21st European Conference on Knowledge Management (ECKM 2020)

Online
2 – 4 December 2020

Volume 1 of 2

Editors:

Alexeis Garcia-Perez Lyndon Simkin

ISBN: 978-1-7138-2198-4

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, (2020). 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. (2021)

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		viii
Committee		ix
Biographies		xi
Research papers		
The Impact of Intellectual Capital in Information Centers on the Sustainable Development Goals	Mohamed A. Abdulla	1
University- Industry Collaboration: A Case Study of a Research Programme	Jorge Afonso and Fernando Romero	8
Knowledge Café: New Approach to Teaching and Learning in Higher Learning Institutions	Noryana Binti Ahmad Khusaini, Mohd Shamsul Bin Daud, Seri Intan Idayu Binti Shahrul Asari and Nordibradini Binti Selamat	17
Organizational Knowledge as an Element of the Innovation Climate in the TOP 500 Polish Enterprises	Anna Albrychiewicz-Słocińska	28
The Mediating role of Knowledge-Oriented Leadership Between Bureaucratic Culture and Knowledge Creation: The case of Public Universities in Northern Iraq	Shwana Hassan Ali and Mustafa Sagsan	37
Organizational Factors Affecting Knowledge Sharing Capabilities: A Study with Portuguese Health Professionals	Maria Helena Almeida, Alejandro Ramos, Maria José Sousa, Carina Martinho Santos and Ana Paula Fontes	46
A Framework for Enhancing the Sharing of Teaching Practices among University Instructors	Nouf Almujally and Mike Joy	55
Knowledge Management Approaches for Smart Services for Designing Adaptable and Personalised Video Games	Albena Antonova, Boyan Bontchev and Elissaveta Gourova	65
The Cultural Complexity of Knowledge Sharing in Multicultural Teams	Joana A.O. Ayesu and Dolores S. Bengoa	73
The Visegrad Group and the Industry 4.0	Andrea Bencsik, Kitti Lekszikov, Gabriella Michalec and Boglárka Konka	81
New Collaboration is Knowledge-Based: What, Why and How	Marco Bettoni and Eddie Obeng	89
Collaboration for Innovation in Small KIBS Companies: Implications for Knowledge Management	Ettore Bolisani, Enrico Scarso, and Luca Giuman	99
A Maturity Model for Storytelling Development in Knowledge Organizations	Johel Brown-Grant	107
Knowledge Management in Peace-Building Scenarios in Colombia: The Special Jurisdiction for Peace	Vanessa Cano Mejía, Juan David Arias Suárez and Diana Gómez Santamaría	114

Paper Title	Author(s)	Page No
Knowledge Translation in Challenging Healthcare Environments: The PIOPPO Experience at the National Centre of Oncological Hadrontherapy (CNAO Foundation)	Lorenzo Cobianchi, Francesca Dal Mas, Amelia Barcellini, Viviana Vitolo, Angelica Facoetti, Andrea Peloso, Maurizio Massaro, Alessandro Vanoli, Silvia Brugnatelli, Mario Ciocca and Francesca Valvo	124
Removing Barriers to Share Knowledge in Digital Transformation with LEGO® Serious Play®	Sharon Cox and Deborah Evans	133
Challenges of Digital Knowledge Sharing in the Cultural and Creative Industries	Lukáš Danko and Zuzana Crhová	141
Implementing UN Sustainability Development Goals Through Engagement within University Communities of Practice	Kevin Delaney and Conor Horan	149
Information Management (IM) and Big Data	Souâd Demigha	157
A Review and Content Analysis of the Quality of Knowledge Sharing Mobile Applications	Wafeequa Dinath	164
Information and Knowledge Management Publication Trends in Preparing Society for the 4IR	Wafeequa Dinath	171
The Importance of Using Knowledge Transfer Practices within a Small Family-Run Business	Wafeequa Dinath	179
Development of Intellectual Leverage Concept as a way to Assess Effectiveness of Investments in Human Resources	Nikolay Dmitriev, Andrey Zaytsev and Natalya Goncharova	186
Creating a Knowledge Strategy for The Virtual Sphere: A Conceptual Framework for Knowledge Societies	Ayhan Dolunay and Mustafa Sağsan	195
How Clients and Consultants use Dialogic Practices in Knowledge Creation	Wendy Dubbeld and Rob Blomme	204
Are the Knowledge Management Times "A-Changin'"?	John S. Edwards	212
Incentives as a Trigger for Consumer Knowledge Sharing with Enterprises and Public Sector Organizations	Monika Eisenbardt	222
Public Private Collaboration and the Role of Learning in Developing Zero-Emission Neighbourhoods	Anandasivakumar Ekambaram, Ann Kristin Kvellheim and Luitzen De Boer	233
Major Categories of Best Practices and Lessons Learned in Building Renovation	Anandasivakumar Ekambaram and Andreas Økland	242
Artificial Intelligence based Knowledge Management in Public Administration: A Mapping Study	Hayat El Asri and Laila Benhlima	250
Relational Capital: Knowledge Assets and Branding	G. Scott Erickson, Julia Schmidt and Helen N. Rothberg	263

Paper Title	Author(s)	Page No
Organizational Culture as Support for Knowledge Sharing in Polish Companies Focused on Managing Employees from Different Generations	Joanna Gajda	270
Determinants for Crafting a Winning Organisational Strategy for the South African Manufacturing Sector: Perspectives from Shop Floor Employees	Vangeli Wiseman Gamede and Thea van der Westhuizen	277
Capturing Tacit Knowledge in Evaluation of Development Projects	Tadeusz A. Grzeszczyk	284
Sources of Information for SMEs Innovation Performance in Selected CEE Countries	Solomon Gyamfi and Jan Stejskal	292
The Importance of Tacit and Explicit Knowledge Transfer in an Onboarding Programme	Hanne Haave, Tone Vold and Aristidis Kaloudis	300
Creating Knowledge Management Policy in Human Resources Management based on Job Satisfaction	Nabard Othman Hama and Mustafa Sağsan	308
Collaborative Knowledge Building: The Case of IAKM as a Scientific Community of Practice (CoP)	Meliha Handzic, Constantin Bratianu and Ettore Bolisani	318
Seniors in eHealth: Challenges for Knowledge Acquisition During Information Retrieval	Ilona Heldal, Ingebjørg Børsheim, Eva Haukeland Fredriksen and Tobba Therkildsen Sudmann	327
Reframing Hospital Practices:HR Use of Big Data to Facilitate Knowledge Creation	Inge Hermanrud, Ole Andreas Haukåsen and Svein Bergum	335
Engaged Scholarship: How to Improve University Engagement within Academic-Industry Relationships	Conor Horan and Nkechinyem Omeife	344
Designing Innovation Strategy in the Context of Competitive Advantage in Telecommunication Industry	Goran Yousif Ismael and Mustafa Sağsan	352
Knowledge Management and Artificial Intelligence (AI)	Haddy Jallow, Suresh Renukappa and Subashini Suresh	363
Traveling Management Ideas like Virus Infections	Birgit Helene Jevnaker and Johan Olaisen	370
Working Smarter and Greener in the age of Digitalization: The Corporate Knowledge Work Design in the Future	Birgit Jevnaker and Johan Olaisen	378
Processing Imprecise Knowledge for Innovation Variants Evaluation Using Fuzzy TOPSIS	Magdalena Jurczyk-Bunkowska	386
Joint Activities of Employees and Their Relation with Knowledge Sharing in Large Polish Enterprises	Anna Karczewska	396
Knowledge Management Practices in Supply Chains: A Literature Survey	Tomas Cherkos Kassaneh, Ettore Bolisani, Enrico Scarso and Juan Gabriel Cegarra	405
A Conceptual Framework of Knowledge Sharing for Enhanced Performance in the HEIs	Nasrullah Khilji, Yanquing Duan and Jasmine Tehrani	414

Paper Title	Author(s)	Page No
Knowledge Management Processes and Organizational Change Towards Sustainability: A Case Study	Beate Klingenberg, Caroline Rider, Helen N. Rothberg and Ken Sloan	425
Developing Tacit Knowledge and Skills Through a Game-Based Learning Approach in Online Distance Learning Environments	Eric Kong	435
The Power of Mistakes - Constant Learning Culture and Hierarchy	Wioleta Kucharska and Denise A.D. Bedford	441
The Web 2.0 Revolution and Knowledge Sharing in Formal Organizations in Poland	Katarzyna Kukowska and Sebastian Skolik	447
Tertiary Students' use of Social Media for Networking, Personal Branding and Job Seeking	Pheladi Tracy Lefika	456
The use of Social Media by Community Police Forums as a Platform to Generate Crime Awareness	Pheladi Tracy Lefika	464
Organizational Unlearning and Digital Transformation: A Conceptual Approach	Regina Lenart-Gansiniec	469
A Meta-Analysis Study on the Relationship Between Strategic KM and firm Performance	Gang Liu, Eric Tsui and Aino Kianto	477
Internationalization of Contact-Center Services: A Look to Colombian Organizations	Campo Elías López-Rodríguez, Fernando Augusto Poveda-Aguja, Dania Vanessa Beltrán-Bejarano and Luisa Fernanda Cárdenas-Calderón	484
Challenges Facing Knowledge Management in Public Organizations in Arab Countries	Aya Maher, Heba Samir and Nashwa Ghoneim	494
A Knowledge Management Lens to Talent Management: Towards a Framework	Kais Mejri and Mohamed Doghan	503
Conflict Management Styles and Knowledge Management Cycle Categories: Theoretical Analysis with Application in Portugal	Pedro Soares de Mello and Eduardo Tomé	510
Poly-scale Evaluation of the Knowledge-based Economy	Andrey S. Mikhaylov and Anna A. Mikhaylova	520
Knowledge Management Process Through E- Learning Approach	Ekaterina P. Mochalina, Galina V. Ivankova, Oleg V. Tatarnikov and Sergei A. Smirnov	528
Using Online-learning in Audit Education: Impact on Student Satisfaction and Knowledge Sharing Processes During the Outbreak of COVID-19	Hoang To Loan Nguyen	538
Delivering Business Value through Actionable Insights: A Case Study	Habsah Nordin, Chung Yin Min2 and Mohd Muizzuddin Wahab	547
Deep Learning and Tacit Knowledge Transfer: An Exploratory Study	Funmi Obembe and Demola Obembe	556
Industry 4.0: Are we Robots?	Nóra Obermayer, Tibor Csizmadia, Dávid Máté Hargitai and Tamás Kigyós	566

Paper Title	Author(s)	Page No
Making Knowledge Management More Relevant and Creative: A Comparative Study of ECKM papers	Johan Olaisen and Birgit Helene Jevnaker	576
Bidirectional Fragment to Fragment Links in Wikipedia	Szymon Olewniczak, Tomasz Boiński and Julian Szymański	585
University Interactions: Forms, Peculiarities and Tensions	Nkechinyem Omeife and Conor Horan	595
Intellectual Capital: A Third Party's Point of View	Dan Ophir	603
The role of Marketers' Knowledge and Motivation in the Generation of Positive Customer Experience	Carmela Peñalba-Aguirrezabalaga, Josune Sáenz, Paavo Ritala and Mika Vanhala	612
The use of Blockchain-supported Reward Systems for Knowledge Transfer between Generations	Alexander Pfeiffer, Stephen Bezzina, Thomas Wernbacher, Vince Vella, Alexiei Dingli and Alesja Serada	620
Innovating Sustainable Development: A Best Practice from Ecuador During COVID-19	Danilo Piaggesi, Jorge Andres Wills, Helena Landazuri, Carol Zambrano and Bo Jia	630
Knowledge Sharing: A Link Between Organizational Wisdom and Organizational Spirituality	Paulo Pinheiro and Raysa Rocha	639
"The Man Who Wasn't There" A Systematic Literature Review on Human Behaviour Profiling	Elizabeth Real de Oliveira, Pedro Rodrigues and Ana Saraiva	648
Building a Knowledge-Based Competitive Advantage in Service Firms: Role of High- Performance Work Systems	Junaid Rehman, Igor Hawryszkiewycz, Osama Sohaib and Fatuma Namisango	658
A Knowledge Management System for Evaluating the Potential of a New Product	Marcin Relich	668
Shaping Successful Stakeholder Engagement by Design: Digital Transformation in Healthcare	Daniela Robu and John B. Lazar	677
Spirituality and Knowledge Sharing: A Case Study	Raysa Rocha and Mario Franco	687
Knowledge Management in Sustainable and Smart Tourism: A Review of Empirical Research	Paula Rodrigues, Elizabeth Real de Oliveira, Pedro Rodrigues and Miguel Guerreiro	694
Spiritual Knowledge at Work: Linkages Between Managers' Spiritual Intelligence and Workplace Perspective	Joanna Samul	702
External Knowledge and Technology Acquisition and Firm Innovation Performance in CEE Countries	Yee Yee Sein and Michael Vavra	712
Awareness of Digital Literacy on Young Innovators in the Fourth Industrial Revolution	Khumalo Sithembiso	719
Determining key Features of Business Intelligence Tools for Decision-making in Small and Medium Enterprises	Khumalo Sithembiso and Tanya du Plessis	729
The Largest Polish Companies and the Transfer of Knowledge in Cyberspace	Sebastian Skolik	738

Paper Title	Author(s)	Page No
Revisiting the Knowledge Management Audit: Learning from Practice in a High-Performance Sport Organisation	Divyata Sohal, Gillian Ragsdell, Donald Hislop and Peter Brown	747
Comparative Analysis of the Formation of Intellectual Capital at the University	Inese Spica, Baiba Berzina and Ernests Spics	756
Digitalization and Knowledge Management in Large Norwegian Banks and Insurance Companies	Fred Strønen	765
Knowledge Creation and Sharing in the Inter- organizational Oncology Network in Poland	Aleksandra Sus	772
HR Professionals' Knowledge of Firms' Quality Requirements: An Exploratory Study	Maciej Szafrański and G. Scott Erickson	779
Codifying Knowledge about Ethics into ICT Professional Bodies of Knowledge (BoKs): An Analysis of Approaches	Clare Thornley, Wanda Saabeel, Shane McLoughlin and Sinéad Murnane	788
Knowledge Management, Agile Businesses and Foreign Languages: A Theoretical Analysis Illustrated with the Cases of Russia and Portugal	Eduardo Tomé and Elizaveta Gromova	798
Vulnerability of Intellectual Capital in the Age of Artificial Intelligence and Disruptive Technologies	Lina Užienė	807
Supporting Vision Competence Creation for Sustainable Education in Tanzania	Vibeke Vågenes, Kari Ludvigsen, Ilona Heldal and Carsten Helgesen	816
Innovation Cooperation as a Crucial Source of Firms' External Knowledge	Michael Vávra, Yee Yee Sein and Gregor Vohralík	824
Relationship Between Traditional and Innovation Economies: Russian Case	Maxim Vlasov	832
Understanding Generational Differences in Knowledge Sharing	Gunilla Widén, Farhan Ahmad, Tom Siven and Evgenia Ivantsova	841
Knowledge Capture to Monitor the Alignment of Hospital Processes and Applied Information Technologies	Janusz Wielki, Magdalena Jurczyk-Bunkowska and Dariusz Madera	850
Embedding Social Capital into the Value of the Firm	David J. Williams	859
Transformational Leadership Revisited: Digitalization and Learning by Doing What?	Stig Ytterstad, Johan Olaisen and Birgit Jevnaker	868
Effectiveness of Knowledge Management in the Healthcare Sector	Maryam Mohamed Zainal and Allam Hamdan	874
Three-Dimensional Encoding of Emerging Meanings in Al-Systems	Igor Zatsman	878
How can Systems Thinking Help Us Handling the COVID-19 Crisis?	Krzysztof Zięba	888
Regional Observatory of Technology – Theoretical Framings and Practical Implementation: Case Study	Sławomir Olko	895

Paper Title	Author(s)	Page No
Phd Research Papers		905
Leveraging on Tacit Knowledge: Which way for African Small and Medium Enterprises?	Aderonke Olaitan Adesina and Dennis N. Ocholla	907
Enhancing the e-Visibility Status of Environmental Science Researchers at the University of South Africa	Leslie S Adriaanse and Chris Rensleigh	915
Implementation of the Custom-Made Knowledge Management System at the South African Council for Social Professionals	Tshepo Chauke and Mpho Ngoepe	924
Learning from Negative Experience to Evade Knowledge Loss	Natalia Khazieva and Dagmar Caganova	934
Creativity, Knowledge and Human Resource Development: A Conceptual Framework	Anastasia Kulichyova, Sandra Moffet, Martin McCracken and Judith Woods	943
A Training Approach to Improving Knowledge Management in Organizations	Patricia Quiroz-Palma, M. Carmen Penadés and Ana-Gabriela Núñez	953
Masters Research Papers		965
The Challenges Affecting Effective Knowledge Management in FET Training Organisations	Gladys Ujunwa Okoye	967
Using Enterprise Social Platforms in the Innovation Process	Simone Zanni and Kathrin Kirchner	975
Non-Academic Paper		983
Domain Ontology Implementation in a Slovak Bank: A Case Study	Roman Ujbányai and Martin Podhajský	985
Work In Progress Papers		995
"Dictionnaire": A Platform for Managing Medical and Quality Terminologies - A Case from Morocco	Lamiae Bentaleb, Ghita Essoudy Mourry, Saâd El Kabbaj and Mimoun Zouhdi	997
Integrating Open Innovation Process with the Double Diamond Design Thinking Model	Igor Hawryszkiewycz and Areej Alqahtani	1003
Appropriating Smartphone Applications and Wearables Data for Knowledge Management and Effective Health Management	Mampho Tsabalira and Rambe Patient	1007
A Framework for Knowledge Management System Adoption in Small to Medium Enterprises	Werner Richardt van Zyl, Sanchen Henning and John Andrew van der Poll	1013
Late Submission		1019
Exploring Use of Mobile Messaging Applications in the Vietnamese Construction industry	Irfan Ulhaq, Tayyab Maqsood, Malik Khalfan and Tiendung Le	1021