

Implications of Knowledge Sharing & Information Management



Student's Name

Affiliate Institution

Course Title

Date

Daixie  
Service.com

**Introduction.**

The systematic, clear, and purposeful building process required in the management of information is referred to as knowledge management, whose aim is to optimize the organization's effectiveness in terms of information and sharing of knowledge. (Hislop et al., 2018).

Knowledge management is increasingly being recognized as having a significant impact on overall productivity in organizations. They're focusing more on knowledge management processes to ensure that their possession, interchange, and implementation of practice-based knowledge is used to develop their employees' skill sets and knowledge, resulting in an increase in productivity and overall good performance. Knowledge management is critical for organizational productivity because it allows employees to solve problems, improve organizational performance, and make decisions. All of these elements contribute to the company's increased efficiency and production.

During the pandemic, Knowledge management was an important aspect of any company's strategic analysis in terms of overall competitiveness and operations efficiency. As a result, good customer information management is critical for optimizing the customer's lifecycle through the organization and how the firm and the customer interact (Girard, 2015). Businesses could use information management to improve their performance in a variety of ways. On sites like Facebook and Twitter, they could receive both favorable and unfavorable input, which they might act on quickly and utilize to ensure that strategic decisions are made (Kaya, 2020). They would also keep track of how well their activities were doing. Staff competency was boosted by information programs that enabled information and expertise to be shared across the organization (Lee et al., 2020). It aided in the dismantling of silos that frequently hindered team communication. This research examines information and knowledge management in Business by

examining how the integration and management of information helped C.E.O.C.E.O. s to improve service delivery and operational efficiency in the organization during the COVID pandemic.

### **Significance of knowledge sharing in the strategic management process.**

The process of strategic management is a method by which a company does research on a topic. Its goal is to aid decision-making and identify growth prospects for the company's strategic investment (Osadchy et al., 2018). The ecosystem in which the firm operates has a significant impact on the company's survival and growth. As a result, many businesses and academics are interested in how corporations establish strategies in the face of strong competition.

According to research, information and knowledge management plays a critical role in the process of strategic management. The company's future and current survival orientation, as well as its strategic competitive position, can be determined by gathering and analyzing information about the company. The relevant business information that firms must pay attention to is both external and internal environment information, which cannot be ignored (Hanson et al., 2016). Furthermore, the internal environment encompasses the total sharing of information and knowledge among the employees of the firm. Gathering this data and sharing it with employees might help businesses undertake PORTER 5 Forces analyses more effectively and make employees work towards improving the company's external environments, working towards utilizing the company's opportunities, and minimizing threats.

For example, before the emergence of the COVID pandemic, Steve Davidson, the C.E.O.C.E.O. of the Catfish Creek Canoe company, a small Canoe manufacturing company in Canada, had a plan to build over 30 canoes per year and had an adequate strategy for

maximization of profits. However, with the emergence of the Pandemic in Mid-March in Canada, small Businesses began getting hit by the financial implications of the global pandemic in June. This was no exception for CCC company, but Davidson had set up a good Knowledge management framework which helped him assess the external market via the 5 Porter's Forces.

- Bargaining power of suppliers- The company could access its raw materials at relatively high prices due to lockdowns and import bottlenecks.
- Bargaining Power of Customers- customers had a relatively low bargaining power due to the reduced competition in the market as a result of reduced purchasing power.
- Threats of New Entrants- The company was new in the market and was not established. However, as a result of many canoe business companies shutting down during the pandemic, the threats of new entrants were low.
- Threats of substitutes- Cedar was high quality and was well accepted among canoe customers. Therefore, even with the pandemic, other substitutes to cedar would not yield profit, Making their threat level low.
- The competing rivalry between existing players- there was a low competition between canoe manufacturers in terms of price and quality since the overall sales of canoes were at a record low due to the effects of the pandemic.

This information was crucial for Davidson, which helped him change his plans from 30 canoes to only 10, thereby minimizing operational costs for a surplus of boats that could not have been sold.

In other words, with Knowledge management, firms can only determine if the environment presents opportunities or risks by analyzing Information and Knowledge management and then devise strategies for dealing with them.

**Knowledge sharing problems faced by strategy practitioners and barriers causing them.**

*Poor R&D platforms and policies result in low product quality caused by insufficient cash flow.*

During the pandemic, organizations were tasked with the duty of ensuring that their products and services were unique and market competitive. Business profitability is determined by the quality of products and the level of satisfaction the customers get. Organizations, therefore, have to hire highly skilled personnel who are keen on increasing the quality of their manufacturing, processing, as well as service provision (Hanson, 2016). However, the pandemic resulted in reduced sales and profits as a result of government legislation, which left the C.E.O.s with insufficient cash flows to facilitate research and development of their products which led to a low inventive capacity and a stagnation in quality. They are also tasked with the role of establishing policies to ensure this personnel has a safe working environment, are well motivated through ambitious remuneration schemes, etc.

*Inconsistent information and delayed feedback caused by a shift to 'remote working.'*

The transition to remote working on an unimaginable level has been a major problem for companies as they adapt to the "new reality" as a result of the pandemic. Companies have been acquiring laptops, sending them internally to ensure optimal configurations in accordance with business policy, and then giving them to workers who work from home. Inevitably, this has resulted in a greater demand for knowledge management to meet two important requirements. First, to assist users in swiftly and simply responding to client concerns, and second, to assist

employees in understanding how to perform their jobs—for instance, by offering centrally controlled tutorials on how to utilize billing systems. However, with most of the employees working at home, managers are unable to receive consistent and accurate answers on a timely scale.

*Lack of a common terminology framework and operational model among employees caused by poor organizational cultures.*

Another major problem that management strategists encountered in information and knowledge management during the pandemic was the creation and dissemination of technical terminologies and models which would ease communication between professionals in the organization. A common terminology framework enables employees to understand operation processes easier, enabling them to specialize and do research in those fields (Urbinati et al., 2020). For C.E.O.'s/C.E.O.'s, creating a common terminology framework enables them to create a proper training mechanism for new and existing workers, allowing them to know what the firm expects of them, as well as the different duties they have. The relevance of the creation of models which explain terminologies and jargon in the manufacturing, processing, or service sector cannot be overstated. The ability of standardized languages to communicate across different terminology, information systems, and concepts has become a key value. It assists in the definition of concepts that are used to evaluate diagnostic tests and outcomes.

Harmonization of the multiple vocabularies is essential to ensure that electronic measures are properly used in all organizational record systems. However, with a poor organizational structure caused by disruptions in workflow, pay cuts, and retrenchments, many organizations faced a key problem of developing a framework that would enable effective workflow with insufficient manpower and resources. The organizational culture of many firms was also

discovered to be lagging behind its pre-COVID levels. Due to limited resources, organizations did not build an effective foundation for attracting the greatest talent in the market; staff career and training development were not stringent, suggesting that almost all personnel would have to wait for an opportunity to train, putting them behind their operational targets and Human resource quality. Motivation and monetary compensation. The rate of advancement was low, and several of the nurses appeared to be burned out.

*Establishment of communication silos as a result of weak technological infrastructures*

COVID-19 has accelerated the move to cloud-based software and technology. Prior to COVID-19, some people thought of the cloud as an urgent investment, whereas others thought of it as a good or something that could have been done later. When it comes to online transformations as well as the cloud, COVID-19 has altered the present and future scenarios. With most of the workers working remotely, most of the organizational communications were done online. This involved the dissemination of critical organizational data. Many C.E.O.s feared that company secrets would fall into the hands of competitors or malicious personnel who would use them to hurt the organizations. Therefore, most of the managers created communication silos, where information which contained multiple technologies or critical data would be deliberately left-out when communicating with personnel, which in return would impede production effectiveness in general. This is a result of a weak technological infrastructure foundation (Schwartz and Cohn, 2002) which was one of the key hurdles to knowledge and the management of information at Many organizations during the pandemic. Some of the organization's departments still relied on manual technology, preventing staff from fully exploiting the benefits of working in a completely automated environment. As a result, when they had to forcefully shift to digital environments, they had little time to invest in

data security as well as a strong and rich digital environment, which left communication among workers vulnerable to insecure networks.

### **Coherent discussion**

During the pandemic, many organizations had their employees working from home, forcing their strategists to create new social networks to create valuable links between the workers. These networks aided in efficiency and outcomes research, allowing them to comprehend effectiveness as it relates to the evaluation of the return and appropriate operation plans in a daily setting, including locating personnel and estimating the total output after a given time (Pinzaru et al., 2018). Knowledge management was crucial since it helped managers effectively communicate with workers and disseminate work plans, targets etc., allowing effective workflow in all sectors.

Knowledge management has helped firms quickly transition to digital infrastructure. It really has facilitated quality improvement and communication programs – the emergence of platforms such as Zoom, WhatsApp Video, etc. has helped organizations securely disseminate information to employees online, thereby minimizing costs related to mobility and time wastage.

With Knowledge management, organizations and C.E.O.s are now able to plan and monitor projects digitally – which they couldn't before the pandemic. Through effective management of information, organizations are now able to make appropriate decisions and solutions to improve current plans and improve communication and interpersonal teamwork among personnel.

The Knowledge management tool (K.M. tool) has functioned as a tool for verifying the eligibility through billing, claim to track, and reporting in which all inputs have a common base



for reference, thus improving administrative efficiency. In addition, the collection and dissemination of data relating to its internal (VRIO analysis) and external environment (Porter 5 Forces analysis) helped organizations understand the market structure and take advantage of the opportunities created by the emerging trends. In a Post-COVID environment, Knowledge management and information sharing have also enabled Practitioners to use approved and specified databases to plan for the long term as well as how product quality will be enhanced, which encourages selective contracting and strategic planning.

### **Conclusion and implications**

Knowledge has now become a necessary and indispensable component of our daily life. It symbolizes a valuable asset that is employed in the organization's decision-making processes. Through the use of computers and information, information management allows organizations to fulfill their goals more effectively. It gives managers and employees the tools they need to accomplish their tasks more efficiently and enhances the company's procedures in general. By exploiting knowledge-based and intellectual assets, a practical program for knowledge management, as seen above, leads to greater productivity, improved service and product quality, and consistent deliverables.

By avoiding data bias, the significance of the data is preserved. Strategists need to be keen on utilizing all kinds of information and data relevant for the organization to ensure that all organizational sectors have enough information to keep them competitive with the other sectors of the organization. To maintain data consistency, which will aid decision-making, there ought to be a correlation misinterpreted for causation.

## **Recommendations and implementation to facilitate better knowledge management platforms**

*Creating a Trustworthy and Open Environment:* Accuracy, relevance, and completeness of information and knowledge supplied, as well as acknowledging the knowledge and effect of other team members, are all strongly linked to trust among team members (Andrews and Smit, 2019). Team leaders that actively model the sharing of information set an example for the rest of the team, highlighting the importance of sharing vital information and ideas in a open and timely manner. As a consequence, colleagues are more inclined to reciprocate by sharing their knowledge and talents (Gonzalez and Melo 2019).

*Participate in participatory decision-making wherever possible:* Members have greater opportunities to submit their ideas whenever a project manager participates in collective communication and decision-making. Team members are much more inclined to have important influences on decision-making when they have a space to share their thoughts, and so recognize the importance of sharing information (Inkinen, 2016). When team members have relevant knowledge that the team leader does not, there is a good chance that the group's combined expertise will lead to better decisions.

## References

- Andrews, M. and Smits, S., 2019. Using Tacit Knowledge Exchanges to Improve Teamwork. *I.S.M.I.S.M. Journal of International Business*, 3(1).  
[https://www.researchgate.net/publication/336253482\\_Using\\_Tacit\\_Knowledge\\_Exchanges\\_to\\_Improve\\_Teamwork](https://www.researchgate.net/publication/336253482_Using_Tacit_Knowledge_Exchanges_to_Improve_Teamwork)
- Osadchy, E. A., Akhmetshin, E. M., Amirova, E. F., Bochkareva, T. N., Gazizyanova, Y., & Yumashev, A. V. (2018). Financial statements of a company as an information base for decision-making in a transforming economy.
- Girard, J. and Girard, J., 2015. Defining knowledge management: Toward an applied compendium. *Online Journal of Applied Knowledge Management*, 3(1), pp.1-20.  
[https://www.iiakm.org/ojakm/articles/2015/volume3\\_1/OJAKM\\_Volume3\\_1pp1-20.pdf](https://www.iiakm.org/ojakm/articles/2015/volume3_1/OJAKM_Volume3_1pp1-20.pdf)
- Gonzalez, R.V.D. and Melo, T.M., 2019. Analyzing dynamic capability in teamwork. *Journal of Knowledge Management*. <https://www.emerald.com/insight/content/doi/10.1108/JKM-03-2021-0259/full/pdf?title=innovative-performance-of-project-teams-the-role-of-organizational-structure-and-knowledge-based-dynamic-capability>
- Hanson, D., Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). *Strategic management: Competitiveness and globalisation*. Cengage A.U.A.U.
- Hislop, D., Bosua, R. and Helms, R., 2018. *Knowledge management in organizations: A critical introduction*. Oxford university press.  
<https://abdn.pure.elsevier.com/en/publications/knowledge-management-in-organizations-a-critical-introduction>

Inkinen, H., 2016. Review of empirical research on knowledge management practices and firm performance. *Journal of knowledge management*.

[https://www.researchgate.net/publication/299501836\\_Review\\_of\\_empirical\\_research\\_on\\_knowledge\\_management\\_practices\\_and\\_firm\\_performance](https://www.researchgate.net/publication/299501836_Review_of_empirical_research_on_knowledge_management_practices_and_firm_performance)

Jones, D., Lunney, M., Keenan, G., & Moorhead, S. (2010). Standardized nursing languages: Essential for the nursign workforce. *Annual Review of Nursing Research*, 28(1), 253-294. <http://dx.doi.org/10.1891/0739-6686.28.253>

Kaya, T. (2020). The changes in the effects of social media use of Cypriots due to COVID-19 pandemic. *Technology in society*, 63, 101380.

knowledgemanagementdepot.com. 2022. *Excerpt from Knowledge Management in Practice: K.M.K.M. in Healthcare - knowledgemanagementdepot.com*. [online] Available at: <https://knowledgemanagementdepot.com/2015/11/30/excerpt-from-knowledge-management-in-practice-km-in-healthcare/> [Accessed 15 January 2022].

Lee, Y., Tao, W., Li, J. Y. Q., & Sun, R. (2020). Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 outbreak. *Journal of Knowledge Management*.

<https://miami.pure.elsevier.com/en/publications/enhancing-employees-knowledge-sharing-through-diversity-oriented->

Pinzaru, F., & Zbucea, A. (2020). Adapting knowledge management strategies in the context of the COVID-19 pandemic. A preliminary overview. In *Proceedings of the 14th International Management Conference "Managing Sustainable Organizations" 5th–6th*

*November* (pp. 307-318).

<http://www.managementdynamics.ro/index.php/journal/article/view/416>

Urbinati, A., Chiaroni, D., Chiesa, V., & Frattini, F. (2020). The role of digital technologies in open innovation processes: an exploratory multiple case study analysis. *R&D*

*Management*, 50(1), 136-160.

<https://onlinelibrary.wiley.com/doi/abs/10.1111/radm.12313>



Daixie  
Service.com