LESSON 3

- Development of a questionnaire. GOOGLE FORMS (https://docs.google.com/forms)

LESSON 4

- Its results processing and presentation.
- Suggestion of a new solution.

✓ Group work.
TOPIC OF THE QUESTIONNAIRE

A. The Knowledge Management Strategy in Organization. *Suggestion of a new strategy for an organization.*

Questions should help You find out what are the advantages and disadvantages of the current *strategy* and understand what should be changed.
B. Analysis of consumer demands. *Suggestion of a new knowledge management system for an organization.*

As Consumers we understand Users of KM systems in small and medium enterprises. Questions should help You find out what are the advantages and disadvantages of the current **KM system** and understand, what other option can be suggested.
THE KNOWLEDGE MANAGEMENT STRATEGY IN ORGANIZATION
KNOWLEDGE MANAGEMENT

Systematic process of identification, collection, capturing, creation, storage and retention, distribution, updating and reuse of information resources, including knowledge of people in the organization, with the purpose to enhance organization’s competitiveness.
GOALS OF KNOWLEDGE MANAGEMENT

- **Finding knowledge** in the organization’s repositories
- **Maintaining competence**
- **Service quality** improvement
- **Qualification improvement and skills development**
- **Innovativeness** increase
DIFFICULTIES IN KNOWLEDGE MANAGEMENT

- Knowledge is **distributed**
- Knowledge gets **outdated**
- Knowledge and its means **increase rapidly**
- Knowledge means are **inconsistent**
- Knowledge is mostly employees’ **intellectual property**
<table>
<thead>
<tr>
<th><strong>INTERNAL</strong></th>
<th><strong>EXTERNAL</strong></th>
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<tbody>
<tr>
<td>Organization’s <strong>mission and strategy</strong></td>
<td>Competitors’ <strong>strategies</strong></td>
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<td>Organization’s <strong>intellectual capital</strong></td>
<td>Competitors’ <strong>intellectual capital</strong></td>
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<td>Organization’s <strong>position at the market</strong></td>
<td>Alliances between key <strong>competitors</strong></td>
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<td>Level of <strong>employees’ competence</strong></td>
<td>Competences of <strong>new organizations</strong> at the market</td>
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<td>Level of <strong>products’ innovativeness</strong></td>
<td>Ways of <strong>information security</strong> of competitors</td>
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<td>Level of <strong>ICT competence</strong></td>
<td><strong>Clients’ power</strong></td>
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<td>Level of <strong>ICT financing</strong></td>
<td>Level of <strong>stability of the branch</strong></td>
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<td>Previous experience in knowledge management</td>
<td><strong>Level and type of knowledge</strong> at partner organizations</td>
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<td><strong>Relational capital</strong></td>
<td><strong>Economic situation</strong> in the country</td>
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<td>Organizational <strong>culture</strong></td>
<td><strong>Scientific research</strong> in the sphere of <strong>new technologies</strong>, connected with organization’s activity</td>
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LEVELS OF KNOWLEDGE MANAGEMENT

✓ Organization
✓ Groups
✓ Employees
✓ Computer systems

Sources of employees' knowledge

- Own experience: 52%
- Education: 24%
- Trainings at work: 17%
- Other: 5%
- Knowledge base: 2%

KNOWLEDGE WORKER

✓ A high-level employee, possessing higher education as well as high degree of expertise and experience.
✓ Performs knowledge-intensive tasks like decision-making; processes information, applies theoretical and analytical knowledge in order to perform the primary objective of his work – to create and distribute new knowledge.
✓ Is specialized in his profession, well-informed, active and responsible, aware of his role and his own self-worth.
✓ The mind of a KW is regarded as his primary work tool for the development of new products and organization's general efficiency enhancement.
ANALYSIS
OF
CONSUMER DEMANDS
ON THE EXAMPLE
OF SMALL AND MEDIUM ENTERPRISES

Knowledge Management Systems
KNOWLEDGE MANAGEMENT SYSTEM ELEMENTS

✓ Knowledge management strategy
✓ People and organizational culture
✓ Processes that enable effective collection, search and sharing of knowledge
✓ Knowledge of employees, groups and the whole organization
✓ Technologies, which ensure collection, search and sharing of knowledge for employees, groups and the whole organization
# INFORMATION TECHNOLOGIES IN KNOWLEDGE MANAGEMENT

<table>
<thead>
<tr>
<th>KW tasks</th>
<th>Software solutions (SS)</th>
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<tr>
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<tr>
<td>Databases, data warehouses</td>
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<td>Capturing</td>
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<td>Identification</td>
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<td>Creation</td>
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<td>Distribution</td>
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DEVELOPMENT OF A QUESTIONNAIRE
1. The question should only ask one question. Make the question simple to understand.

2. Closed question must include the appropriate answer set.
   - All likely answers should be included in the answer set.
   - Answers are mutually exclusive (no overlap).
   - Answers are exhaustive (no gaps).
   - The answer set includes a “Don’t know” or “No opinion” option.
   - When “Don’t Know” is presented in one mode, it should be offered in all.
Knowing what questions should be asked early on in the questionnaire, in the middle or toward the end.

- Complete all your questions about one topic before moving on to the next.
- Ask the easy questions first (opening questions).
- Ask more involved questions toward the middle of the questionnaire.
- Save sensitive questions for the end.
- When designing the flow, imagine an inverted pyramid – start out broad, then narrow as needed.
4. Respondents become **bored quickly** when asked **similar questions** for half an hour or so.

   It usually improves response to **vary the respondent's task** from time to time (open-ended questions vs. closed questions).

5. Avoid **emotional loaded words**.

6. Easily interpreted and relevant **help** should be provided across **all modes** in some form.
QUESTIONNAIRE DESIGN GUIDELINES (4)

Eight steps of the questionnaire development:

1. Decide the information required.
2. Define the target respondents.
3. Choose the method(s) of reaching your target respondents.
4. Decide on question content.
5. Put questions into a meaningful order and format.
6. Check the length of the questionnaire.
7. Do a pre-test of the questionnaire.
8. Develop the final survey form.