Chap XII-B
IT Policy in Knowledge Management

[Laudon] Chap 12

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IT Policy in Knowledge Lanscape

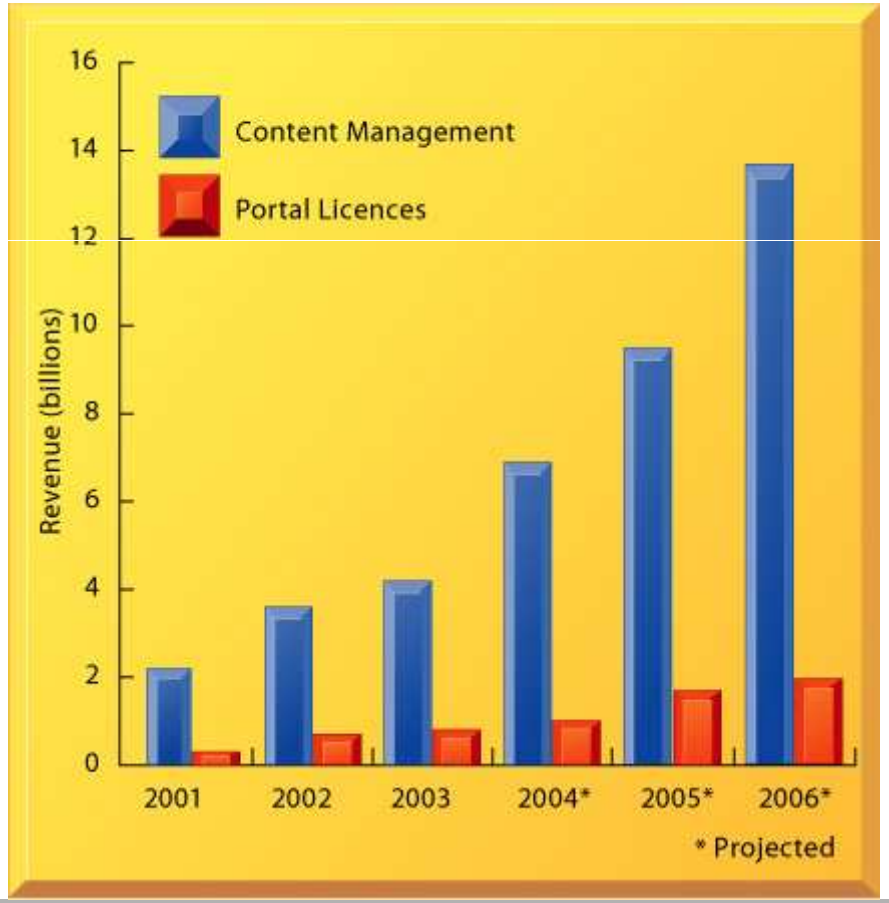
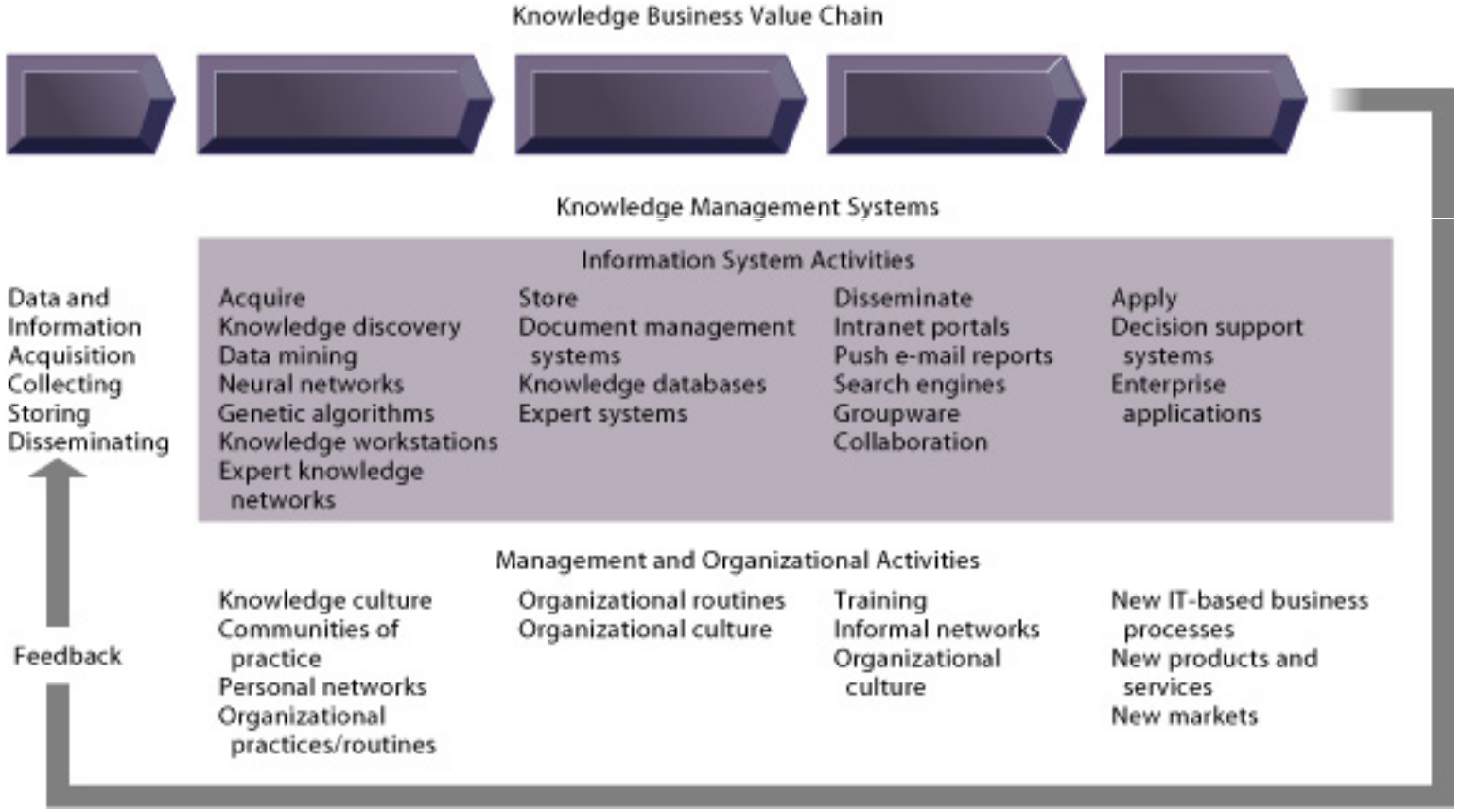


FIGURE 12-1 U.S. enterprise knowledge management software revenues, 2001–2006
Enterprise knowledge management software includes sales of content management and portal licenses, which have been growing at a rate of 35 percent annually, making it among the fastestgrowing software applications.

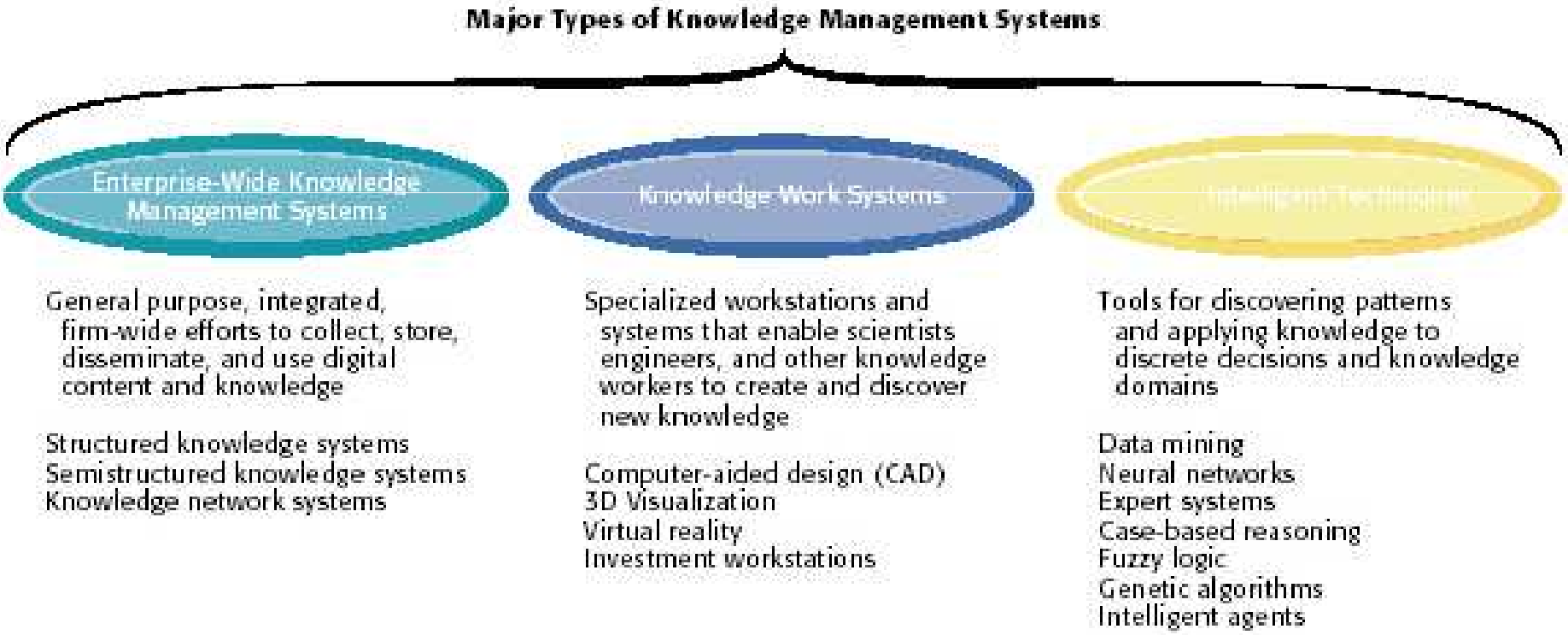
Important Dimensions of Knowledge

Knowledge Is a Firm Asset
Knowledge is an intangible asset.
The transformation of data into useful information and knowledge requires organizational resources.
Knowledge is not subject to the law of diminishing returns as are physical assets, but instead experiences network effects (law of expanding returns) as its value increases as more people share it.
Knowledge Has Different Forms
Knowledge can be either tacit or explicit (codified).
Knowledge involves know-how, craft, and skill.
Knowledge involves knowing how to follow procedures.
Knowledge involves knowing why, not simply when, things happen (causality).
Knowledge Has a Location
Knowledge is a cognitive event involving mental models and maps of individuals.
There is both a social and an individual basis of knowledge.
Knowledge is "sticky" (hard to move), situated (enmeshed in a firm's culture), and contextual (works only in certain situations).
Knowledge Is Situational
Knowledge is conditional: Knowing when to apply a procedure is just as important as knowing the procedure (conditional).
Knowledge is related to context: You must know how to use a certain tool and under what circumstances.

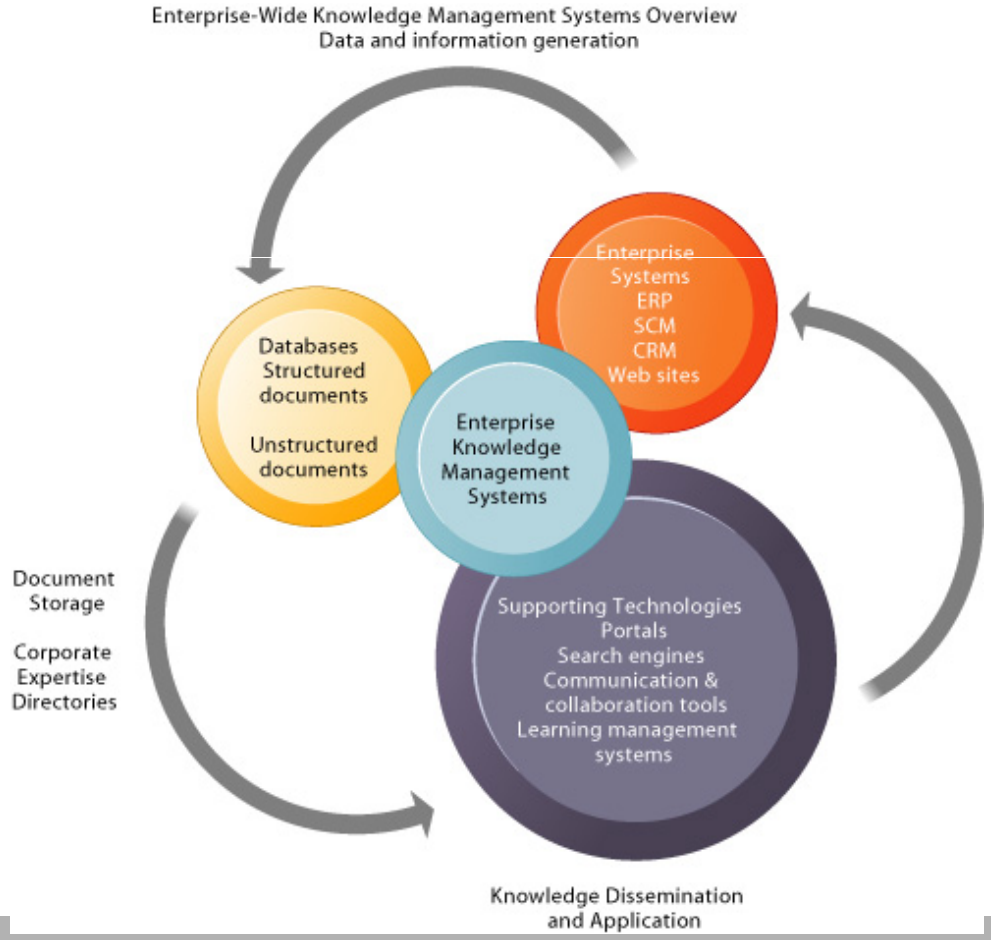
IT Policy in The Knowledge Management Value Chain



Types of Knowledge Management Systems



Enterprise-wide knowledge management systems



Categories of Enterprise-Wide Knowledge Management Systems

Type of Knowledge	Knowledge Content	Category of Enterprise Knowledge Management System
Structured knowledge	Formal documents	Structured knowledge systems
Semistructured knowledge	E-mail, voice mail, memos, brochures, digital pictures, bulletin boards, and other unstructured documents	Semistructured knowledge systems
	Digital asset management systems	
Network (tacit) knowledge	Expertise of individuals	Knowledge network systems

Structured Knowledge Systems

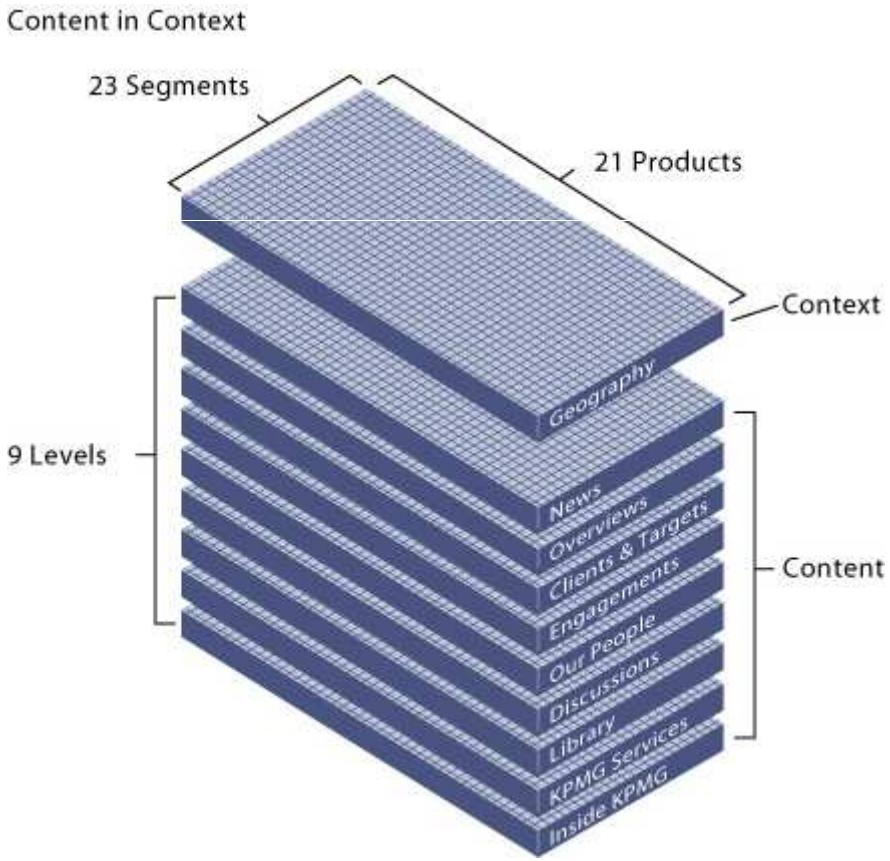
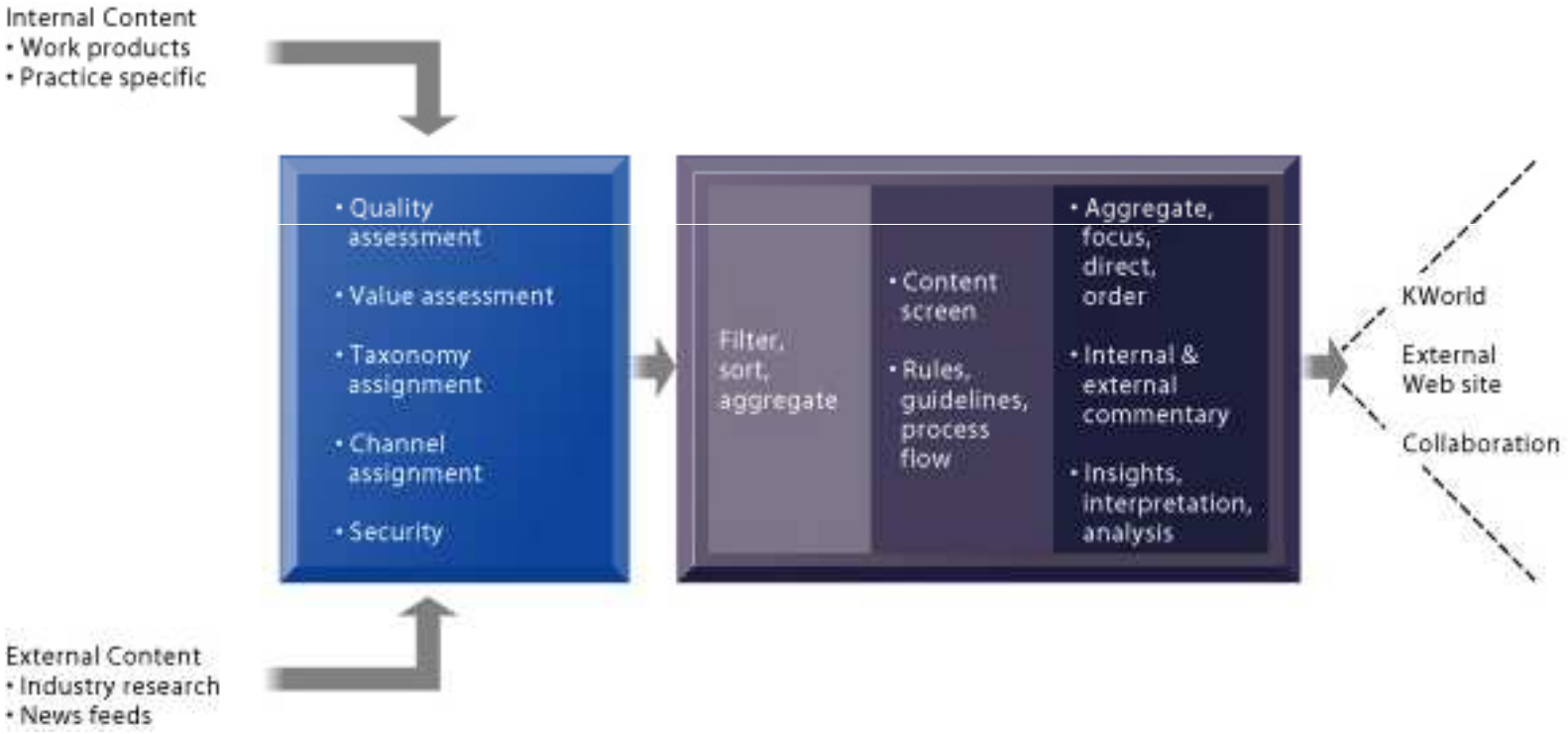
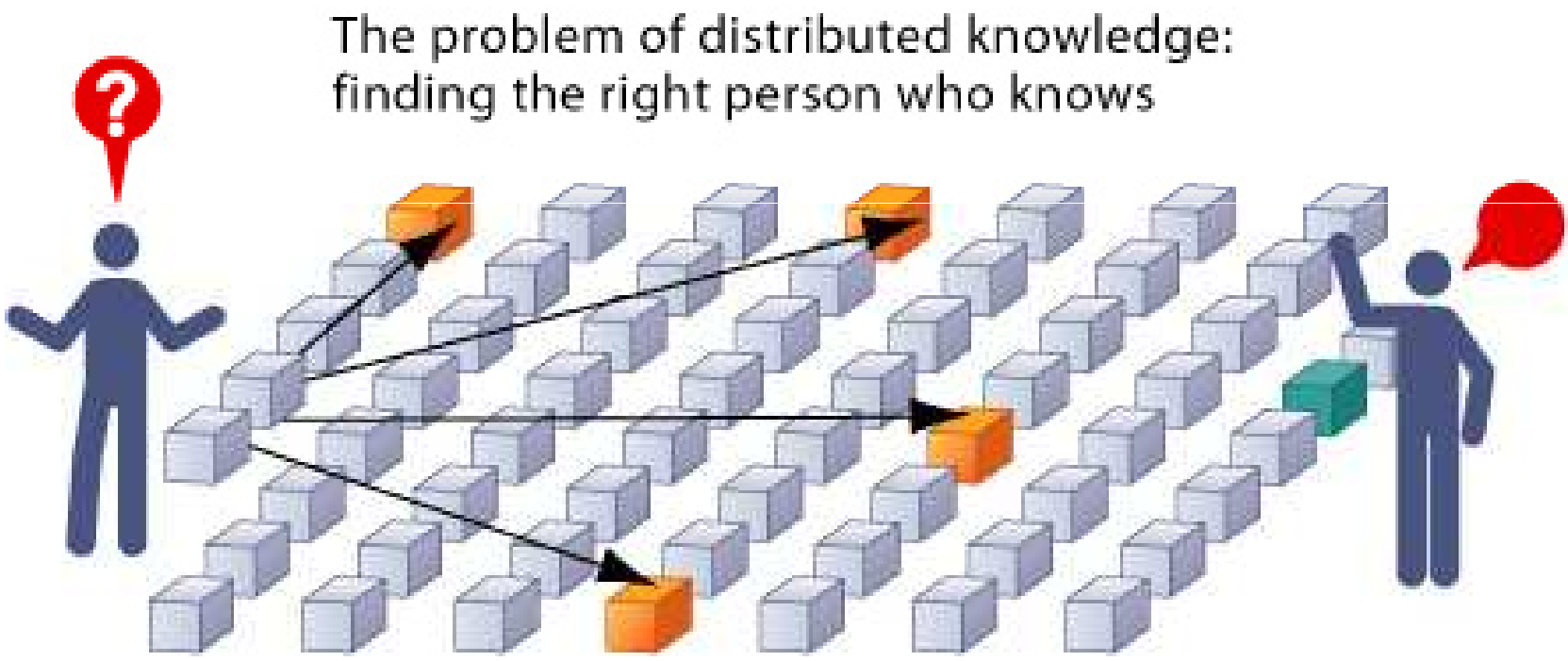


FIGURE 12-5 KWorld's knowledge domains
KPMG's KWorld is organized into nine levels of content that are further classified by product, market segment, and geographic area.

KPMG knowledge system processes



IT Policy in Distributing Knowledge

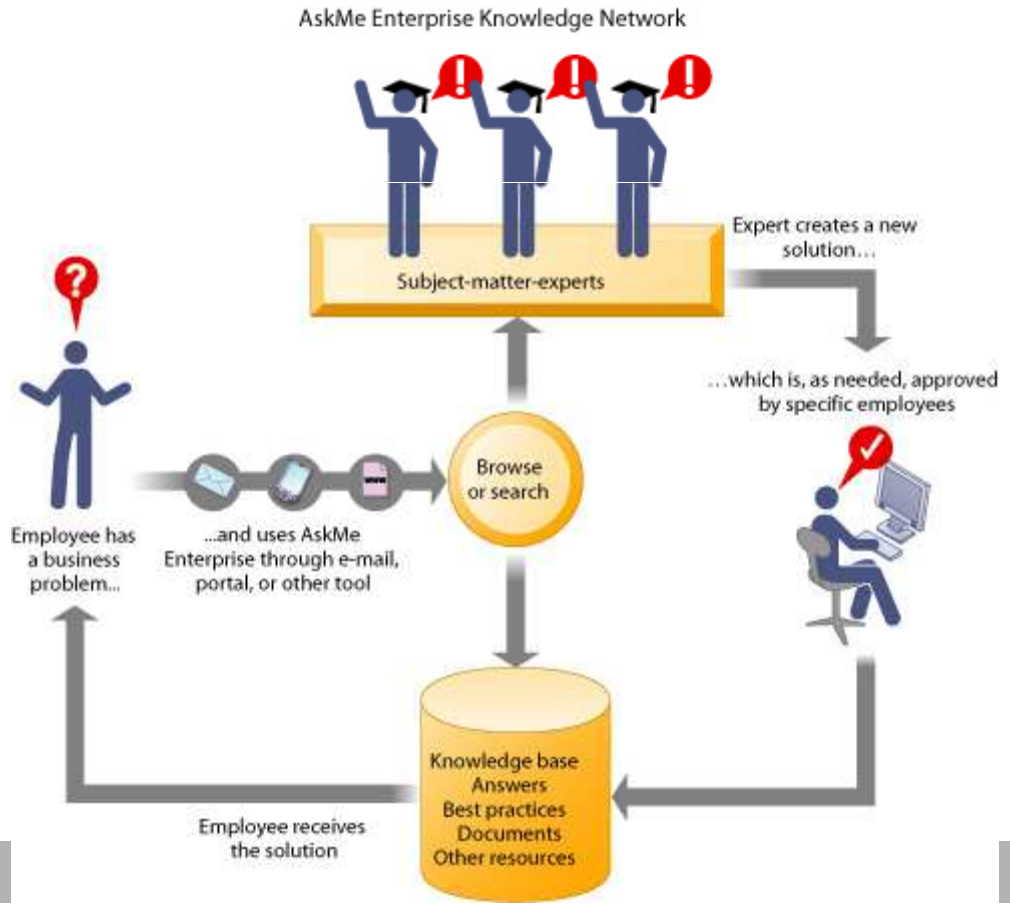


IT Policy in Distributing Knowledge (2)

Features	Description
Knowledge exchange services	Support for interactive Q&A sessions Ability to identify qualified firm experts Publish and share documented knowledge with all employees
Community of practice support	Ability to connect experts across functions and units Ability to push information to communities Strong collaborative tools for communities, such as scheduling, document retrieval, and communication
Autoprofiling capabilities	Ability to profile employee experts automatically Ability to permit individuals to manage their own profiles
Knowledge management services	Automatically manage the nomination, approval, and dissemination of best practices and solutions Ensure business knowledge and rules conform to regulations and support business processes

IT Policy in Distributing Knowledge (2)

- AskMe Enterprise knowledge network system



Requirements of knowledge work systems