

2026/03/02

Summer Research Knowledge Management Models Whith Cases Study

Humman Resource Management

Master 01

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This research discusses the most important Knowledge Management (KM) models that explain how knowledge is created, transferred, and applied within organizations to improve organizational learning, innovation, and performance.

1) Boisot's Knowledge Category Model

This model classifies knowledge according to two dimensions:

- **Codified** ↔ **Uncodified (Tacit)**
- **Diffused** ↔ **Undiffused**

This results in four categories:

- Proprietary knowledge (codified and undiffused), such as a patent.
- Public knowledge (codified and diffused), such as a published book.
- Personal knowledge (uncodified and undiffused), such as an individual's expertise.
- Common-sense knowledge (uncodified and diffused), such as shared cultural norms.

The model explains how knowledge moves from individual insight to widely shared knowledge within an organization.

2) Nonaka's SECI Model

This model focuses on the transformation of knowledge between tacit and explicit forms through four stages:

- **Socialization:** Sharing tacit knowledge through direct experience.

Externalization: Converting tacit knowledge into explicit, documented form.

- **Combination:** Integrating different pieces of explicit knowledge to create new knowledge.
- **Internalization:** Transforming explicit knowledge into personal skills through practice.

The process is continuous and spiral-shaped, supporting innovation and organizational learning.

3) **Hedlund and Nonaka Model**

This model expands the SECI model by adding a multi-level organizational perspective..

Knowledge flows between:

The individual

The group

The organization

External partners (customers and suppliers)

It explains how knowledge is transferred across different organizational levels to ensure coordination and continuous innovation.

4) **Intellectual Capital Model**

This model emphasizes that a company's true value lies in its intangible assets (intellectual capital.)

It divides them into:

- **Human Capital:** Employees, skills and expertise.
- **Structural Capital:** Systems, databases, and customer relationships.

The goal is to measure and manage these assets to enhance competitive performance.

Case Study

I. Honda – SECI Model Application

Overview:

Honda Motor is a Japanese multinational company specialized in automobiles, motorcycles, and power equipment.

Application of the SECI Model:

- **Socialization (Tacit to Tacit):**

Honda promotes knowledge sharing through hands-on training and direct interaction between experienced employees and new workers on production lines.

- **Externalization (Tacit to Explicit):**

Employees document their practical insights into technical reports and improvement proposals.

- **Combination (Explicit to Explicit):**

Documented knowledge is integrated into standardized procedures and manuals.

- **Internalization (Explicit to Tacit):**

Employees apply documented procedures in practice, transforming knowledge into skills.

Result:

The SECI model strengthened knowledge creation, collaboration, innovation, and production quality.

II. BP – Boisot's Model Application

Overview:

BP (British Petroleum) is a British multinational company operating in oil and gas exploration and energy production.

Application of Boisot's Model:

- **Codification:**

Operational experience is converted into structured digital databases.

- **Abstraction:**

Knowledge is classified according to its level of generalization.

- **Diffusion:**

Knowledge is shared across global branches through internal systems.

Result:

The model improved knowledge organization, reduced operational risks, and supported better decision-making.

III. Ericsson

Overview:

Ericsson is a Swedish multinational company specialized in telecommunications and network technology. It operates globally and depends on strong knowledge transfer between its international branches.

Application of Knowledge Transfer Model:

- **Knowledge Transfer Across Levels:**

Ericsson ensures knowledge flows between individuals, teams, subsidiaries, and headquarters.

- **Collaborative Knowledge Sharing:**

Global teams use digital platforms to share technical expertise and innovation practices.

Result:

The knowledge transfer system enhanced communication between organizational levels, strengthened global collaboration, accelerated technological innovation, and improved coordination between subsidiaries and headquarters

IV. Skandia

Overview:

Skandia is a Swedish financial services company recognized as a pioneer in intellectual capital management and knowledge-based performance measurement.

Application of the Intellectual Capital Model:

- **Human Capital:**

The company evaluates employee skills, training, and expertise as key intangible assets.

- **Structural Capital:**

Skandia develops internal systems and organizational processes to support knowledge management.

- **Customer Capital:**

The company measures the strength of customer relationships as part of its performance evaluation.

Result:

The application of the intellectual capital model improved the measurement and management of intangible assets, increased transparency in performance evaluation, strengthened customer relationships, and enhanced long-term organizational sustainability.