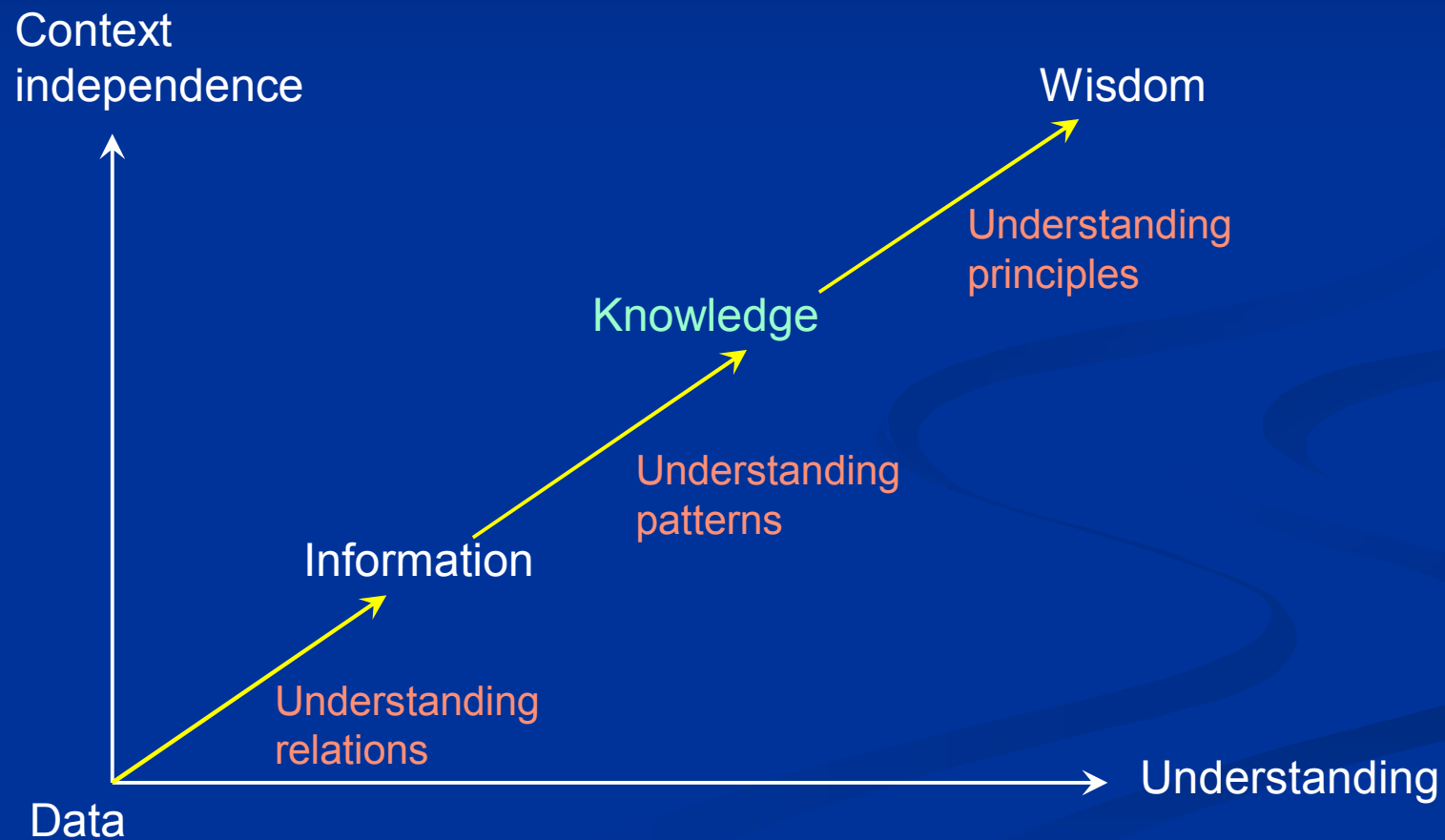


Knowledge Management: Concepts & Issues

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What is knowledge?



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

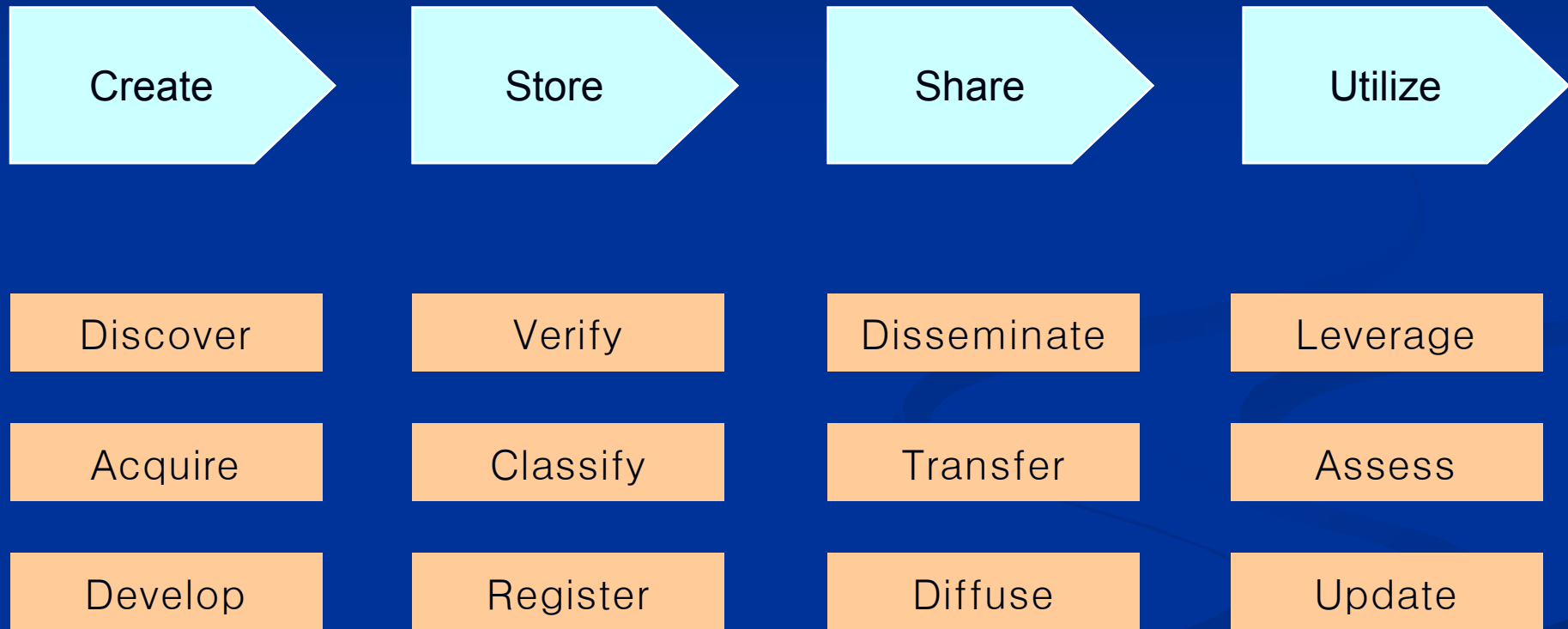
■ Explicit vs. tacit knowledge

- Explicit knowledge: documents, files
- Tacit knowledge: 두뇌속 지식, experiences

■ How do we “codify” knowledge?

- Transforming tacit knowledge to explicit knowledge

Knowledge Chain



Issues in KM

- Organizational culture
 - Can be a hurdle in knowledge diffusion and sharing
- KM Organization
 - CKO
- Leveraging IT
 - KMS