

# LGO2222 Human Resource Management in LGO.

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# Knowledge management Chapter 4.

Knowledge Management  
and  
Learning Organizations

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“The basic economic resource is no longer capital, nor natural resources, nor labor. It is and will be knowledge.”

*Peter Drucker*

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## Knowledge Management

### ***What is knowledge management?***

**“Knowledge management is leveraging relevant intellectual assets to enhance organizational performance.”**

Stankosky, 2002

## Knowledge Management

*another useful definition*

The systematic process of creating, maintaining and nurturing an organization to make the best use of knowledge to create business value and generate competitive advantage.

## “Management” of Knowledge

- Knowledge management is an integrated systematic approach to identifying, managing and sharing all of an enterprise's information assets, including databases, documents, policies, and procedures, as well as previously unarticulated expertise and experience held by individual workers. Fundamentally it is about making the collective information and experience of an enterprise available to individual worker.

## Knowledge Management

### *Some Definitions*

- Policies, procedures and technologies employed for operating a continuously updated linked pair of networked databases. (Anthes)
- Bringing tacit knowledge to the surface, consolidating it in forms by which it is more widely accessible, and promoting its continuing creation. (Birket)
- Process of capturing, distributing and effectively using knowledge. (Davenport)
- Knowledge management is the process of capturing a company's collective expertise wherever it resides—in databases, on paper, or in people's head—and distributing it to wherever it can help produce the biggest payoff. Knowledge management is getting the right knowledge to the right person at the right time. (Info Week 10/20/97)

## Redefining Business Innovation

*The creative process through which additional economic value is extracted from the stock of knowledge (OECD, 2001)*

## Why Knowledge Management?

- Organizing existing corporate knowledge
- New ways to share tacit knowledge
- Support for research and knowledge generation
- New ways to share explicit knowledge
- Smart tools to aid decision making

## Why Knowledge Management?

### Knowledge is:

- ❖ The cutting edge of organizational success (Nonaka, 1991)
- ❖ The engine transforming global economies (Bell, 1973, 1978)
- ❖ Leading us toward a new type of work with new types of workers (Blackler, Reed and Whitaker, 1993)
- ❖ The element that will lead to the demise of private enterprise capitalism (Heilbroner, 1976)
- ❖ The sum total of value-added in an enterprise (Peters, 1993)
- ❖ The "mobile and heterogeneous [resource that will end the] hegemony of financial capital [and allow employees to] seize power" (Sveiby & Lloyd, 1987)

### Knowledge results in:

- ❖ The "learning organization" (Mayo & Lank, 1995)
- ❖ The "brain-based organization" (Harari, 1994)
- ❖ Intellectual capital" (Stewart, 1994)
- ❖ "Learning partnerships" (Lorange, 1995)
- ❖ Obsolete capitalists economies and radically different societies (Drucker, 1993)

### Conclusion

**Knowledge is fast becoming a primary factor of production** (e.g., Handy, 1989, 1994; Peter, 1993; Drucker, 1992)

Source: Theeius International Management Institute, February 2000

## Use of Knowledge

- Knowledge Identification: *Where is the knowledge? Who has it? What type of knowledge is it?*
- Knowledge Elicitation: *How can we acquire it? What tools can we use?*
- Knowledge Dissemination: *In order for it to be disseminated, it must be represented so that it can be stored and processed.*
- Knowledge Utilization: *We must be able to evaluate the benefits of its use.*

## Forms of Knowledge

- Concepts, methodologies
- Facts, beliefs, truths & laws
- Know what, Know how, Know why
- Judgments & expectations, insights
- Relationships, leverage points
- Intuition & feelings
- Meaning and sense making

## Data and Information

- **Data** are facts, numbers or individual entities without context or purpose.
- **Information** is data that has been organized into a meaningful context (to aid decision making).

## Explicit and Tacit Knowledge

- Explicit knowledge – what is recorded; easily identified, articulated, shared and employed
- Tacit knowledge – personal; wisdom and experience; context-specific; more difficult to extract and codify

## Tacit Knowledge

- Idea associated with Michael Polanyi
  - Hungarian scientist turned philosopher
- Several influential ideas about knowledge
  - See knowledge is social, public, often personal. Bound up with contexts, experience
- Says that important knowledge is often **tacit** rather than **explicit**
  - Bound up with processes, actions, situations
  - Not articulated in conscious, verbal form
  - Can do something, but can't explain how
- Challenge: how to capture this?

# Sharing Tacit Knowledge

- One line of thinking:
  - Tacit knowledge is transmitted in hall way chats, experience working on projects, etc.
- So, can be captured by channeling discussions into “collaborate workplace” online
  - Instead of verbal or email
  - Make on-line community groups
    - Threaded discussions
    - Searchable archives
    - Places to post documents and hints
    - Lessons from successes and failures