



<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Master's thesis  
Licentiate's thesis  
Doctor's thesis

Subject	International Business	Date	30.3.2010
Author(s)	Besong Daniel-Desire Tanyi	Student number	
		Number of pages	100
Title	THE ROLE OF TACIT KNOWLEDGE IN SUPPORT OF ORGANIZATIONAL LEARNING		
Supervisor(s)	D.Sc (Econ.) Birgitta Sandberg, M.Sc (Econ.) Mari Ketolainen		

Abstract

Today's competitive advantage is judged not from the number of assets owned but from the access and use of knowledge. Theories hold that, two basic forms of knowledge exist; namely explicit and tacit knowledge. Explicit knowledge stands to be the form of knowledge which is rational and is easily made to be understood by the audience meanwhile tacit knowledge is derived from experiences necessarily from within the environment an individual happens to exist and it is unconsciously stored within the brain.

Accordingly learning is a continuous cycle. The thesis tries to find out how tacit knowledge supports organizational learning. It reveals what is tacit knowledge, how organizations learn and what is the role of tacit knowledge in organizational learning.

Therefore the research purpose is: **to analyze the role of tacit knowledge in support of organizational learning.** To reach this purpose, three sub-objectives were designed below.

- **To analyze the characteristics of tacit knowledge activities**
- **To analyze individual/group learning cycles in organizations**
- **To provide structural policies intended to improve the effects of tacit knowledge characteristics on learning.**

The research is based on theoretical review from literature and interviews made with a personal learner and two experts in organizational learning. Embedding, surfacing and sharing tacit knowledge became fundamental to the respective stages of the learning cycles. It became clear that, tacit knowledge is strategic in creating the continuum from the observation of what is to be learnt to actual understanding and mastery.

Key words	Organizational learning, knowledge, tacit knowledge, explicit knowledge.
Further information	