Chapter 10

Knowledge Management

Information Technology For Management 6th Edition
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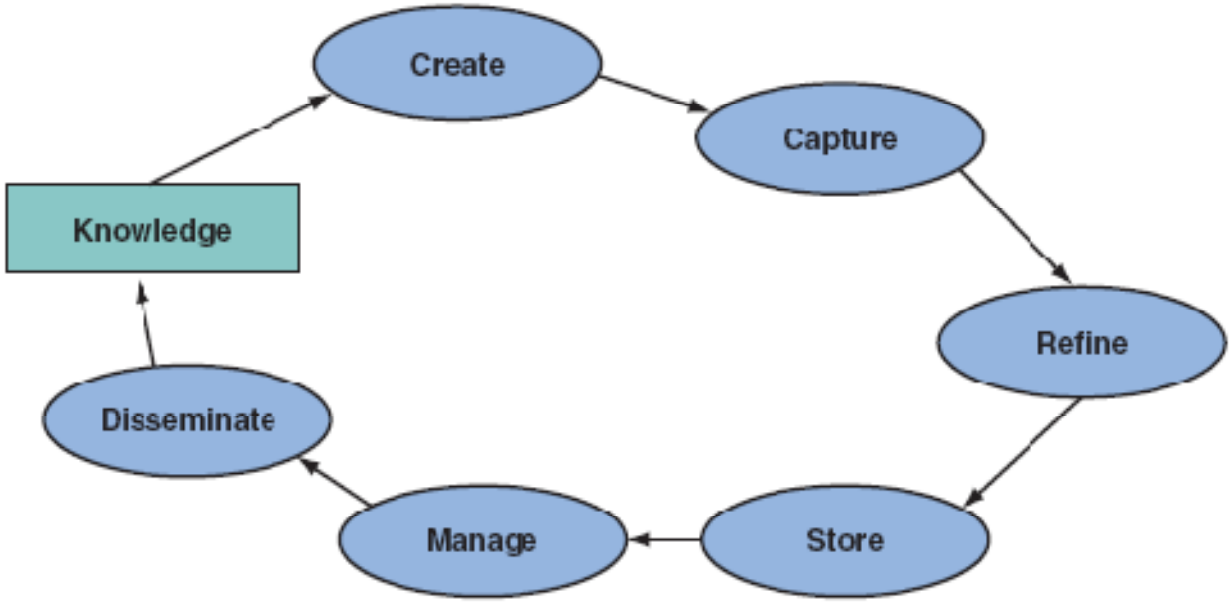
Learning Objectives

- Define knowledge and describe the different types of knowledge.
- Understand the concepts of organizational learning, memory, and the impact of organizational culture
- Describe the activities involved in knowledge management.
- Describe different approaches to knowledge management.
- Describe the issues associated with implementing knowledge management in organizations.

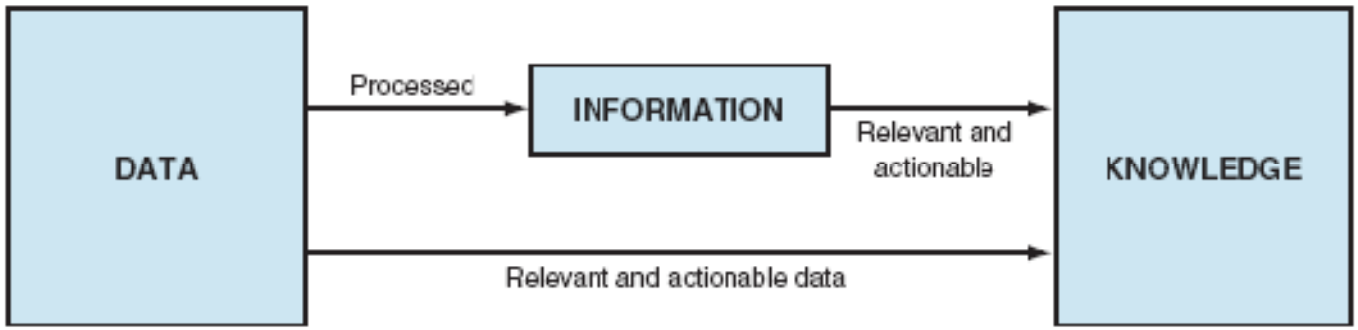
Learning Objectives (Continued)

- Describe the technologies that can be utilized in a knowledge management system.
- Describe the activities of the chief knowledge officer and others involved in knowledge management.
- Describe benefits as well as drawbacks to knowledge management initiatives.
- Understand the valuation approaches to KMS, as well as its successes and potential failures.

Knowledge – Knowledge Management Systems



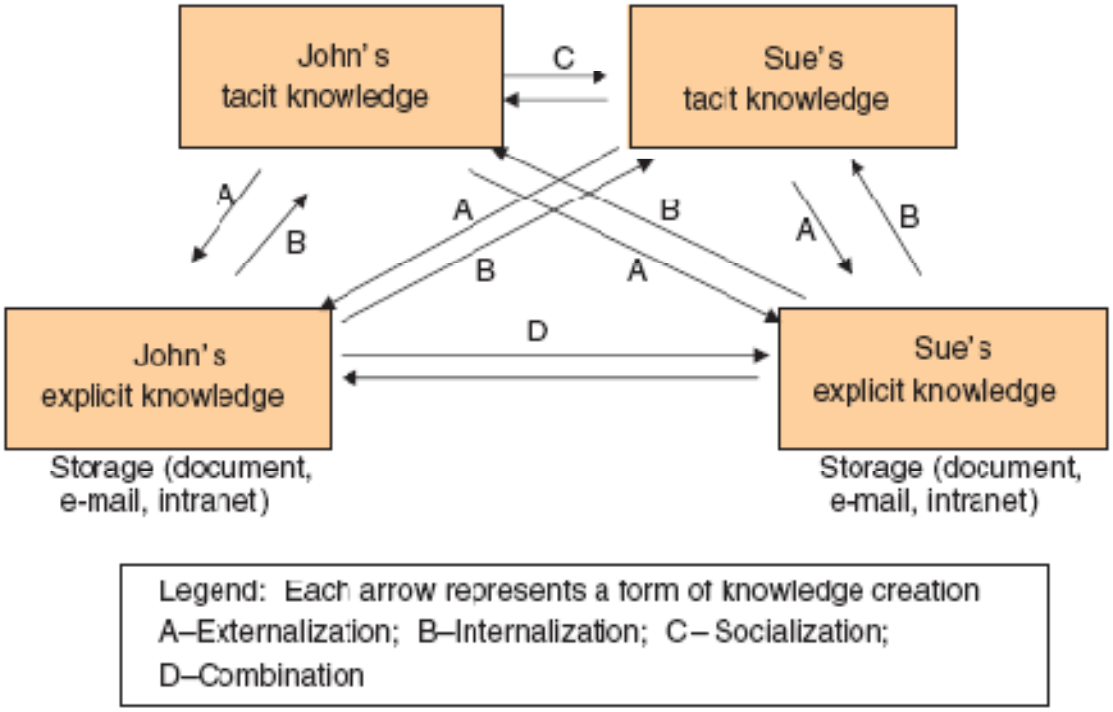
Data, Knowledge & Information



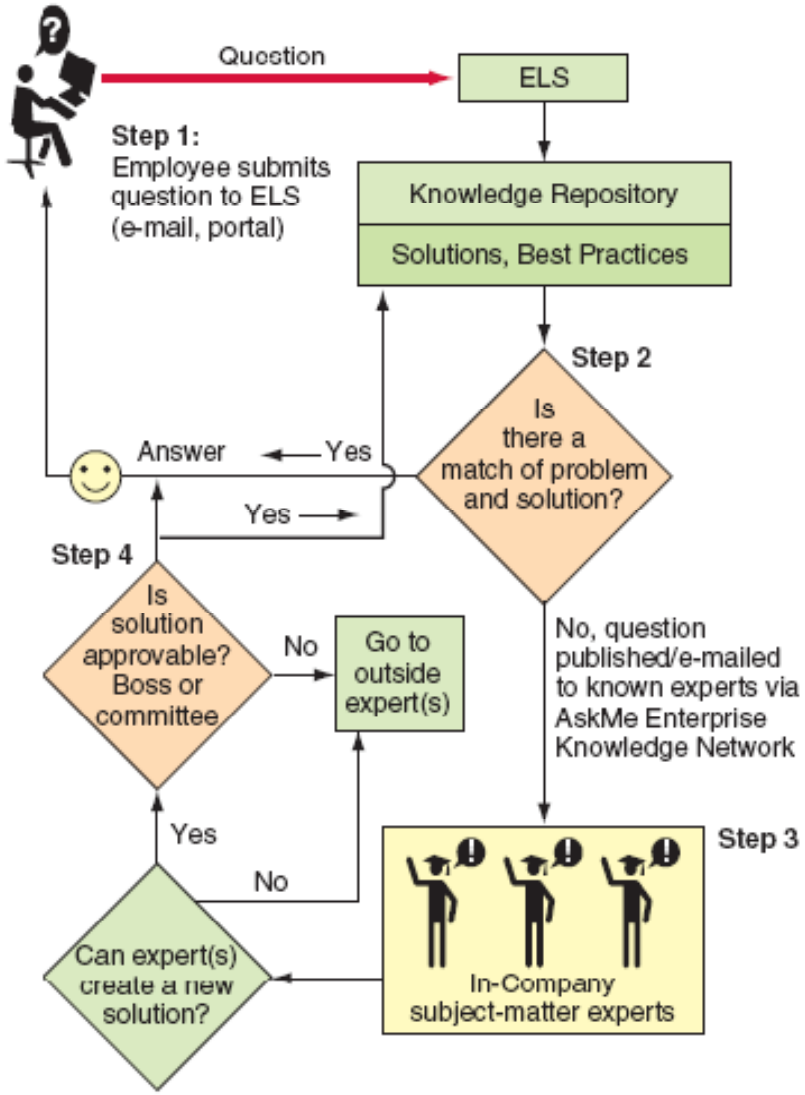
Knowledge – Knowledge Management Systems (Continued)

- **Knowledge creation** or **knowledge acquisition** is the generation of new insights, ideas, or routines.
  - **Socialization mode** refers to the conversion of tacit knowledge to new tacit knowledge through social interactions and shared experience.
  - **Combination mode** refers to the creation of new explicit knowledge by merging, categorizing, reclassifying, and synthesizing existing explicit knowledge
  - **Externalization** refers to converting tacit knowledge to new explicit knowledge
  - **Internalization** refers to the creation of new tacit knowledge from explicit knowledge.
- **Knowledge sharing** is the exchange of ideas, insights, solutions, experiences to another individuals via knowledge transfer computer systems or other non-IS methods.
- **Knowledge seeking** is the search for and use of internal organizational knowledge.

Knowledge Management – Integration



Expert Systems



Managerial Issues

- **Organizational culture change**
- **How to store tacit knowledge**
- **How to measure the tangible and intangible benefits of KMS. Determining the roles of the various personnel in a KM effort**
- **The lasting importance of knowledge management**
- **Implementation in the face of quickly changing technology**

Chapter 10

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