20th European Conference on Knowledge Management (ECKM 2019)

Lisbon, Portugal 5 - 6 September 2019

Volume 1 of 2

Editors:

Eduardo Tome Francisco Cesario Raquel Reis Soares

ISBN: 978-1-5108-9400-6

Printed from e-media with permission by:

Curran Associates, Inc. 57 Morehouse Lane Red Hook, NY 12571



Some format issues inherent in the e-media version may also appear in this print version.

Copyright The Authors, (2019). All Rights Reserved. No reproduction, copy or transmission may be made without written permission from the individual authors.

Printed with permission by Curran Associates, Inc. (2019)

Review Process

Papers submitted to this conference have been double-blind peer reviewed before final acceptance to the conference. Initially, abstracts were reviewed for relevance and accessibility and successful authors were invited to submit full papers. Many thanks to the reviewers who helped ensure the quality of all the submissions.

Ethics and Publication Malpractice Policy

ACPIL adheres to a strict ethics and publication malpractice policy for all publications – details of which can be found here:

http://www.academic-conferences.org/policies/ethics-policy-for-publishing-in-the-conference-proceedings-of-academicconferences-and-publishing-international-limited/

Conference Proceedings

The Conference Proceedings is a book published with an ISBN and ISSN. The proceedings have been submitted to a number of accreditation, citation and indexing bodies including Thomson ISI Web of Science and Elsevier Scopus.

Author affiliation details in these proceedings have been reproduced as supplied by the authors themselves.

Published by Academic Conferences and Publishing International Ltd. 33 Wood Lane Sonning Common RG4 9SJ UK

Phone: 441 189 724 148 Fax: 441 189 724 691 info@academic-conferences.org

Additional copies of this publication are available from:

Curran Associates, Inc. 57 Morehouse Lane Red Hook, NY 12571 USA Phone: 845-758-0400

Fax: 845-758-2633

Email: curran@proceedings.com Web: www.proceedings.com

Contents

Paper Title	Author(s)	Page No.
Preface		ix
Committee		x
Biographies		xiii
Research papers		
The Impact of Financial Literacy on Financial Operating Decision Makers in MSMEs	Ahmed Alafifi, Allam Hamdan and Abdalmuttaleb Al-Sartawi	1
How the Buddhist Epistemology can Contribute to Contemporary Knowledge Management Debates?	Yasanthi Alahakoon and Kavoos Mohannak	10
The key Challenges for Managing Knowledge in the Kingdom of Saudi Arabia's Public Sector Organisations	Khaled Algahtani, Suresh Renukappa, Subashini Suresh, Saeed Al Nabt, Hani Alamil and Redouane Sarrakh	18
Absorptive Capacity, Explicit and Implicit Knowledge Sharing Practices Within Consortia	Sofia Almeida, Michelle Lins de Moraes and Ana Cláudia Campos	27
Joining the Green Movement: The Relationship Between Green Innovation and Business Performance	Abdalmuttaleb Musleh Al-Sartawi, Ahmed Al-Afifi, Sherine Badawi, Allam Hamdan, Sameh Reyad and Abdulsadek Hassan Elshaker	33
The Impact of Interpersonal Trust on Knowledge Sharing: The Case of the Moroccan Craft Sector	Hafsa Amrani and Salah Koubaa	41
BBO: BPMN 2.0 Based Ontology for Business Process Representation	Amina Annane, Nathalie Aussenac- Gilles and Mouna Kamel	49
Knowledge Sharing Through Social Media and its Impact on Student Creativity	Muhammad Arif, Miguel Baptista Nunes, Nasim Qaisar and Saima Kanwal	60
The Awareness of Information Acts to Improve Students' Knowledge on Managing Personal Information	Joel Arthur	69
Using Information Generated by Health Apps to Increase Personal Health and Fitness Knowledge	Joel Arthur	77
Whistleblowing and Mindful Organizing in High-Risk Organizations	Bjørn Tallak Bakken, Åse Storhaug Hole, Anne Oline Haugen and Per Olav Lund	84
Health Knowledge Management: a Longitudinal Analysis of the Period From 1998 to 2018	Luciana Aparecida Barbieri da Rosa, Helenise Silva Ambrós, Maria Carolina Martins Rodrigues, Vanderléia Leal Losekann and Larissa Cristina Barbieri	93
Experiential Learning in Management Education: A Knowledge Management Perspective	Surinder Batra, Gunjan Malhotra and Ruchi Payal	103
High Knowledge Level for an Innovation Cluster Environment Formation in the Russian Federation	Galina Belyakova, Elina Stepanova and Evgeniy Zabuga	111
The Pyramid Principle of New Collaboration: Inner Workings of the Process of Collaboration	Marco Bettoni and Eddie Obeng	122

Paper Title	Author(s)	Page No.
Towards a Comprehensive Knowledge Continuity Management Framework	Catalin Bidian and Max Evans	132
Citizenship Knowledge Acquisition in Local Governments: The Participatory Budgeting Process	Evandro Bocatto and Eloisa Perez-de- Toledo	142
"CoMod" A Model to Support Collaboration and Innovation Between Digital Innovation Labs and SMEs	Karsten Böhm and Christian Paul	151
Imperfect Knowledge, Fake Knowledge, Counter Knowledge: Case Studies and Institutional Countermeasures	Ettore Bolisani, Jorge Cegarra-Sánchez, Juan-Gabriel Cegarra-Navarro and Eva Martínez Caro	160
Knowledge Management in SMEs in Poland in Comparison to big Corporations: Pilot Study	Wiktor Bołkunow	168
An Agile Knowledge Sharing Platform for Risk Management in SMEs	Lucas Peter Brasen, Oliver Fuglsang Grooss, Rasmus Tange Præstegaard, Pernille Clausen and Torben Tambo	176
A Strategic View on the Knowledge Dynamics Models Used in Knowledge Management	Constantin Bratianu	185
Boundary Objects as Facilitators of Knowledge Transfer in Project Based Organisations	Rosanna Butters and Meri Duryan	193
Return on Expectations: An Academic Assessment of a Large KM Project	Barry Byrne	201
Knowledge Sharing and Innovation: Systematic Review	Delio Ignacio Castaneda and Sergio Cuellar	211
Towards a Conceptual Framework for Assessing KMSs Adoption	Piera Centobelli, Roberto Cerchione and Emilio Esposito	219
Understanding Effective Knowledge Sharing by IT Professionals in Chinese Social Networks	Hui Chen, Jose Miguel Baptista Nunes, Gillian Ragsdell and Gaohui Cao	227
Knowledge Management Process Through a Cloud Computing Based Approach	Imane Chikhi and Hafida Bouarfa	238
Knowledge Sharing Behaviour Among Academics in Chinese Universities	Hao-Fan Chumg, Louise Cooke, Jonathan Seaton and Ling Cao	248
Knowledge Transfers Between Academia and the Creative Industry	Gregory Curda and Knut Ingar Westeren	254
Properties Evaluation Research Efficiency Based on R & D Multiplier	Daniel Demidenko, Ekaterina Malevskaia-Malevich and Julia Dubolazova	262
Knowledge Sharing in an Agile Organization	Souâd Demigha and Radwan Kharabsheh	267
A Review of Expert Involvement in Developing mHealth Applications for Diabetes Self-Management	Wafeequa Dinath	278
Adolescents Using Mobile Health Applications for the Management of Diabetes	Wafeequa Dinath and Martie Mearns	286
Defining What is Learned: Challenges in Continuous Learning and Improvement	Anandasivakumar Ekambaram and Andreas Økland	295

Paper Title	Author(s)	Page No.
Exploring Knowledge Creation and Absorption in Higher Education Partnerships	Enis Elezi	303
The Impact of the Employer's Brand Image on Knowledge Sharing	Pedro Manuel do Espírito Santo, Vítor Hugo Santos Ferreira and Alzira Maria Ascensão Marques	312
The Role of Employee Relations Management in Improving Employee Performance	Mohamed Essa and Rami Abu Wadi	321
Designing a Tool to Assess Professional Competences: Theoretical Foundations and Potential Applications	Florian Fahrenbach, Alexander Kaiser, Florian Kragulj and Clemens Kerschbaum	328
The Perspective of Human Resource Management Practices as Determinants of Knowledge Management Processes	Elisa Figueiredo, Leonor Pais and Lisete Mónico	336
How to Measure Tacit Knowledge: Lessons From 35 Years of Psychological Research	Ilja Frissen, Max Evans and Anthony Wensley	344
The Effects of Social Capital's Relational Dimension on Tacit and Explicit Knowledge Sharing	Rosangela Fritscher Santos and Mírian Oliveira	352
A Framework Integrating Technical, Social and Managerial Aspects of Effective Knowledge Management	Josef Gammel, Gennadiy Koltun, Johan Buchholz, Tobias Drewlani, Juliane Wissel, Christoph Hollauer, Katharina Kugler, Michael Zaggl and Birgit Vogel- Heuser	361
Knowledge Management, Strategic Decision-Making, Intuition and Planning Effectiveness	Daniele Giampaoli, Selena Aureli and Massimo Ciambotti	371
Knowledge Management, Intellectual Capital and Innovation Performance in Italian SMEs	Daniele Giampaoli, Francesca Sgrò and Massimo Ciambotti	381
Generations X and Y in the Labour Market in the Czech Republic	Veronika Gigalová and Nikol Naňáková	390
Knowledge Management and Additive Manufacturing Technology: A Literature Review	Radu Godina, Inês A. Ferreira, Inês Brás Pedro Espadinha-Cruz, Florinda Matos	398
Management of Employee Competencies in Resource Management of an Enterprise	Marek Goliński and Marek Miądowicz	405
Psychosocial Conditions for Knowledge Sharing in Healthcare Research Centers: A Qualitative Comparative Analysis	Tiago Gonçalves, Carla Curado and Andrea Balle	415
Organizing Training in the Context of Changing the Russian Pension System	Natalia Goncharova	425
Knowledge Management for Human Resources:Profile of a Generation Z Employee	Magdalena Graczyk-Kucharska	434
Agile Mechanism as a Driver for Generating Knowledge in Industry	Elizaveta Gromova	443
Does External Knowledge Acquisition aid Innovation Performance in Firms?	Solomon Gyamfi and Jan Stejskal	449

Paper Title	Author(s)	Page No.
Exploring the Challenges and Solutions for Knowledge Sharing: A Conceptual Framework	Omid Haass and Neda Azizi	458
Exploring Framework for University-Industry Innovation Projects: Building Collaborative Knowledge Platform	Irina-Emily Hansen, Ola Jon Mork and Torgeir Welo	471
Managing Personal Knowledge: Are Award-Winners Doing Better?	Ragna Kemp Haraldsdottir	480
Do Patents Matter? High-Technology Patent Filers Business Performance Over Five Years (2011-2015)	Harold Harlow	489
Knowledge Sharing Intention: Attitudes and Workplace Emotions at a Bank in Malaysia	Irwan Shahrani Hassan, Zabeda Abdul Hamid and Azura Omar	497
Back Pain: Lost Productivity, Associated Costs and a Solution	Andrew Hatch and Eduardo Tomé	506
Person-Centered Healthcare in Coordinated Care Planning With Video Conference: Nurses' Perspective	Ann-Therese Hedqvist and Ann Svensson	514
The Persistence of Omniscience in Knowledge Management: Implications for Future Research	Conor Horan and John Finch	521
Knowledge Assets and Competitiveness in Fashion Industries	Savanah Hughes, Scott Erickson and Helen Rothberg	528
Human Capital Mobility and Disruption of an Organization's Social Capital	Henri Hussinki and Mika Vanhala	534
The Ongoing Professional Education of Civil Servants in Russia and Other Countries: A Comparative Analysis	Marina Ivanova and Dmitry Negashev	541
Strategies for Knowledge Management in the UK Construction Industry: Benefits and Challenges	Haddy Jallow, Suresh Renukappa, Subashini Suresh and Ahmed Alneyadi	550
Benchmarking Knowledge Production Capabilities in Organizations	Kristina Risom Jespersen	556
The Dynamics of Societal and Corporate Ideas: The Knowledge Work Design of the Future	Birgit Helene Jevnaker and Johan Olaisen	565
The Dynamics of art and Business Knowledge as Meaning	Birgit Helene Jevnaker and Johan Olaisen	574
Exploring Underlying Causes of Cross-National Differences in Intellectual Property Ethics: A Concept- Map	Tao Jin and Meihua Chen	584
Knowledge Management in the UK Water Industry	Andrew Kamunda, Suresh Renukappa and Subashini Suresh	593
Exploring Knowledge Sharing Practices in Higher Education: A Pakistani Perspective	Saima Kanwal, Miguel Baptista Nunes and Muhammad Arif	601
Capturing and Sharing Intangible Cultural Heritage Through Knowledge Visualisation and Knowledge Modelling Tools	Marcela Katuščáková, Eva Capková and Juraj Grečnár	612
Developing Innovative Training Material for Novice Knowledge Portal Users	Sithembiso Khumalo	620

Paper Title	Author(s)	Page No.
A User's Perspective on Implementing SharePoint for Knowledge-Sharing and Collaboration in Retail	Sithembiso Khumalo and Martie Mearns	629
Supporting Communities of Practice by Enterprise Social Platforms: The Case of an Engineering Company	Kathrin Kirchner, Rasmus Jørgensen, Ettore Bolisani and Enrico Scarso	638
In Search of Sustainability Knowledge: How Organizations Manage Sustainability Knowledge - A Literature Review	Beate Klingenberg and Helen Rothberg	648
Benchmarking as a Tool for Modernizing Industrial Enterprises	Vladimir Kokh, Elena Tkachenko, Olga Samovarova and Alina Osipenko	656
Organizational IT Competency, Knowledge Workers and Knowledge Sharing	Wioleta Kucharska and Scott Erickson	665
Theoretical Analysis on the Effect of Digitalization on the Labor Market	Tatiana Kudryavtseva, Angi Skhvediani and Valeriia Arteeva	672
Volume	2	
The Knowledge we Have and Share: How Much Does it Matter to Performance?	Susana Almeida Lopes, Carlos Botelho and Marta Conceição	681
Training Meetings: Not Mere Knowledge Sharing Perceived Socialising Function and Trust	Palmira Lopez-Fresno and Taina Savolainen	691
Differences in Communication Skills Between Business, Economics and Management University Students	Marlene Loureiro and Rui Silva	700
Competitive Intelligence Skills and Capabilities Required From CI Practitioners in South Africa	Kagiso Mabe, Ntokozo Sibeko, Tebogo Morake and Lerato Nkadimeng	708
Defining Knowledge Management Skills and Capabilities Required by Organisations in South Africa	Kagiso Mabe, Kim Moabelo, Bonolo Modise and Charity Khoza	716
Gamifying the Product Quality Reviews in the Pharmaceutical Industry	Ricardo Pateiro Marcão' Gabriel Pestana and Maria José Sousa	724
Emotional and Spiritual Capitals: Linchpins for Organizational Sustainability	Ana Martins and Isabel Martins	732
Knowledge Geography: Human Geography Approach to Measuring Regional Divergence of Knowledge Capital	Andrey Mikhaylov, Tatyana Yu Kuznetsova and Irina Yu. Peker	738
Knowledge Sharing at the University: Two Perspectives	Ludmila Mládková	746
Does HRM Matter for KM? Preliminary Insights From a Systematic Literature Review	Samuel Monteiro and Leonor Pais	754
Knowledge Acquisition Through Personal Networks: Influences of Geographical Distance and tie Strength	Yukiko Murakami	764
Assessing the Impact of Virtual Mobility on the Formation of Human Capital	Olga Nadezhina and Ekaterina Avduyevskaia	773
Supply Chain Metrics: An Improvement Opportunity for the South African Wine Industry	Rodney Naude and Micheline Naude	779
The Role of Knowledge Management in Driving the Application of Industry 4.0 in Logistics	Gaby Neumann and Pietro Evangelista	789

Paper Title	Author(s)	Page No.
Towards Automatic Waste Treatment Plant Development Based on Employee Knowledge	Satoshi Nishimura, Kazue Shibata, Noriaki Shiraishi, Ken Fukuda and Takuichi Nishimura	797
The Future of Human Knowledge and Artificial Intelligence	Nóra Obermayer and Viktória Erika Tóth	808
Making Knowledge Management More Relevant and Creative: A Comparative Study of ECKM Papers	Johan Olaisen and Oivind Revang	815
The Effects of Knowledge in the Creation and Sharing of Knowledge	Mírian Oliveira, Plínio Silva Garcia, Fernanda Gomes, Mário Bissani and Carla Curado	824
Sharing of Tacit Knowledge in Volunteer Portuguese Firefighters	Márcio Oliveira and Paulo Pinheiro	833
Sharing Knowledge Data to Avoid and Reduce Disasters	Dan Ophir, Piotr Wiśniewski and Doron Greenberg	841
Organizational Change for Procedures and Regulation Implementation: Institutionalizatin Process in a Global/Local Setting	Luís Pimentel and Paula Anjos	849
Cluster Analysis of the Relationship Between Traditional and Innovation Economies	Evgeny Popov and Maxim Vlasov	860
Case-Based Reasoning for Knowledge Retrieval in new Product Development	Marcin Relich	869
Obstacles and Driving Forces in Virtual Knowledge Sharing: A Case-Based Analysis	Øivind Revang and Johan Olaisen	877
Knowledge Management for tax Purposes and the Ethics of tax Evasion	César Ribeiro	885
Spirituality in Knowledge Management: Systematic Literature Review and Future Studies Suggestions	Raysa Rocha and Paulo Pinheiro	892
The Matrioskas Sequence: A Methodological Approach for Managing Knowledge and Innovation	Carlos Alves Rosa and Gabriel Pestana	901
Traditional and new Knowledge and Practices in the Food System Transition	Isabel Salavisa and Maria de Fátima Ferreiro	909
Stakeholder Theory, Intellectual Capital and Risk Sharing: Proposed Framework	Adel Sarea, Abdulsadek Hassan Elshaker, Zakir Hossen Shaikh, Amir Imeri, Sutan Hidayat and Abdalmuttaleb Musleh Al-Sartawi	916
Knowledge Management Decentralization as a Disruptive Innovation and General-Purpose-Technology	Ulrich Schmitt	923
Personal Knowledge Management and Knowledge Worker Productivity in the Healthcare Sector	Muhammad Shujahat, Shahid Razzaq, Minhong Wang and Susanne Durst	933
Knowledge Management and Staff Turnover in the Hospitality Industry	Susana Silva, Cândida Silva and Dora Martins	941
Bloom's Taxonomy of Educational Objectives: A Template for Primary School KM Education	Philip William Sisson and Thomas Mazzuchi	949

Paper Title	Author(s)	Page No.
The use of Export Trading Knowledge	Lisa Soon Phoebe Chen, Donald Kerr and Campbell Fraser	958
Digital and Innovation Policies in the Health Sector	Maria José Sousa, Alvaro Rocha and Miguel Sousa	967
Construction of Inter-Organisational Partnerships in the Public Sector	Trine Marie Stene	978
Dynamic Knowledge Sharing Within Functional Uses of Substances, Products and Practices	Lukas Stepanek, Suzanne Elayan and Martin Sykora	987
Innovation Capabilities in Banking: The Case of Norwegian Mobile Payment	Fred Strønen, Vilde Holtar Rønning and Karl Joachim Breunig	998
Threefold Nature of Competences in Enterprise Management: A Qualitative Model	Maciej Szafrański	1006
Knowledge Management in Academic Industry Collaborations: How to Best Foster Innovation Capability?	Clare Thornley, Shane McLoughlin and Kalpana Shankar	1016
Application of KM Techniques in the Assessment Competences in High-Tech Industries	Elena Tkachenko, Elena Rogova, Sergey Bodrunov and Alexander Karlik	1023
Knowledge Management in Practice: Context, Interventions and Outcomes	Eduardo Tomé	1033
The Peace Process in Colombia: A Knowledge Management Approach	Laura Torres Enk, Vanessa Cano Mejía, Diana Gómez Santamaría and Juan David Arias Suárez	1043
Communities of Practice: Towards a Knowledge Management Application in Work Context	Diane-Gabrielle Tremblay	1053
Big-Data, Knowledge Capturing and Service Improvement Related to Inbound Tourism	Jiro Usugami and Robert Walker	1061
Intellectually-Oriented Consulting for Financial Function in the era of Technology and Digitalization	Olga Aleksandrovna Valebnikova, Natalia Viktorovna Valebnikova and Olga Vladimirovna Kalinina	1069
Management of Knowledge Generation Risk: Empirical Research of the Industrial Enterprises	Maxim Vlasov and Svetlana Panikarova	1079
The Emergence - and Collapse - of Results From Knowledge Management Initiatives: A Case Study From Norway	Tone Vold and Hanne Haave	1086
How to Develop and Implement a Bottom up KM Initiative in all Levels of a Department in an Organization	Tone Vold and Hanne Haave	1091
Application of TOPSIS Method for Evaluation of IT Application in the Hospital	Janusz Wielki, Magdalena Jurczyk- Bunkowska and Dariusz Madera	1096
IT Application Evaluation at the University Clinical Hospital in Opole: Criteria Selection and Classification	Janusz Wielki, Magdalena Jurczyk- Bunkowska and Dariusz Madera	1105
Establishing a Framework for Knowledge Management in a Higher Education Institution	Ali Zahrawi	1114

Paper Title	Author(s)	Page No.
Using a Blog and Text Mining to Evaluate Knowledge Construction	Antonio Carlos Zambon, Plínio Roberto Souza Vilela, Gisele Busichia Baioco and Fabrício Talarico	1123
Knowledge Sharing, Absorptive Capacity and Innovation in the Brazilian Apple Production Chain	Gabriela Zanandrea, Cristiane Froehlich, Claudia Cristina Bitencourt and Maria Emilia Camargo	1133
Finding and Filling Lacunas in Knowledge Systems	Igor Zatsman	1143
Knowledge Exchange Between KIBS Firms and Their Clients: Case Study Analysis	Malgorzata Zieba, Ettore Bolisani, and Enrico Scarso	1152
Phd Research Papers		1161
Modelling the Interactive Influence of Intellectual Capital Indicators	Henry Anderson Junior and Jan Stejskal	1163
Science-With-Business: Improving Innovation and Competitiveness in SMEs	Tânia Carraquico and Florinda Matos	1173
Inclusiveness in Healthcare: Knowledge Ecosystems Innovation in Oncology and Chronic Disease	Marisol Hurtado Illanes	1182
Simulation in the Area of Anesthesia for Training of Health Professionals	Stéphanie Monteiro and João Sanches	1193
Improving Efficiency in Organizations by Monitoring Stress and Promoting Awareness and Wellbeing at the Workplace	Tiago Nascimento and Gabriel Pestana	1197
Tensions in University-Industry Relationships: Dynamics for Knowledge Transfer	Nkechinyem Omeife and Conor Horan	1205
Masters Research Papers		1213
An Investigation of the Relationship Between Organizational Structure, tie Strength and Tacit Knowledge Sharing	Hoda Awada	1215
Performance Evaluation Factors for Better Organizational Performance: Case Study in the Health Sector	Vanessa Graça, Jorge Simões and Ruben Loureiro	1224
Work In Progress Papers		1229
Knowledge Management in Smart City Development: A Systematic Review	John Israilidis, Kayode Odusanya and Muhammad Mazhar	1231
Late Submission		1235
Managing Knowledge in 21st century: in the first knowledge economy?	Madeleine Block	1237