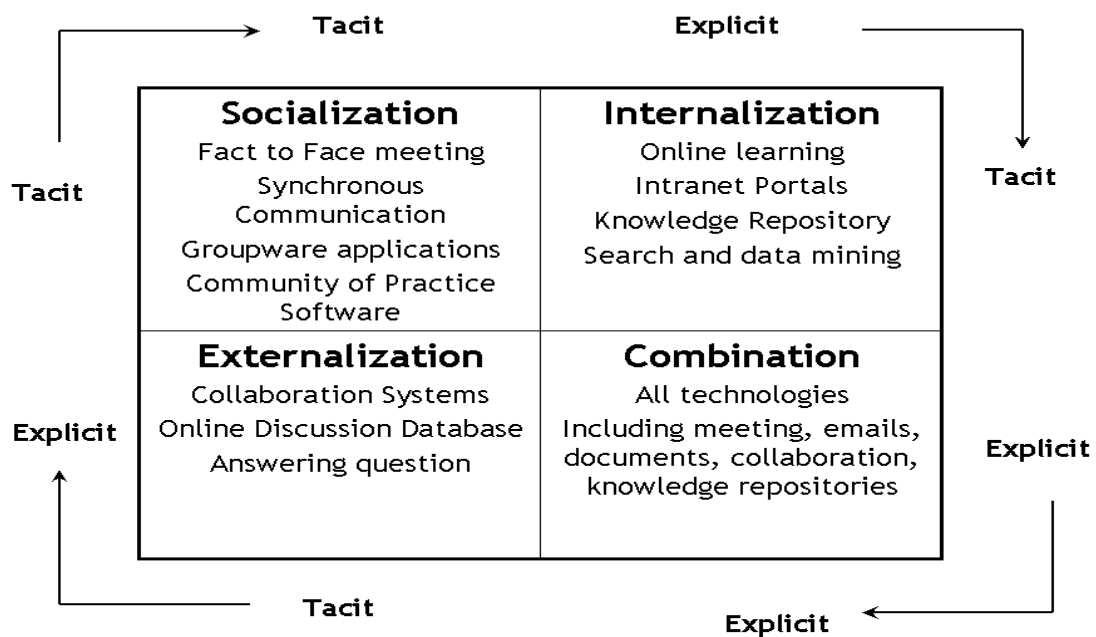


Fig 2. The theory of creation source Ganesh D. Bhatt.

These four processes of Knowledge Conversation

Socialization: this is the sharing of experience by observing, imitating and practising. it can happen in different ways; workshops, seminars, conferences, Zoom Training, and Teams workshops.

Capture: the conversation of tacit Knowledge, for example, what someone learnt from the seminar can be made into explicit form and they can put it into a document.

Dissemination: This is the sending out of explicit knowledge to a lot of people.

Internalization: the process of having experienced the explicit source, for example, having experienced the seminar and reading the documents with the experiences one has had before.

Background of Amazon

The company has two main offices in the UK, one located in London at Principal Place and the other in Manchester at the Hanover Building in Manchester's Northern Quarter.

Amazon is a global leader in e-commerce, offering a wide range of products with mass customization options. Their worldwide network of fulfilment centres has years of experience in providing excellent customer service. They are widely recognized for their high product sales and strong affiliations with other companies and products.

Their mission is to utilize technology and the expertise of our valuable employees to offer their customers the best online shopping experience possible.

The company aims to have the largest customer base on earth and creates a platform where individuals can easily find and purchase anything they desire.

The company's strengths include a strong focus on customer satisfaction, a commitment to innovation, high standards for performance, a proactive approach to problem-solving, and effective management practices.

Knowledge Management

Knowledge Management is a deliberate, systematic business optimisation strategy that selects, distils, stores, organises, packages and communicates information essential to the business of a company in a manner that improves employee performance and corporate competitiveness.[Bergeron (2003)]

Knowledge Management is collecting, eliciting knowledge, and changing it, codifying it into a form which can be understood and allows people to use it. The important part of this process is bringing together Tacit knowledge and converting it into Explicit Knowledge where it can be clearly stated.

Why KM is so important for any organisation including Amazon

In order to remain competitive in a global market and keep up with advancements in technology, organizations need to hire individuals with diverse talents and skills. This will help them navigate new markets and complex environments. Many managers across various companies have realized that to survive in today's highly competitive era, companies need to be prompt and accommodating. Additionally, companies must possess competence in managing knowledge. However, many managers face numerous difficulties when it comes to assimilating the practical aspect of knowledge management. (Davenport et al., 1996)

Information is a valuable resource that can greatly benefit organizations in many ways. It can improve productivity and effectiveness, as well as contribute to the growth and development of individuals within the organization. By utilizing information resources, organizations can improve the quality of their products and services, leading to increased profits. Additionally, providing employees with access to current and innovative information and systems can enhance their performance and enable them to make informed decisions.

The importance of information to an organisation performing well is known by the IT Government Institution which is called COBIT stands for Control Objectives for Information and related Technology. They aim to help organisations manage Information resources COBIT (2000).

Some of the reasons it is important to manage Information.

Increase dependency on Information and the systems that provide this information.

The increasing risk of being attacked or being put in danger, for example, cyber-attacks, and information warfare.

The possibility of technology changing too quickly for the organisation and the way they practice and provide new ways to profit and reduce cost.

The amount of information flowing between Amazon and its stakeholders is increasing rapidly. As a result, the company's data is growing at an enormous rate. Reports indicate that many European companies have seen their data storage needs more than double in the past year alone. SNIA (2003)

How KM helps organisations in satisfying customers and achieving competitive advantage

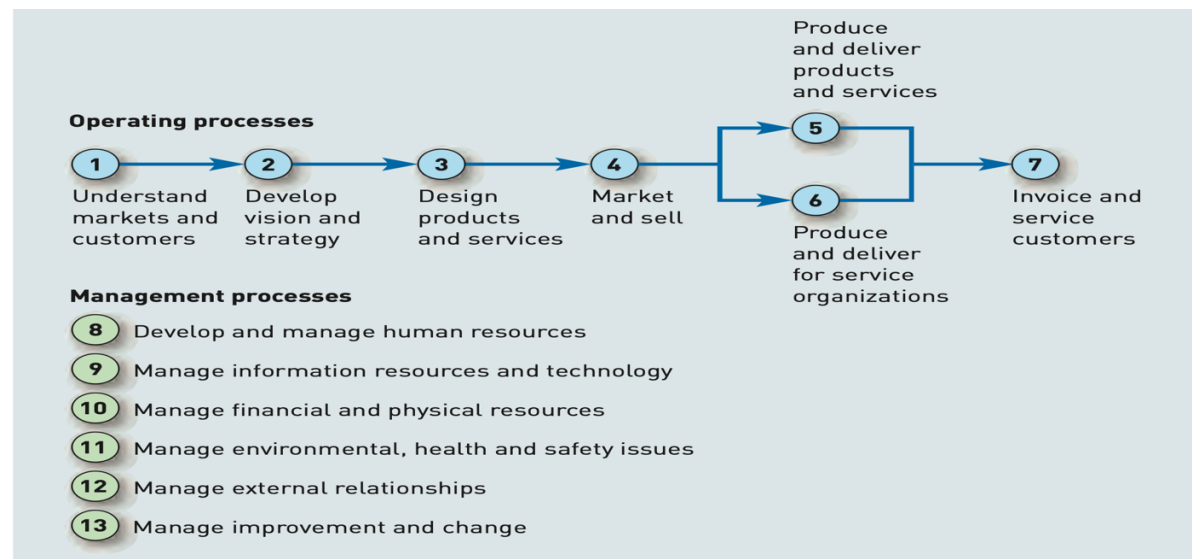


Fig 3

Generic organizational operating processes and management processes

WaterhouseCoopers, 2002

The Hawley Committee (1995) was created to assist organisations apply better ways of their use information categories.

Market and customer-related information

- Specialist Knowledge
- Business process information
- Accountable and related information
- Supply the Information which applies to them
- Product and its related Information
- Management Information and plans
- Human resources and its related information

Given the above category, it validates that organisations need the information to :

- Perceive what is occurring in the outside environment and provide accurate strategy.
- Tacit-This strategy involves controlling the market and understanding the needs of competitors in order to successfully introduce new products.

- Research -the need for new products and survey the customers to find out what products they need.
- Managing: The system operates effectively and efficiently, saving both time and money.
- Exchange information with suppliers and partners.
- Dissemination by communicating about the product internally and externally.

Section 2: Evaluation of Knowledge and Information Management Model

- a) how knowledge is generally embedded in products and the service concept in the tacit knowledge of individuals (employees and customers)?

Organisations learn and obtain knowledge from their routines and repertoires, which are embedded in the organisational history. The way in which knowledge of diverse routines is combined and new knowledge is created is shaped by the organisational history and culture.

Where there is a complex problem to be solved in the organisation and the individual in charge is not able to solve this situation because he lacks the skills and knowledge to complete the task. The employees can work together and share their knowledge to solve the situation, by agreeing on a common assumption. Logically and following the objectives coordinating sets of actions to solve the problem.

Individuals in cooperate firms confront their tasks which is at their level they can easily do well in their roles and achieve their daily tasks. But when the tasks become complex requiring bringing individuals with high expertise to solve the problem continues then the infirm cannot claim its right to the expertise right. the situation also put the organisation in danger. Having the right expertise to solve information knowledge problems is key to the growth of the organisation. Because there are some knowledge which cannot be shared but how is shared and with whom is it shared is key to being professional.

- b) The systematic approach (Management Information System/systems) help organisations in sharing and exchanging their knowledge base across the organisation?

The technology resources are the hardware and communication network that are used to store information to process them and to transmit the software and the information in the organisation. The Information System is the business information management, which is also how the information system in the organisation is managed, for example, the UK Academy for Information Systems (www.ukais.org) states: Information Systems are the means by which organisation and people, using information technology, gather, process, store use and disseminate information.

The information systems use information technology as a mechanism to manage information. They are where transactions are entered and processed on a document. For example, at Amazon, a customer buys a book (see the fig. 3 above). The data is recorded every time a customer buys a book as part of the sales process. The data will be electronically recorded. The data will be digitally recorded in a digital format as customers who bought books on the web page. Since the company will sell millions of books each year, in its raw form, it does not have much value. The data needs to be transformed into Information by the information system. Before the data which has been transformed into information can be used by the managers, as important information.

Section 3: Investigating of KM techniques used by Amazon.com

InfiPlex OMS manages all the customers' orders, inventory, pricing and fulfilment across all selling channels like Amazon, Walmart and eBay. Inventory updates and tracking numbers are important and are done in automatic fashion which is then sent to each marketplace connection as orders come through the system. The Outage management system (OMS) is a software application which models the network which constitutes parts that are interrelated for safe, efficient field operation related to outage restoration.

The management principle in Amazon:

- One portal, one interface, one stop. Shopping.
- Outstanding content management
- Modular content

- Distribution upstream content creation
- Innovative Personalization
- Crowdsourcing
- Easy and consistent transactions
- Feedback
- Reducing servicing
- Great online helps

Conclusions and Recommendations

- Summarize the findings from the beginning to the end.

How knowledge has become increasingly important in Amazon's SOP (Standard Operating Procedures)

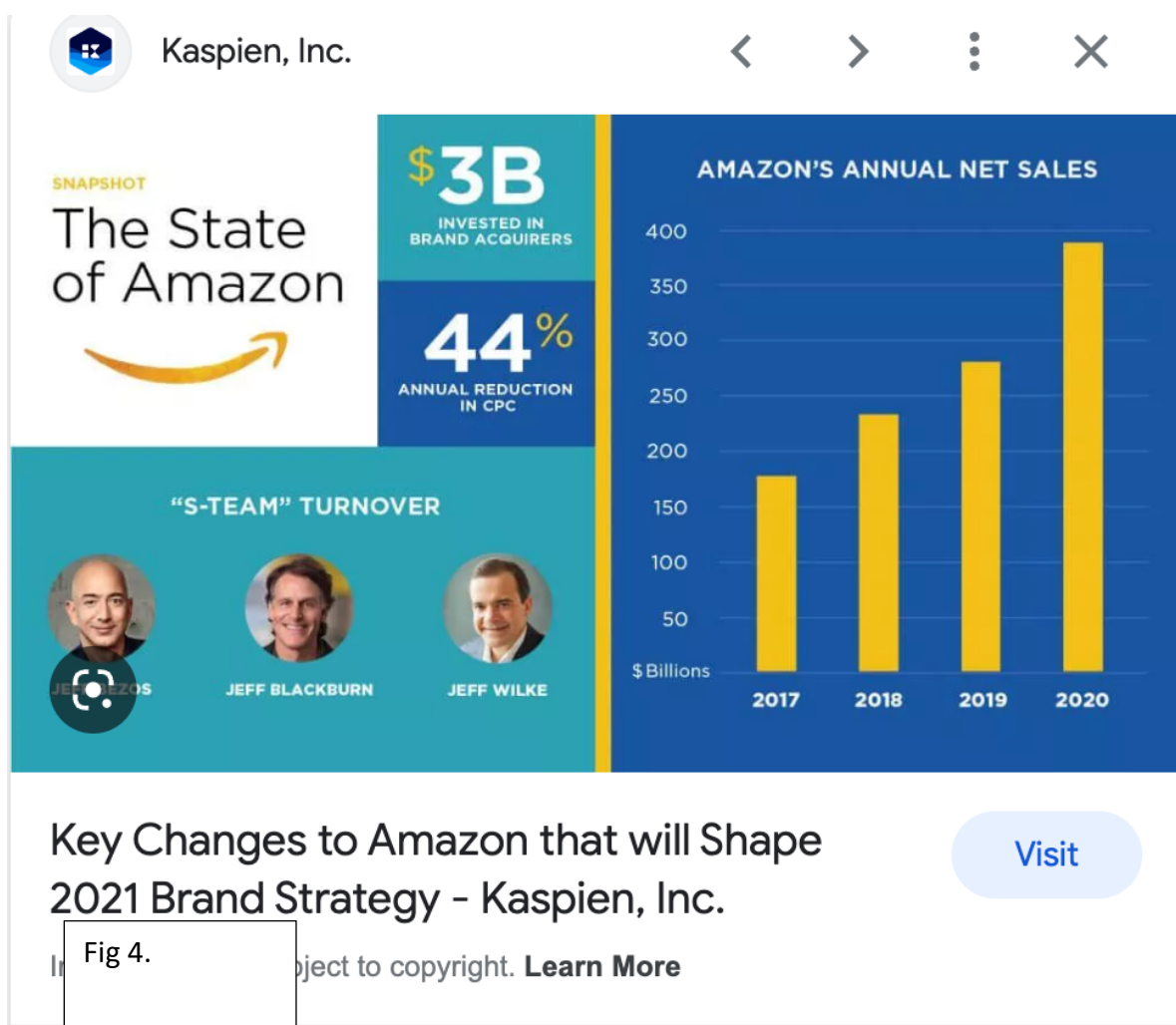




Fig 5

Amazon has a well-established knowledge management system that caters for both its employees and their customers. It is understood that the system which dates back to the 1990s is well-known for its ease of use and comprehensive information.

Amazon's net sales increase to \$514.0 billion in 2022, compared with \$469.8 billion in 2021. This amounts to a 9% increase year-over-year. Academic Centre statistic. (2023)

What are the main outcomes that Amazon has been achieving with the use of these procedures?

The business strategy of Amazon is contained in the area of investing in technologies, enhancing its' logistics application, and improving it's web services by reaching it's capacity M&A strategy, R&D activities in logistics, experimenting with Fintech, and securing its inventions, applying the use of patents. [Amazon business strategy]

What are the areas Amazon.com can still improve in the future to overcome the challenges?

AMAZON'S PLANS



MIS Course Project: Knowledge Management at Amazon.com Inc.

Source:
Canada.com

Fig: 6 sources: MIS course researcher Siamak, A. Bazzaz

- Building and Partnership, creating Amazon culture
- Measured stage low investment strategy.
- Focus on input Drivers.
- Build output distribution centre.
- Expand range.
- Lunch prime membership
- Learn grocery.

SWOT ANALYSIS OF amazon



Amazon SWOT Analysis (2023)

[Visit](#)

Fig 7. Sources: MIS course researcher Siamak, A. Bazzaz

- What knowledge management framework can Amazon.com use in the future. Using SOWT Analysis

Strength:

Amazon strive to continue being the most improved and biggest in the retail industry. For retailers, it is hard to tell what will sell, but with the use of Information Technology Management, a survey is conducted to find out what is needed and wanted in an area. The information system they can use that responds from the customer to provide the products needed in that area to satisfy the customers' needs. They are also using machine learning to make improvements in the efficiency of the whole food retail business.

Weakness:

They face some challenges with innovations as not everyone easily accepts changes. it might take time for people to get familiar with these new shops without a cashier and where the customer just picks and goes.

One portal, one interface. Everything which is bought from Amazon, and all the business which is done with them would be through the same portal. Food, books, electronics, clothing, and tools. It would be one-stop shopping. The portal would be the same and the user experiences would be the same. It would be of great familiarity and ease for the users, allowing less worry at the customer inquiry areas on the site. It also provides a common, familiar and easy-to-use method to acquire workplace knowledge. There would be Courseware, eLearning, a website, videos and on-the-job tools. These would all be in the same place. [The Learning Guild]

Opportunities

In 2021, they were also a step forward in new technology creating Go Stores (cashier-less) which are quickly expanding. The first Go store was opened in January 2018. Because of the growing Information Knowledge, they have been able to open 23 Go Stores in the United States and 20 in the United Kingdom. Using consumer information knowledge and knowing the market and what is needed to be provided for consumers with the Go Stores is a huge relief to the growing economy and to the growing population.

The shop will feature the world's most innovative technology such as artificial intelligence (AI), multi-sensors, and hundreds of state-of-the-art stores with CCTV cameras.

They also plan to expand their cashier-less store very quickly.

Amazon Go is now called the future of shopping. Shopping at the Amazon Go store involves customers entering the Go store using the Amazon Go application previously downloaded on smartphones. Customers enter by scanning the QR code at the entrance point. The customer account will be identified by the means of the Knowledge Information they held on the customer, and the customers are ready to browse the store and take the product they require. Sensors signal the movement of the products added to the customer's virtual shopping cart.

When the customer is done with the shopping, they simply leave the store since there is no check station or cashier. When the customer gets home they can check on the app what they bought and the total they spent at the customer's Amazon account which is linked to the customer's bank or credit cards.

Amazon calls it "just walk out" technology. [Amazon.com/Go]

Treats: They will also introduce the use of drone delivery as a new way to attract consumers but they have some challenges with product delivery by this method. The regulations are not there yet.

Amazon has gone a step further with Amazon Go cashier-less, automated stores; something much less complicated to implement since it does not need to wait for new regulations such as delivery by drones.

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