



# Critical Success Factors (CSF) for Effective Knowledge Sharing in Group Learning

James Kwok

# CSF for Knowledge Sharing

- ❖ **Knowledge friendly culture** (Almeida et al., 2002)
- ❖ **Motivational practices** (Kohn, 1993; Osterloh and Frey, 2000)
- ❖ **Multiple available channels** (Almeida et al., 2002; Sway et al, 2001)
- ❖ **Leader supportiveness** (Bryant, 2003)

# CSF for Knowledge Sharing

- ❖ **Mutual trust** (Nelson and Coopriider, 1996)
- ❖ **Pre-existing relationship** (Hansen, 2002)
- ❖ **Common language** (Ali, 2001)
- ❖ **Technology level** (Huber, 2001)

# Experiment Setup

- ❖ Participants: Final year undergraduate students
- ❖ They were enrolled a course.
- ❖ They were grouped.

# Measurement

- ❖ Questionnaire

- ❖ Part I:

- ⌘ Perceived importance of the eight factors

- ⌘ 1 = not important at all, and 7 = very important

- ❖ Part II:

- ⌘ Email; knowledge repository, F2F meeting, and formal seminar

- ⌘ 1 = not frequent at all, and 7 = very frequent



# Data Analysis

## ❖ Part I (paired t-test)

Culture	2.15								
Motivation	2.71	<b><u>0.92</u></b>							
Channels	4.36	2.66	2.31						
Leader	5.18	3.42	2.32	<b><u>0.12</u></b>					
Relation	6.54	6.11	5.16	2.95	3.04				
Language	6.31	4.22	3.66	1.98	1.96	<b><u>0.95</u></b>			
Tech	9.28	8.41	6.83	5.03	5.73	2.70	3.50		
<b>t-value</b>	Trust	Culture	Motivation	Channels	Leader	Relation	Language	Tech	
<b>mean</b>	6.04	5.84	5.76	5.52	5.51	5.12	5.27	4.71	
<b>importance</b>	Max	←—————→						Min	

( $p < .05$ )

# Data Analysis

## ❖ Part II

	F2F Meeting	Email	Knowledge Repository	Formal Seminar
<b>mean</b>	5.83	5.41	4.48	3.00
<b>MAX</b>	7	7	7	7
<b>MIN</b>	4	2	2	1
<b>frequent usage</b>	94.7%	85.3%	46.7%	21.3%

# Implications for teaching and learning

- ❖ Build trusting relationships
  - ❧ improve mutual understanding
- ❖ A knowledge friendly culture
  - ❧ the role of instructor
- ❖ Increase interactive communication
  - ❧ F2F discussion
  - ❧ Email or instant messenger (e.g. ICQ)
  - ❧ Less formal seminar





Thank you!

Q & A