Literature overlaps and gaps between the fields of knowledge management and humans resource development

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Purpose

- ▶ To identify the multidisciplinary processes, models, and theories common to both *Knowledge Management (KM)* and *Human Resource Development (HRD)*.

Theoretical Framework

- ▶ The conceptual framework of this chapter was based on the theory that KM shares with HRD an inherent concern with the development of human capital as the primary source of an organization's intelligence .
(Tamez, Mayes & Allen, 2013).

Potential Areas of Commonality

Table 1. Potential Parallel Processes between KM and HRD strategies.

Knowledge Management	Human Resource Development
KM Needs Analysis/Gap Analysis	HRD Needs Analysis/Gap Analysis
Knowledge Repository Design-Development	Instructional Design-Development
Implement KM Systems and Train Users	Knowledge and Skills Transfer
Evaluate KM System Effectiveness	Evaluate HR Performance Levels

4. Methodology

Callahan (2017) used the methodology of Callahan (2017) to ensure replicability and integrated literature from each of the fields (KM and HRD) for the search period between 2010 and 2017. We established a list of four predominant academic journals for both KM and HRD. After we cross checked articles that

We chose four prominent journals in each of the fields (KM and HRD). We conducted the searches in August of 2017. The search period parameters were limited to articles published between the years 2010 and 2016. We conducted searches using ProQuest and EBSCO to establish a list of four predominant academic journals for both KM and HRD.

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HRD in KM

Table 2. KM Articles Overlapping into HRD

Knowledge Management Journal Titles	N	All Text Results	Abstract Results
Journal of Knowledge Management	1087	75	3
Journal of Intellectual Capital	625	30	1
Knowledge Management Research & Practice	564	1	1
International Journal of Knowledge Management	115	8	1
Totals	2391	114	5

Note: Search Criteria: "Human Resource Development"

KM in HRD

Table 3. *HRD Articles Overlapping into KM*

Human Resource Development Journal Titles	N	All Text Results	Abstract Results
Human Resource Development Quarterly	2452	66	8
Human Resource Development International	1907	122	14
Advances in Developing Human Resources	637	44	16
Human Resource Development Review	411	23	1
Totals	5407	255	39

Note: Search Criteria: "Knowledge Management"

What Now?

This is ongoing work . . .
but we have some
systems-based thoughts.

- ▶ **KM** is the working brain of an organization acquiring, storing, and disseminating information so that decisions are made in intelligent and informed ways.
- ▶ **HRD** acts as the nervous system for sensing and delivering the information to and from the brain for acquiring and retrieving knowledge.

Turner, Zimmerman, and Allen (2012) describe this phenomenon for the application of knowledge capitalization as organizational intelligence.

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