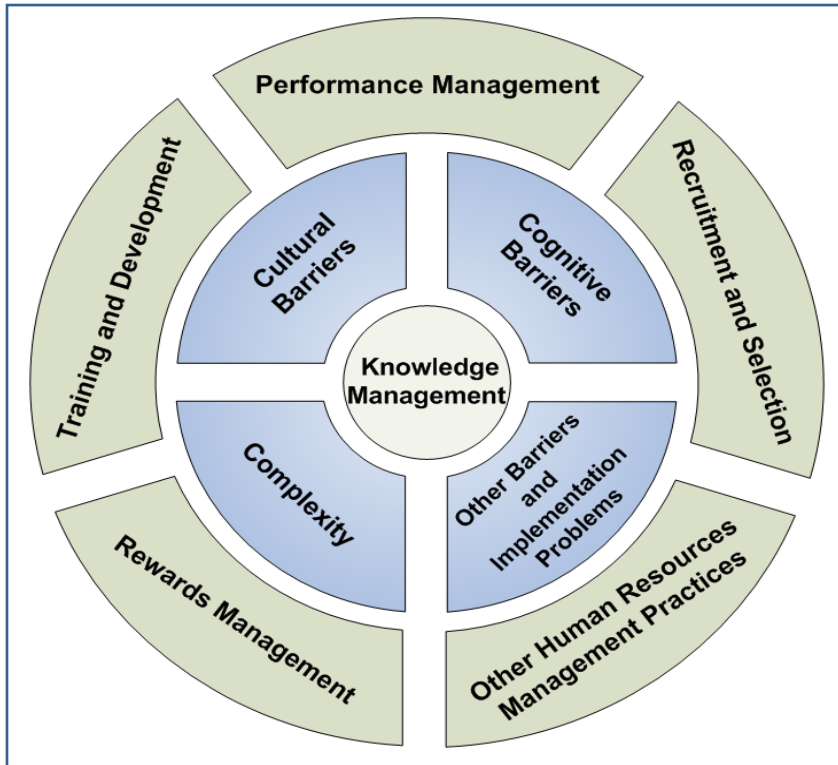


OVERCOMING KNOWLEDGE MANAGEMENT BARRIERS AND IMPLEMENTATION PROBLEMS THROUGH HUMAN RESOURCES MANAGEMENT PRACTICES



RESEARCH AIM

Repositioning HRM strategically and functionally through highlighting its potential contribution in overcoming KM barriers and implementation problems.

RESEARCH QUESTIONS

1. What are KM barriers and implementation problems?
2. What are the HR practices/solutions to overcome those carefully identified barriers and implementation problems?

KM Barriers and Implementation Problems

Cultural

Knowledge concept perception.
Existing knowledge identification.
Which knowledge should be managed?
Knowledge ownership.
Miscommunication.
Conflicts.

Power and status.
Nature of relationships & interactions.
Knowledge control & sharing and hoarding authorization.
Job security.
Ethical and legal dimensions.
Trust.

Cognitive

Abundance of KM approaches, options, applications and technologies.
Abundance leads to different vocabularies, assumptions, models and solutions.
Various organizational agents participating in implementing, developing, sponsoring, providing knowledge and using KMS.

Complexity

Various and loads of information & knowledge are available within firms which may exist in different physical and electronic locations, functions, teams, groups, and individuals.
Resources need to integrate and align the body of knowledge.