Knowledge Management: Concepts & Issues
What is knowledge?

Context independence

Data

Understanding relations

Information

Understanding patterns

Knowledge

Understanding principles

Wisdom

Understanding
Why is KM important?

- Microsoft Vs. GM
  - Physical assets?
  - Market capitalization?

- "The most valuable assets of a 20th-century company were its production equipment. The most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity."
  (Peter Drucker, Management Challenges for the 21st Century – 1999)
KM: What's It All About?

- The Shift to Knowledge Work
  - From manual work to knowledge work

- The Source of Innovation and Competitive Advantage
  - Innovation in processes as well as products & services
  - KM success lies not in knowledge or in IT, but in the use of the knowledge
What is KM?

Definition
- Capturing, organizing, storing and sharing knowledge and experiences of individual workers and groups within an organization.

Explicit vs. tacit knowledge
- Explicit knowledge: documents, files
- Tacit knowledge: 두뇌속 지식, experiences

How do we “codify” knowledge?
- Transforming tacit knowledge to explicit knowledge
Knowledge Chain

Create
- Discover
- Acquire
- Develop

Store
- Verify
- Classify
- Register

Share
- Disseminate
- Transfer
- Diffuse

Utilize
- Leverage
- Assess
- Update
Issues in KM

- Organizational culture
  - Can be a hurdle in knowledge diffusion and sharing

- KM Organization
  - CKO

- Leveraging IT
  - KMS