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A framework for the implementation of knowledge management in supply chain management

Hamed Shakerian^a, Hasan Dehghan Dehnavi^{a,*}, Fatemeh Shateri^b

^aDepartment of industrial management, Yazd branch, Islamic azad university, Yazd, Iran

^bDepartment of business management, Yazd branch, Islamic azad university, Yazd, Iran

Abstract

Knowledge management (KM) is one of the most important competitive resources in each organization so that many believe that companies who can get knowledge and apply it faster, they will be more successful in competitive market. On the other hand, the importance of competition between companies has been lost and the competition between supply chains to produce maximum values for customer has been emphasized. Supply chain management is assumed as operational strategic situation in service and product industries. Over the last 10 years the companies have implemented strongly supply chain management strategies in their organization. Knowledge management is a major capability of supply chain management and a vital element of intensive information and multi-cultural organizational environment. Understanding the importance of knowledge management in the supply chain is an attempt to provide a conceptual framework for the knowledge management in managing supply so a case study was conducted by French companies. This research was conducted based on a questionnaire containing multiple-choice 66 items. Of among, these are a few questions about knowledge management, knowledge matrix Nonaka and knowledge management practices. Finally, a summary of findings and results of knowledge management of the supply chain was provided.

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1. Introduction

By beginning of the third millennium, knowledge management is considered as a strategic need for the institutions, organizations and service parts. Knowledge management is an approach that can be implemented by

*Corresponding author. Tel.: +989133589737; fax: +9835331872704.
E-mail address: h.shakerian.h@gmail.com

the organizations management with little flexibility and bring out competitiveness in the future, being progressive to the new products and services, conquer new markets and create new markets and maintain knowledge capital. Topic knowledge management is one of the emerging issues in management and attention is highly attracted by scientists and most important element of knowledge management, implementation, and its effectiveness so that it is necessary to recognize knowledge management as spirit acting on organization to implement. Supply chain management is a key strategy situation that affect directly on organization success in a more competitive business environment. By developing supply chain management, its content has changed. Traditional supply chains has emphasized on cost and factors such as material and parts flow, information flow and financial flows(Calvo mora et al, 2015). Today the market needs to respond faster than past. Traditional factors management is not responsive to current needs of chains. The key to survive in today's world is to have competitive advantage to competitors. On the other hand it is necessary to improve performance for competition. Performance improvement is considered an important topic in today's world. Supply chain is also considered as one of the features of the world(Eidi et al, 201). There are different factors and tools to improve supply chain performance. Knowledge management is one of the most important tools. Nowadays supply chains in addition to resources and tangible assets, have focused on intangible assets such as knowledge. Intangible resources can produce competitive advantage. In general term intangible resources is applicable to cover wide range of factors such as reputation, supply chain configuration, knowledge of employers and organizational culture. Sharing knowledge is considered as a competitive advantage for supply chain(Sayadi et al, 2014). The managers found that only production of a quality product is not enough, in fact, preparation of products with needs of customers and quality and desired cost has created a new challenge. As a result of mentioned changes they founded that long-term changes are not enough for organization. They must involve in managing the network of all factories and companies which provided the inputs directly or indirectly into their organization, as well as companies associated with the delivery and after sale services to the customer. With such attitude, supply chain approaches and its management were formed. The aim of this project is to establish relationship between knowledge management and supply chain as well as provide strategies and solutions to improve knowledge management and supply chain(Khezli et al, 2014).

2. Theoretical Framework and Review of Literature

2.1. Knowledge Management

In literature knowledge management, so far a wide range of factors affecting successful knowledge management was identified. The first category of key factors to success knowledge management was determined. To be knowledge management success, 7 key factors were identified. These factors include: strong relation to business, perspective and mandatory architecture, knowledge leadership, the culture of creating and sharing knowledge, continuous learning, developed technology infrastructure, systematic organizational knowledge process. Literature showed that all factors are not important for small-scale projects(Dominik et al, 2014). A study to examine factors affecting knowledge management in organization was conducted. Initially researchers extracted a set of factors from different literature. Then they searched and investigated more factors by doing Delphi method and international panel of colleagues and practitioners of knowledge management. They proposed three important factors i.e. management, resources and environment(Schneckenberg et al, 2015). Scientists attempted to identify a set of key factors to success organizations that designed and implemented knowledge management. They used a qualitative case study to collect data in order to achieve insight to the topic(Xu et al, 2015). Scientists introduced 16 concepts as the key factors. They used heuristic method on 31 projects in 24 companies. One of their aims was to determine the related factors and their effectiveness. In 18 projects, 8common factors were identified. They related knowledge management to clear purpose and language, standard and flexible structure, several channels for transferring knowledge, economic performance, industrial value, friendly-knowledge culture, organizational and technical infrastructure, change in motivational methods, top management support(Fidel et al, 2015). Scientists determined various successful factors to implement knowledge management in 5 domains of organizational performance: Strategy, human resources management, information technology, quality, and marketing. Their efficiency based on initial securities questionnaire of 100 companies was evaluated and available literature was examined to identify key factors to adopt knowledge management(Dharini et al, 2015). Scientists defined six Key factors to be successful knowledge management. They suggested the need to knowledge management strategy by supporting top leadership, knowledge expert or equivalent Ankoys in knowledge management structure, knowledge storage, knowledge

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