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|                                                                                                                                                                                                                                             |    |                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------------------------------------------------------------------------------------------------------|
| <b>Structure</b><br><br>Has a clear descriptive title and objectives; good structure and use of thematic headings, the essay flows in a logical manner.                                                                                     | 25 | 17 good title and structure                                                                          |
| <b>Discussion and argument</b><br><br>The essay question has been answered; a strong grasp of the relevant theory is demonstrated; original ideas, discussion and analysis is grounded in research and is developed to a logical conclusion | 35 | 24 good discussion and argument                                                                      |
| <b>Quality of research</b><br><br>Peer-reviewed articles and well-credentialed and topical sources have been used to support the development of the argument.                                                                               | 20 | 15 very good                                                                                         |
| <b>Referencing</b><br><br>Sources are referenced using either Chicago/Harvard referencing style                                                                                                                                             | 10 | 6.5 Very diligent, but unfortunately there are quite a few errors in the bibliographical references. |
| <b>Expression/Presentation</b><br><br>The essay is well-written, reflecting good spelling, grammar and sentence construction; the essay is presented in a very readable format.                                                             | 10 | 6 writing skills can be improved; well-presented                                                     |

C. 69% = 20.7. Overall, this is a good assignment with no major issues, well-executed throughout. Referencing and proofreading can be improved, hence not quite a Distinction. Diligence is obvious and laudable.



## **Incorporating Knowledge & Organisational Learning via Social Media**

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## 1. Introduction

Social media was made known and had differentiate most people's routine and norm with the development of technology. There was a tremendous effect to how knowledge and information are being simply available with either a laptop, tablet, computer or via smartphones. Social networks assist businesses in a diversity of ways in terms of building social capital and to share knowledge. Also organizations make use of it to attain various business objectives such as maximising growth of annual sales (Nordmeyer, 2015).

However, there are advantages and disadvantages for employing social networks to interface data. Misapprehension and miscommunication will substantially impact social media's execution with bad administration of deploying it. Conversely, corporations could extend its selected audience constructively creating productive image for the organization with genuine supervision.

Disputes are found across the usage of social networks within Multinational Corporations (MNCs). This is either due to meticulously employing social networking as an impactful dissemination instrument or simply supporting the movement of utilizing social media (Hathi, 2010). It can also be regarded as a potent task to assist MNCs to enhance in building social capital, sharing of information, aid problem solving and supporting innovations successfully.

## 2. Social Media and Knowledge Management

Knowledge management produces from current and available resources that your organisation may previously have established - organisational change management, human resources management practices and good information systems management (Davenport & Prusak,

1998). Another view of it would be that all tools, instruments and methods and that of a whole emphasis point of view contributes to the encouragement of key knowledge procedures (Mertins *et al.*, 2000). The capability to increase a corporation's effective knowledge and returns from the knowledge assets can be magnified through systematic, explicit, application of knowledge and deliberate building (Chatti, 2012).

At present, social media is used as likely tools of knowledge management as it associates to knowledge sharing and information distribution. Social media furnishes the channel and ways for individual to share insights, knowledge and experience on their words. Also, it yields a mean for the person to evaluate and commend the knowledge based on others judgements (Bradley & McDonald, 2011). An example, Reddit, where it is a forum and social news website where narratives devised by hundreds of sub-communities are socially featured and selected by site subscriber which intention of the website is to convey good opinionated narratives to the lead of it main thread page (Wigmore, 2015).

It can be a crucial notion linked to organizational culture as it invigorates teamwork, gaining professional experience and resources sharing of knowledge on social networks (Wong, 2011).

## 2.1 Social Media

Social media is denoted as a web-based application boosting on the ideology and technology basis of Web 2.0 that permits creation or trafficking of information which are user generated (Kaplan & Haenlein, 2010). Social media is the cooperative enterprise of online communication

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means devoted to interaction, content-sharing, community-based input and collaboration (Wigmore, 2015).

Social procedures and media analysis are the two main components of social networks. Daft and Lengel (1986) describes media richness as the aim of sharing interface is the answer to reducing fickleness and equivocation. To make it brief, an exemplary interfacing channel is where greatest amount of data conveyed is in the minimal coordinated duration.

Google+, LinkedIn, Facebook, Twitter, Pinterest and other social networks have the ability to increase access to resources that powers professional and personal growth in ways not possible before in which they design international settings for advanced alliance, communications and to extent, career opportunities (Debra, 2014). Studies showed that almost 90% of the multinational corporations utilize social media to encourage the organization's brand consciousness, communications and services (Stelzner, 2012).

## 2.2 Knowledge Sharing

Knowledge sharing is the procedure where individuals mutually interchange their implicit and explicit knowledge and together fabricate new knowledge (Van & Ridder, 2004). Workers in a company would be allowed to strengthen support correspondence via social networks.

Education and interaction amongst workers are tough to transpire because of legroom limitation (Silvers, 2012).

With social media programme in a corporation, they are in a position to help in issue rectification by sharing knowledge and information. In addition, staffs could furthermore utilize the social media programme for interface and knowledge sharing purposes systematically with their corresponding managers. Hence, this motion maximizes the corporation's efficiency by saving a lot of time spend. Workers of a corporation could furthermore exploit knowledge of consumers to greater improve their current manufactures or resources besides disseminating knowledge centrally.

For instance, the Boston Consulting Group (BCG). As a huge international organisation, Boston Consulting Group utilizes networking sites as means to disseminate data to workers, partners, and enlistees, including as an instrument of commerce evolution (Bessette, 2014). Their master plan is to observe social networks from a participant perspective across mobile, talent, and desktop (Bessette, 2014). This approach allows Boston Consulting Group to acquire competitive advantage and have superior comprehensions realizing customers' needs and wants resulting to be paces forward from their opposing companies.

### **2.3 Building Social Capital**

Application of social capital deliberately depend on a company's staffs. In definition, social capital is the systems of association amongst workers in a company which empowers the business to function productively (Hamel and Prahalad 1994). ✓

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It is crucial and important as being able to aid companies to increase knowledge and gain knowledge cut-throat benefits against other opposing brands. Social media's three elements are relational, cognitive and structural that might additionally be intensified with the support of social networks (Jashapara 2011).

As different region have different time zones, employees across the globe from the same Multinational Corporation could log on to its Facebook page to have a better understanding of current ongoing situations in different country. Capacity of a business can be increased by knowledge and information sharing (Andriessen 2002). For example, Viber and WhatsApp enable users to exchange pictures, information, make free calls and video conference easily with staffs globally in real time, this fastens the tasks of experiencing reactions or studying separate company customs, consumer needs and environment (Baruah, 2012).

Workers can attain apprehension and converse in a higher quality amongst divisions by making use of social networks. Staff contentment is attained when it refines interface which assists them to execute task more preferably. Increased knowledge sharing customs between workers and companies enhances the social circle and camaraderie, simultaneously enhancing the execution of the MNC (Bradley & McDonald, 2011).

### **2.4 Supporting Innovation**

Social education via social interchange is required to bridge the gap among supervisors and workers. Organizations must constantly fabricate innovative proposals to enhance its present plans for them to attain sustainability and competitive edge (Ravenscroft et al. 2012). Assisting

Innovation is vital toward the company as constant improvement of services or manufactures enables the organization to be in line with its opposing brands in the industry.

With the convenience and development of social networks currently, it designs an effortless sharing tool for workers to input their unorthodox prepositions with higher publicity chances, better convenience and free of charge (Ferris, 2012). Silvers (2012) suggests that this social interchange generates sharing of knowledge which fills in between workers and heads. The custom of innovative suggestion sharing of workers on these platform produces an educational invention that motivates them to utilize it for the advantage of the company.

The mentioned social learning devise gives advantage to the workers and company for additional enhancement on interface, camaraderie and the capability to be aware of the unpredictable market trends (Ketter, 2012). Supervision of the companies is additionally improved as well with the capabilities to increase data via social networks in the shortest time.

## **2.5 Aiding Problem - Solving**

In order to rectify issues more simply, it is crucial for corporations to successfully make use of social networks. Nowadays, a superiority number of MNCs are utilizing social networking sites (Ernes 2010). Companies such as Coca-Cola or Cisco have exclusive social networking stage that enables workers to input suggestions across different sections or units, which enhances the company's issue rectification abilities and quicker to solve any complication faced.

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Problem solving areas can be enabled through sharing of knowledge within a company. The technique how these platforms are used is crucial to be utilized as a problem solving element. With that, productivity and duration effectiveness is attained. A consumer's faith and credence is merit when knowledge is transparent within a commerce which leads to consumer loyalty (Yoon et al. 2008).

Conventionally, organizations carry out surveys via wasting a lot of human capital in which is comparatively not as efficient to what they can do currently utilizing social networking platforms as a superior element. As such, majority organizations are presently carrying out surveys through social media portals which in turn, minimizes human capital, papers and costs. Therefore, it not only saves time, additionally it enhances the yield of the corporation.

In addition, knowledge sharing via networking sites with suppliers might also halt issues not needed. For instance, plantation owners are not able to bear a certain type of fruit due to some unforeseen circumstances. The organization would be able to inform the suppliers via social networks and with that, the providing company's sales team would be informed of the situation relaying the data to customers. This will prevent any disappointment from the customers due to demanding season. Hence, it can be seen that social media has produced a big effect and differentiate how businesses operate currently.

As mention previously in supporting innovation section, social media enhance the communication portal enabling the ability of knowledge transfer across different departments of an organisation or even different countries which creates a great impact on the problem solving skills of the organisation (Ferris, 2012).

Besides that, social media is able to solve or prevent issues between suppliers and customers. For customers, organisation using social media provides them increase access to knowledge which creates a confident and trustworthy relationship towards the organisation. This shows how multinational organisation can use social media to improve further on its problem solving skills.

### **3. Risks and Benefits of Social Media**

The portion below lists on the few of the threats and benefits mentioned on social networks' impact towards MNCs.

#### **3.1 Benefits of Social Media**

##### **Networking**

Genuine conversations between staffs and corporations are possible accompanying the essence of social networks granting individuals to take part in discussions, allowing vertical and horizontal communication (Stafford & Mearns, 2010). Insightful thinking can be shared between employees to solve challenging problems which in turn facilitate team learning and enhances problem solving skills.

Also, by fostering connections, organisations may identify new target market via sites like Instagram or Twitter feed. In addition, you may even find or 'headhunt' great employees through a LinkedIn contact (Graves, 2015).

### **Marketing with Social Media**

Networking sites became a vital marketing mean accessible to companies, signifying the dominance of having social networking strategies as a major portion of a corporation's plans for marketing. These means propose organizations a price efficient manner to boost their businesses, generating consumer captivation, and increasing brand consciousness.

Apart from that, social network marketing is still an immature subject area, speedily changing, which means to say that entirely it is one of the toughest passage to constantly perfect (Rojas, 2015).

### **Innovation Enhancement**

Social media works as a platform for workers to integrate with others and share suggestions which gives a paramount part in the arrangement of heterogeneous suggestions in corporations, enhancing knowledge sharing process and the production of up to the minute plans (Liebowitz, 2007). Social media have given the chance for all the bloggers and writers to link with their technology intelligent clientele sharing the corporation's proficiency and reviews.

The organization's audiences would additionally share the corporation's reviews, proficiencies or blogs within their own community that will even additionally boost webs of the followers (Ali, 2015). Along with it, MNCs are able to be more tactful and well informed of the ever-changing market inclination or requests (Ketter, 2012).

### **3.2 Risks of Social Media**

As the discussion mentioned heavily suggest the pros of social networks, potential cons of using them will be listed in the portion below. Cautioning companies to be aware of cyber-crimes, frauds, data leakage and decrease of productivity levels of employees.

#### **Information to Public**

Any data that is transferred onto the net will involuntarily be information to public. Ross (2010) comments that it can be possibly destructing on managing data ineffectively. As such, the organization's image and reputation could possibly be harmed by the greater risk of private data unintentionally disclosed by workers or dismissive remark from staffs (Munene and Nyaribo, 2013).

Organizations should make certain that effective behaviour on networking sites of their workers. In addition, dismissive comment on a service or product gone viral on these sites might seed significant consequence to a MNC if managed inefficiently.

### **Decrease in Productivity Levels**

A danger of possibly losing in productivity volume amongst workers more precisely when they occupy much duration on social networking sites that participates them in activities not related to work with the expanding combination of organizational customs with social networks (Munene & Nyaribo, 2013).

With that, it generate lower presentism conduct where during the physical presence of workers at their specified locations, they would encounter lower standard of work (Munene & Nyaribo, 2013). Hence, staffs that are using social networking sites at working hours could add as time wastage for the company which lowers level of productivity.

### **Increased Cyber Crime**

Thirdly, companies must be conscious of the possible dangers of cyber bully and crime. Interfacing on the internet adds an increased potential that the individual you are conversing is a fraud or impersonation. Hence, companies should be cautious and meticulous on current impersonation, hacking and fraudulent identity of a person or an organization are simple as they must be immensely vigilant while utilizing these platforms to lecture information (Pilcher, 2012).

## **4. Conclusion & Recommendation**

In short, the usage of social media's advantages outweighs its disadvantages. Even saying so, corporation heads yet have to halt the occurrence of the risks of networking sites. Corporations must reflect on the vitality of their social networking properties and how tactfully they are utilizing it. MNCs have to meticulously analyse the risks and benefits of networking sites and use them

efficiently to maximise profits and output for the organization. Social networking sites could aid companies in rectifying issues and also sharing of knowledge with the proper implementations.

Companies have to participate in social networks to be up to date with the cultivation in technology with additional organizations and customers revolving to the social networking passage. New desirability is appended via social networks to organizations and they will be deprived competitive edge if companies continuously run in short of the actuality of social networks. Therefore, the amalgamation of social media and knowledge management will offer MNCs dominance. When those procedures are performed accurately, corporations can attain supremacy over problem solving, building social capital, sharing knowledge and supporting innovation.

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