Knowledge Management in Teams: Conceptual Integration and Development of a Scale*

Presented by Professor Meenakshi Gupta
Indian Institute of Technology Bombay, Mumbai, India.

Abstract

Knowledge management plays a crucial role in efficiency and performance of teams. Knowledge management has been conceptualised in a number of ways in literature. This paper attempts to integrate different concepts based on literature review, qualitative study and factor analysis of a newly developed scale. Eighteen concepts related to knowledge management were reviewed. Based on literature a semi-structured interview was conducted with 24 information technology (IT) professionals. A scale was developed based on literature and qualitative study. Newly developed scale was tested on a sample of 699 employees from 16 organizations. Exploratory factor analysis of twenty-seven items scale resulted in four factors: knowledge creation, sharing, retention and actionable knowledge support model of knowledge management.

Keywords:
knowledge management, teams, scale.

*Part of Ram Manohar Singh's Doctoral work

About the Speaker

Professor Meenakshi Gupta is a senior Professor and former Head of the Department of Humanities & Social Sciences at the Indian Institute of Technology at IIT Bombay. After completing her Masters in Psychology from Indore University with a National Merit scholarship she obtained her doctoral degree from IIT Kanpur in 1979. After a brief stint as a researcher at NITIE she joined IIT Bombay in 1982. She has published extensively in International journals like JPSP, Developmental Psychology, Journal of Knowledge Management, Team Performance Management, The Psychologist -Manager and presented her research in various international forums. Most of her research has been on social cognition and organizational behaviour. Her current research interests are in talent retention, HR competencies and Knowledge Management. Over 30 students have worked under her able guidance for their doctoral degrees and over 20 have obtained their MPhil/MTech degrees under her guidance. She has conducted several training programmes and has been a consultant to several corporate houses. She is also currently a nominated external expert to several elite engineering and Management Institutes in India. She is a reviewer for IEEE Transactions in Engineering Management, besides other journals by Springer. She is a nominated member of several Government committees and has been a member of the APA and NAOP.

Multiple Paper presentation looking at Supply Chain and CRM in the IT industry

Presented by Assistant Professor T. T. Niranjan
SJMSOM, IIT Bombay, Mumbai, India.

About the Speaker

T.T. Niranjan is an Assistant Professor of operations management at SJMSOM, IIT Bombay. Previously, he worked as a postdoctoral researcher at ETH Zurich. His empirical research in the areas of service management and supply chain management has been published in such journals as Decision Sciences, International Journal of Production Research, Journal of Operations Management, and Journal of Supply Chain Management. He serves on the editorial review board of Journal of Operations Management and has received the 2014 Outstanding Reviewer Award from Decision Sciences journal.

About the Speaker

Cynthia.Kumar@monash.edu.
Friday 27 February
2.30 pm to 4.30 pm
H2.38, Caulfield Campus

(1) Discounting Unfilled Orders Cause Supply Chain Order Inflations in India

Indians tend to be easy-going in matters of information sanctity, being low on punctuality and often promising things they know they cannot deliver. Our field case studies identify a ‘supply line write-off’ behavior, a manifestation of this well-known cultural trait, in the domain of supply chain management. We find that both buyers and suppliers often ignore a large fraction of the unfilled orders, which simply vanish from the decision space, leading to order inflation with an unstable equilibrium. An eye-tracker experiment to understand the psychophysiological mechanisms underlying this behavior is currently underway.

(b) CRM is more than an IT Tool: Insights from a Case Study of a B2B Services Firm

A qualitative study at the headquarters of a global industrial consultancy firm yielded a “CRM maturity” construct to capture the branch-level CRM usage. Using a multiple embedded case study involving five branches in two different countries, we found the five identified dimensions of CRM maturity to have different impacts on customer satisfaction, with Information Management and CRM Technology dimensions merely serving as enablers. Counter-intuitively, managers who were the happiest with their CRM and used it the most diligently had the least satisfied customers. We conclude that managers should connect directly with their customers and use CRM merely as a facilitator.