Knowledge Governance

Munawar, PhD

Contents

About the Course

Knowledge management is growing rapidly. More and more companies have built knowledge repositories, supporting such knowledge varieties as customer knowledge, product development knowledge, customer service knowledge, human resource management knowledge, and the like. Knowledge management is becoming a necessary feature of today's business culture.

The course is about knowledge, how to capture it, how to transfer it, how to share it, and how to manage it. Many facets of knowledge management-from concepts, to people, to tools, to procedures are covered in this course.

Syllabus

Before Mid Exam		After Made Exam	
1	Introduction	8	Knowledge Codification
2	Understanding Knowledge	9	Data Mining
3	KMS Life Cycle	10	Text Mining
4	Organizational Impacts of KM	11	Knowledge Testing & Deployment
5	Knowledge Creation & Architecture	12	Knowledge Transfer & Knowledge Sharing
6	Capturing Tacit Knowledge	13	System that Utilize Knowledge
7	Converting Tacit Knowledge to Explicit	14	Epilog: The Future of Knowledge Management

References

- Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies* (edition with accompanying CD). Prentice Hall. ISBN: 0-13-109931-0.
- A. Tiwana, *The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Plateforms*, 2nd ed., Pearson Education, 2002

Assignment & Grading

Group Assignment → 3 students (max)

- **Assignment #1 Mid Exam (40%)**

  Search the Internet and current journals for surveys that show how well companies are adopting (or struggling with) KM. What kind of open issues that will be adopted in your project group. Report your findings to class.

- **Assignment #2 Final Exam (60%)**

  Implement your finding on assignment #1 into the real technology through data warehouse and other related technologies

Introduction

Need for Knowledge Management

- "*Knowledge has become the key resource, for a nation's military strength as well as for its economic strength… is fundamentally different from the traditional key resources of the economist – land, labor, and even capital…we need systematic work on the quality of knowledge and the productivity of knowledge… the performance capacity, if not the survival, of any organization in the knowledge society will come increasingly to depend on those two factors*" [Drucker,1994]

What is Knowledge Management?

- Knowledge management (KM) may simply be defined as *doing what is needed to get the most out of knowledge resources*.
- In general, KM focuses on organizing and making available important knowledge, wherever and whenever it is needed.
- KM is also related to the concept of intellectual capital.

Forces Driving Knowledge Management

1. Increasing Domain Complexity: Intricacy of internal and external processes, increased competition, and the rapid advancement of technology all contribute to increasing domain complexity.
2. Accelerating Market Volatility: The pace of change, or volatility, within each market domain has increased rapidly in the past decade.
3. Intensified Speed of Responsiveness: The time required to take action based upon subtle changes within and across domains is decreasing.
4. Diminishing Individual Experience: High employee turnover rates have resulted in individuals with decision-making authority having less tenure within their organizations than ever before.

So, what does this mean?

- Faced with increased complexity, market volatility and accelerated responsiveness, today's younger manager feels less adequate to make the difficult decisions faced each day.
- KM is important for organizations that continually face downsizing or a high turnover percentage due to the nature of the industry.

Knowledge Management Systems

- Information technology facilitates sharing as well as accelerated growth of knowledge.
- Information technology allows the movement of information at increasing speeds and efficiencies.
- *"Today, knowledge is accumulating at an ever increasing rate. It is estimated that knowledge is currently doubling every 18 months and, of course, the pace is increasing... Technology facilitates the speed at which knowledge and ideas proliferate"* Bradley [1996]

Knowledge Management Systems

- Knowledge management mechanisms are organizational or structural means used to promote knowledge management.
- The use of leading-edge information technologies (e.g., Web-based conferencing) to support KM mechanisms enables dramatic improvement in KM.
- *knowledge management systems* (KMS): the synergy between latest technologies and social/structural mechanisms

Knowledge Management Systems

- **KM systems classification based on observations on the KM systems implementations:**
  - *Knowledge Discovery Systems*
  - *Knowledge Capture Systems*
  - *Knowledge Sharing Systems*
  - *Knowledge Application Systems*

Knowledge Management Systems

- Artificial intelligence and machine learning technologies and the important role in the KM processes, enabling the development of KMS
- Experience management basically experience develops over time, to coalesce into more general experience, which then combines into general knowledge

Issues in Knowledge Management

- *"Effective KM is not about making a choice between "software vs. wetware, classroom vs. hands-on, formal vs. informal, technical vs. social…uses all the options available to motivated employees to put knowledge to work …[and] depends on recognizing that all of these options basically need each other"* [Stewart, 2002].
- One of the primary differences between traditional information systems and KM systems is the active role that users of KM systems play on building the content of such systems.

Effective Knowledge Management

- 80% - Organizational culture and human factors
- 20% - Technology

Essence of KM

1. Knowledge is first created in the people's minds. KM practices must first identify ways to encourage and stimulate the ability of employees to develop new knowledge.
2. KM methodologies and technologies must enable effective ways to elicit, represent, organize, re-use, and renew this knowledge.
3. KM should not distance itself from the knowledge owners, but instead celebrate and recognize their position as experts in the organization.

Thank You !

Munawar, PhD