

# Importance of Knowledge Management in Human Resource Development

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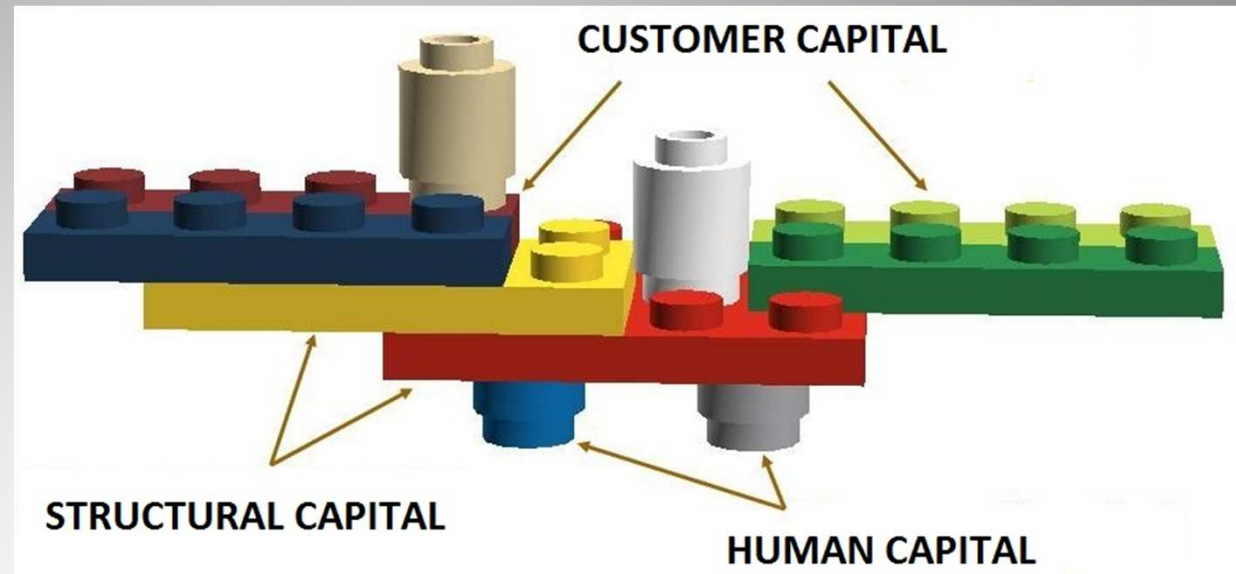
# Human resource development

- framework for development personal and organizational knowledge, skills, abilities and competencies
- framework for expansion of human capital within an organization
- focus on developing the most superior workforce able to accomplish organization's work goals using all elements of intellectual capital





# Intellectual capital



**HUMAN CAPITAL** - knowledge, skills, abilities and experience of all organizational workers - capacity of individuals to provide solutions for their customers

**STRUCTURAL CAPITAL** - result of transformation of human capital - transforms “know-how” into the group’s property - organizational structure, routines, business processes, procedures, databases and intellectual properties (patents, licenses)

**CUSTOMER CAPITAL** - connections and relations with partners, customers, suppliers and distributors; image, brand and identity of organization



# Human resource development

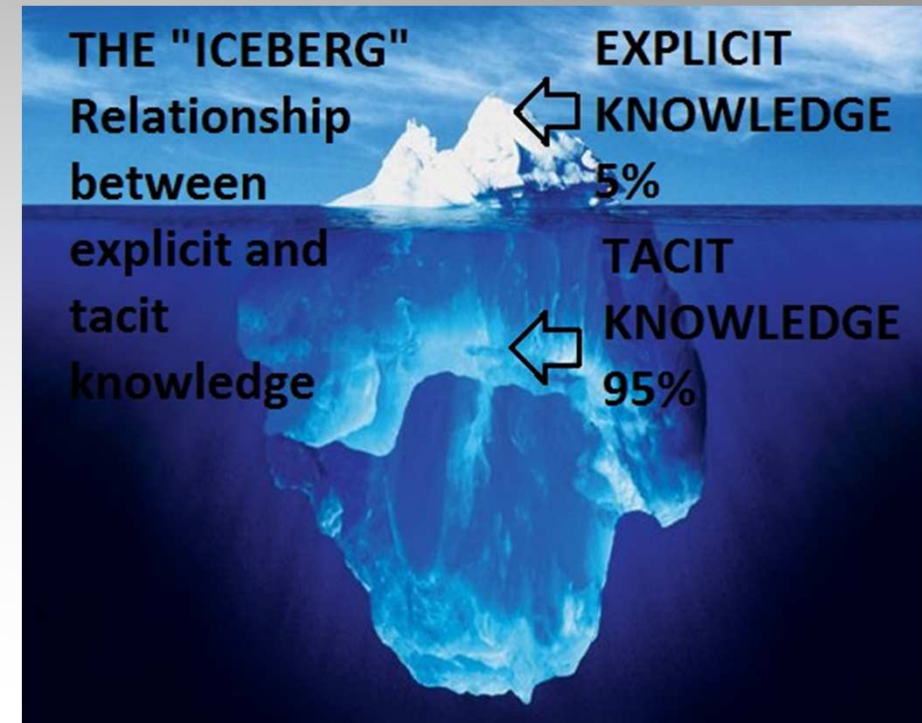
- HRD - series of very well organized processes with specific learning objectives
- **Formal HRD** - in classroom training, a university study course, or an organizational planned change effort
- **Informal HRD** - employee coaching, mentoring by a manager or experienced staff, or scholarship and tuition assistance
- It is important to involve and cover both approaches.



# Knowledge

## TACIT KNOWLEDGE

- **subjective, experiential, simultaneous (here and now)**, practice related (analogue), personal, context specific, hard to formalize and communicate, cognitive (mental models), technical (concrete know-how), **related to future**, mobilization process
- **informal**, determined through contextual experience, unique to the viewer having the experience - not transferable or not easy transferable



## EXPLICIT KNOWLEDGE

- **objective, rational, sequential (there and then)**, drawn from theory (digital), codified, formally transferable in systematic language and **related to past**
- **formal**, deriving in part from context related information established into definable patterns



# Human resource management and knowledge management

- In human resource management - important to identify **crucial knowledge base** on which competitiveness of company depends → according this ensure appropriate development of human resources.
- Era of so-called **knowledge economy** - only individual and organizational knowledge could give **competitive advantage**.
- From operational perspective, **knowledge management** - systematic processes by which an organization identifies, creates, captures, acquires, shares and increase knowledge.



# HRM roles in KM systems

**HRM** helps the organization to articulate the purpose of the KM system by effectively framing the KM issue before decision - crucial prerequisite for success.

**HRM** is knowledge facilitator. It must ensure environment of sharing and using knowledge with full understanding of mission, ethics and policy of organization.

**HRM** should develop low-tech KM strategies fostering creativity and innovation.

**HRM** is an experience creator by transforming tacit knowledge into explicit knowledge through education, training and interaction in organization.

**HRM** must integrate effective knowledge sharing and using into daily life, creating and forcing in the same time knowledge sharing culture in organization.



## **Importance of KM** is growing every day and its implications **for HRM** are not negligible.

- KM - recognizing, documenting and distributing knowledge to improve organizational results and performance → **importance for HRD in needs analysis and training plans.**
- In today's economy where sustainability of resources and institutions are almost mandatory → **knowledge is the key resource and basis for sustainability.**
- **Appropriate KM can assure HRM sustainability.**
- All contextual aspects should be clearly understood otherwise HRM and KM could not support the development of management and leadership capabilities to promote innovation and creativity.





# Croatian experience

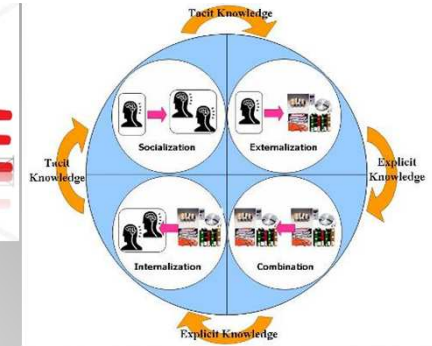
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- Leading institution in Croatia for education and training in the field of nuclear engineering
- Recommendations of the International Conference on HRD for Introducing and Expanding Nuclear Power Programmes, Abu Dhabi, 2010 → proposal of the course ***“Introduction to Knowledge Management”*** for **Master Engineering Study** at Faculty of Electrical Engineering and Computing
- Program of the course got accreditation and started in academic year **2010/2011**; program is improved every year.
- In **2013/2014** more than **120 students** attended the course which is great achievement for such program.



# Croatian experience



- Teaching students basic principles of knowledge management, how to produce, capture, evaluate, transfer and preserve knowledge in the knowledge life cycle, and finally how to integrate knowledge management in work activities in different institutions, organizations and companies.
- Practical exercises from knowledge loss risk assessment and management with case studies from nuclear industry.
- How to use some KM techniques such as peer assist.
- Seminars and presentations - different aspects of KM in different organizations.

