


**INTRODUCTION
TO
KNOWLEDGE
MANAGEMENT**

SULIMAN HAWAMDEH
UNIVERSITY OF OKLAHOMA



**“The empires
of the future
are empires of
the mind.”**

Winston Churchill



Knowledge Factor

“Of central importance is the changing nature of competitive advantage, not based on market position, size and power as in times past, but on the incorporation of knowledge into all of the organization’s activities”.

Leif Edvisson



Historical Perspective

- 1956 Kenneth Boulding:
The Image: Knowledge in Life an Society
- 1966 Peter Drucker:
Knowledge Worker in The Effective Executive
- 1966 Kenneth Boulding:
The Economics of Knowledge and the Knowledge of Economics
- 1969 Peter Drucker:
Knowledge Worker in The Age of Discontinuity
- 1970s AI Promises:
Expert Systems to automate knowledge processes



Historical Perspective

- 1985 Arthur D. Little
Knowledge Management and Applied AI
- 1986 Böhme & Stehr:
The Knowledge Society
- 1987 Sveiby & Lloyd:
Managing Know how
- 1990 Senge:
The Fifth Discipline (Learning Organization)
- 1995 Nonaka & Takeuchi
The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation.



The assumption that information and knowledge can be treated as separate entities and evolve as a distinct profession is problematic. This is largely due to the confusion surrounding the definition and understanding of these terms.



Knowledge is an activity best described as a *process-of-knowing*

Polanyi 1967



"Knowledge management is the task of developing and exploiting an organisation's tangible and intangible knowledge resources. Knowledge management covers organisational and technological issues."

Ovum 1998.



"KM is the identification, optimisation and active management of intellectual assets, either in the form of explicit knowledge held in artefacts or as tacit knowledge possessed by individuals or communities"

David Snowden, IBM/CBI

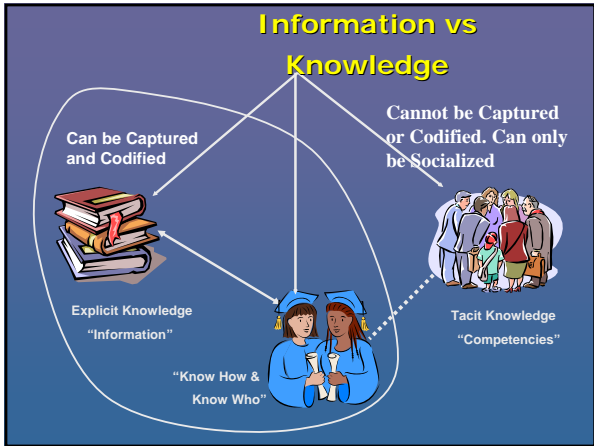


“.. an interdisciplinary approach to dealing with all aspects of knowledge processes including knowledge creation, capture, discovery, organization, retention, sharing and transfer . It encompasses people, technology and organizational practices and processes.”

Suliman Hawamdeh



The terms information and knowledge are interrelated in which one cannot co-exist without the other. Any reference to the information domain must include the knowledge domain and vice versa.



If only HP knew what HP knows, we will be 3 times more productive

Lew Platt, former CEO of Hewlett-Packard

Intellectual capital is the sum of everything everybody in a company knows that gives it a competitive edge.


Stewart

We know more than we can tell

Polayni

"Know How"

Tacit Knowledge "Competencies"



Explicit knowledge

- Documented and formal
- Easier to identify
- Re-usable in consistent and repeatable manner
- Can be stored in a computer system
- Can be identified, measured, distributed and audited



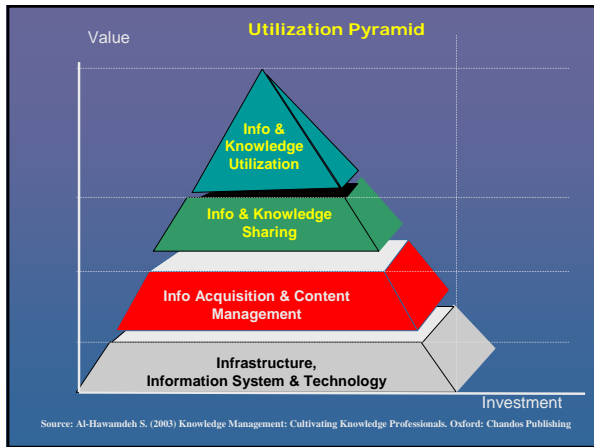
Tacit knowledge

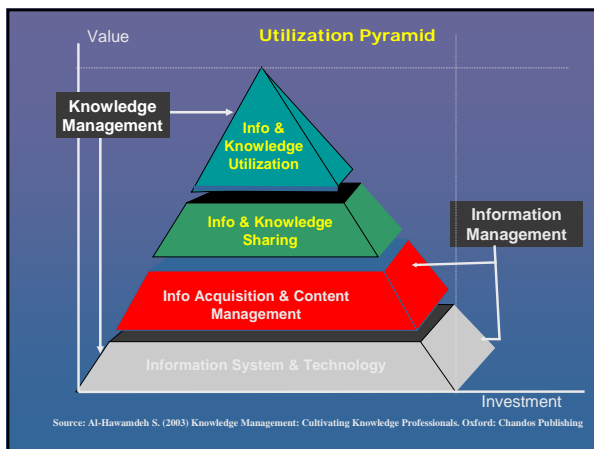
- Undocumented and informal
- Exist in people minds
- Personal, context-specific, hard to formalise and communicate
- Intuitions, rules of thumb, mind-sets, unwritten rules of turf and territory, unconscious values
- From trivial to the fundamental




Knowledge Sources


- ❑ **Customer Knowledge** - external and valuable
- ❑ **Knowledge in Products**- added value
- ❑ **Knowledge in People**- internal and valuable
- ❑ **Knowledge in Processes** - know-how
- ❑ **Organizational Memory** - do we know what we know?
- ❑ **Knowledge in Relationships** - richness and depth
- ❑ **Knowledge Assets** - intellectual capital
- ❑ **Knowledge in Documents** - Information







Key Drivers of Knowledge Management



Information Overload

We are drowning in information but starved for knowledge.

John Naisbitt




Technological Advances

The advances in information & communication technologies and the Internet has created new market places and changed the way people perceive and consume information




Maintaining Competitive Advantage


As a greater percentage of economic growth arises from the knowledge sector, competitive advantage will come from being able to leverage knowledge and **intellectual capital**



Human Capital




Customer Capital




Intellectual Capital


Copyright



Trade Secrets



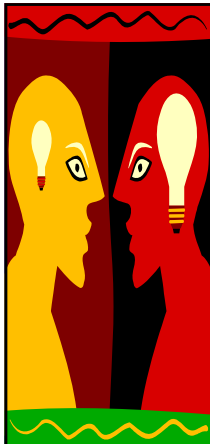
Patents





Knowledge Loss

Organizations are often forced to reduce the work force to cope with economic crises or increased competition. As a result they suffer “Brain Drain” and it becomes important to maintain the knowledge within the organization and “Minimize The Knowledge Loss”



Dealing with change

- ❑ Existing products become obsolete faster and as a result organizations need to constantly innovate to stay ahead of the competition.
- ❑ Innovation comes from the ability to see the obvious and therefore need to monitor developments and opportunities that might impact your business or market.



Achieving organizational efficiency

- ❑ Continuous improvement in operational efficiency and productivity is essential to long term earning growth
 - ❑ Improving individual effectiveness
 - ❑ Improving team effectiveness
- $E = MC^2$
- M is the *Mastery* of each individual (human capital)
- C are the *Connections* that join individuals into a community (social capital)
- C is the *Communication* that flows
- (Vancho Cirovski, Vice President of Human Resources at Cardinal Health)



Managing Transition

Explosion of information now being produced in digital form has dramatically changed expectations about the production as well as the use of knowledge.

Most university and college libraries now face real tradeoffs between print publications and digital resources. Many librarians find it necessary to cancel journal subscriptions and acquisitions, devoting more time and resources to negotiating licensing agreements with digital providers, acquiring access to important databases and digital collections, re-profiling approval plans, or implementing new software to provide federated searching

Roundtable on Technology and Change in Academic Libraries, ALA



Why Organizations Need KM?



The People Factor

Organizations are increasingly aware that knowledge cannot be treated as an organizational asset without the active and voluntary participation of the communities that are its true owners



Education & People Development



Source: Yeo, Ting & Al-Hawamdeh, Formulating a Communication Strategy for Effective Knowledge Sharing, Journal of Information Science, 30(1) 2004, pp.12-22



KM Market

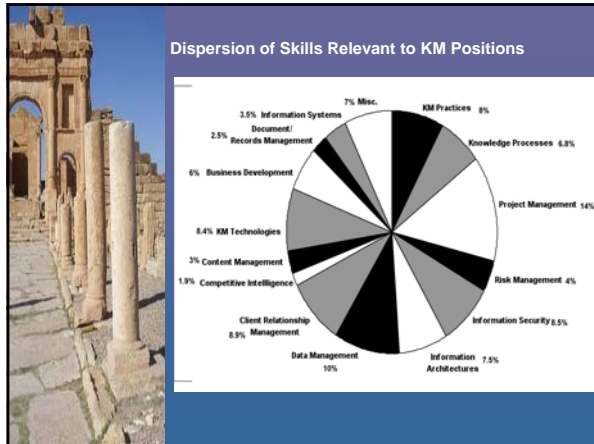
- As organizations recognize the importance of knowledge management, new positions in KM will be created.
- At the same time a new generation of knowledge management professionals will need to be trained and equipped with the necessary skills and competency.



CONTENT ANALYSIS OF KM RELATED JOBS: WHAT ARE EMPLOYERS LOOKING FOR?



The project analyzed the content of 1200 KM-related job postings from 135 firms on national job postings websites such as Careerbuilders.com and Job.com in order to develop an empirically-based picture of KM competencies and skills currently in demand.



- ### Emerging Trends and Job Opportunities in KM
- Chief Knowledge Officer (CKO)
 - Chief, Information and Knowledge Management
 - Chief Information Officer (CIO)
 - Knowledge and Content Manager
 - Internal Communication Manager
 - Customer Information Management Analyst
 - Information Management Coordinator
 - Information Management Specialist
 - Information Specialist-Intellectual Property
 - Knowledge Services Team Leader
 - Project Manager-Information Management
 - Research Analyst-Business Intelligence
 - Senior Information Specialist
 - Knowledge Management Project Manager

- ### KM Professionals need to be:
- ❑ Engaged in problem-setting, problem-solving and developing creative ways forward
 - ❑ Demonstrate autonomy of thought and decision-making within the context of working with other professionals
 - ❑ Able to transcend the boundaries of their discipline and work with issues holistically while contributing their particular expertise and skills
 - ❑ Engage in continual learning and development at a number of levels, from basic updating to re-evaluation of their overall practice and envelope of capability
 - ❑ Go beyond uncritical acceptance of a professional code, to a deep-rooted commitment to personal ethical standards and professional practice principles



"Information becomes knowledge only when it is in the hands of somebody who knows what to do with it".

Peter Drucker



Master of Science in Knowledge Management at the University of Oklahoma

<http://www.ou.edu/cas/slis/NewSite/Programs/MSKM.html>



MSKM @ OU

- The only program in Oklahoma and the region
- Interdisciplinary program
- Curriculum Designed for working people and continuing education
- Diverse and dedicated faculty
- Strong emphasis on practical and organizational issues
- Offered online and face to face
- Evening and Weak end classes
- Completion in five years