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Article summary: The Knowledge Management Cycle

First: General Information about the Article:

Topic: Knowledge Management Cycle; Study Type: Theoretical Study with Applied Case Study; Field: Knowledge Management – Business Administration;

- 1) **Research Problem:** The research problem is: How can organizations transform information into usable knowledge in a systematic way that contributes to improved performance and decision-making?
The study also poses a sub-problem: What is the best knowledge management cycle? And how can different models be integrated into a comprehensive cycle?
- 2) **Objectives:** The study aims to: Explain the concept of the knowledge management cycle. Present and compare the most important KM cycle models (Nickols, Wiig, McElroy, Zack, etc.). Present an integrated model of the knowledge management cycle. Illustrate practical application through a case study of Buckman Laboratories. Highlight the importance of leadership and technology in the success of knowledge management.
- 3) **Importance:** The importance of the study lies in: Helping organizations understand how to manage knowledge systematically. Improving organizational performance. Reducing errors and duplication of effort. Promoting innovation and continuous learning.
- 4) **Theoretical Framework:** The article is based on: Knowledge management theories. Multiple models of the KM cycle, such as Nickols (1999), Wiig (1993), McElroy (1999), Zack (1996), and Bukowitz & Williams (2003), are then compiled into an integrated

model consisting of **three main phases**: knowledge capture/creation, knowledge sharing and dissemination, and knowledge acquisition and application.

- 5) **The study methodology** is descriptive-analytical, combining theoretical and case studies. Analytical tools include a literature review, comparative model analysis, and real-world experience analysis (Buckman Laboratories).

The Knowledge Management Cycle (KM Cycle) Concept:

The Knowledge Management Cycle is a process that illustrates how information is transformed into useful knowledge within an organization through a series of sequential stages. Its goal is to improve performance and make better decisions.

The most important stages are:

- 1) **Knowledge Capture**: Gathering information and expertise from employees or various sources.
- 2) **Knowledge Coding**: Organizing and transforming it into a clear and understandable format.
- 3) **Knowledge Dissemination**: Placing knowledge in available systems or platforms.
- 4) **Knowledge Sharing**: Exchanging it between individuals and departments.
- 5) **Knowledge Access**: Enabling employees to use it when needed.
- 6) **Knowledge Application**: Using it practically in problem-solving and decision-making.

Models differ in the number of stages, but the goal is the same:

effective knowledge management. Second: The Integrated Knowledge Management Cycle. Most models are summarized in three main stages:

Knowledge Creation or Capture, Knowledge Sharing and Dissemination, and Knowledge Acquisition and Application.

These stages operate cyclically, with knowledge being continuously updated.

The Development of the Knowledge Management Cycle :

The image presents a comparison of several models and studies that explain the evolution of the Knowledge Management (KM) cycle across different years (such as 1996, 1999, and 2003). Although the terminology varies among researchers, the core stages are similar and have gradually evolved to become more integrated and comprehensive.

Evolution Over Time:

- 1) (1996-2003) Early models focused mainly on storage and transfer of knowledge.
- 2) (2003-2024) Later models added innovation, organizational learning, and evaluation

Buckman Laboratories Case Study:

Problem: Knowledge existed within departments but was not shared. Repeated errors and slow problem-solving.

Solution: Creating an internal platform (K'Netix) for sharing expertise. Centralized knowledge storage. Supporting collaboration among employees.

Results:

- Problem-solving time was halved.
- Cost savings.
- Increased innovation and employee satisfaction.
- Lessons Learned.
- Leadership support is essential for successful knowledge management.
- Technology is important, but incentives encourage employee participation.
- Continuous evaluation ensures development and success.

Case Study Summary: Application of the Knowledge Management Cycle at Amazon :

1. Background:

Amazon is one of the world's largest companies in e-commerce and technology. The company relies extensively on Knowledge Management (KM) to foster innovation and enhance organizational performance.

2. The Problem: The company's rapid expansion led to several challenges, including:

- Difficulties in knowledge sharing across teams.
- Repetition of errors in different projects.
- Limited accessibility to information across departments.
- Weak coordination among global teams.

3. Implementation of the Knowledge Management Cycle

Components

1) Knowledge Capture

- Documenting lessons learned after each project.
- Recording technical issues and their corresponding solutions.
- Preparing post-project review reports.
- Knowledge Codification and Organization
- Storing information in centralized databases.
- Classifying knowledge according to subject and domain.
- Structuring content to facilitate efficient retrieval and searchability.

2) Knowledge Dissemination

- Utilizing internal platforms to publish documents and reports.
- Sharing best practices among team. Knowledge Sharing
- Conducting internal workshops.
- Organizing knowledge exchange sessions.
- Promoting a collaborative organizational culture.

3) Knowledge Access

- Providing robust internal search systems.
- Enabling employees to quickly and efficiently access relevant information.

4) Knowledge Application

- Enhancing shipping and logistics systems.
- Developing cloud services.
- Improving customer experience.
- Supporting strategic decision-making processes.

4. Results

- Reduction in operational errors.
- Acceleration of project completion.
- Increased innovation capacity.
- Improved customer satisfaction.
- Enhanced overall organizational performance.