Chapter 14
A Typology of Tacit Knowledge Sharing Themes to Fostering Group Decision Support System

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ABSTRACT

Today, much effort and importance is placed on the management of knowledge, its security, and sustainability in context to organizations and their competitiveness. This paper outlines a typology to guide that applying tacit knowledge sharing themes from a social perspective, that is trust, care, leadership charisma, knowledge culture, concept ba, and social network analysis, affect a group’s decision support system. This paper shows that the mentioned themes facilitate a more open group discussion with a higher degree of consensus and agreement resulting in a vividly higher amount of accuracy in decision making.

INTRODUCTION

The growing importance of managing knowledge; progressive organizations proactively learn how to better sharing knowledge is critical to organizations today’s. Knowledge sharing is vital to securing and sustaining a competitive advantage, organizations can attain the first step towards sharing knowledge management success by considering social and behavior issues. Stewart et al. (2001) stated that knowledge is the most important resource more important than labor. Gore and Gore (1999) explained that knowledge is the new power base of the modern organizations and that the value of most products and/or services depend primarily on how ‘knowledge-based intangibles’ such as technological know-how, product design, marketing presentation, understanding of the customer, personal creativity and innovation.

Recently, some additional terms like business intelligence, enterprise information portal, communities, groupware, knowledge management, and knowledge networking have been used for systems that are intended to inform and support decision-makers. Productivity may be enhanced when the collaborative empowers individuals and
small groups to act together to make decisions. The collaborative can empower the smaller groups to make decisions on their behalf, as long as a clear and open reporting mechanism is employed. Collaboration can offer members full responsibility for achieving change. By enhancing members’ roles in governance and decision-making, buy-in to implementation and the outcomes will be strengthened.

This new terms create problems in conducting precise research which measurement the range of using knowledge sharing strategies in group support systems. The solution is developing an expanded and well-defined a typology (cause and effect) about using knowledge sharing themes in management group support systems.

DEFINING GROUP DECISION SUPPORT SYSTEMS

The increased globalization of businesses places a tremendous demand for information/knowledge that is, needed for decision making. In the early 1980s, Group support system (GSS) was developed to support the group decision making process (Gray, 1987). DeSanctis and Gallupe (1987) defined GSS a combination of communication, member interaction, computer software, decision support technologies, and structure group techniques ‘e.g. normal group and Delphi techniques to assist decision makers in formulating and generating the optimal solution for their unstructured problems’. A group support system is an application that analyzes business data and presents it in visualize manner allows teamwork to make business decisions more easily.

A group support system creates an environment where ideas and collaboration boom in an efficient time-saving manner. Sprague (1996) defined group DSS broadly as an interactive computer based systems that help decision-makers use data and models to solve structured, unstructured, or semi-structured problems. GSS one of the type of decision support system includes communication, collaboration, and decision support technologies. Alter (1990) defined GSS as a hybrid decision support system that emphasizes both the use of communications and decision models. A group support system is an interactive computer-based system intended to facilitate the solutions of problems by decision-makers working together as a group.

There are number of technologies and capabilities in group DSS, a group support system turns web browser into a collaborative meeting place that fosters group problem solving and decision making to support the group decision making process with tools that facilitate brainstorming, idea generation, organization, prioritization, and action planning. In the meeting room or over the internet, a decision support system can help decision maker to run meetings more effectively.

Group support system allows participants to decide whether the meeting should be real-time or whether participants will contribute their ideas when their schedule allows. Either way, with decision support system participants can get the same focus and productivity with significantly greater scheduling flexibility. Group decision support systems (GDSS) or, more generally, group support systems (GSSs) consist of sets of methods and technologies developed to support the interactive sharing of information as well as the emergence of new beliefs among group members handling complex problems (Jessup & Valacich 1993; Eden, 1995). Austin et al. (1997) introduced Joint decision making as a mechanism through which partner enterprises collaboratively make decisions related to the factors that influence their interlinked processes. Nonaka and Takeuchi (1995) described this mechanism as a stream provides road for the sharing of richer information through socialization and articulation. 
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