Lecture 12 of MIS

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Objectives

1. Assess the role of knowledge management and knowledge management programs in business.
2. Define and describe the types of systems used for enterprise-wide knowledge management and demonstrate how they provide value for organizations.

Chapter Outline

10.1. The Knowledge Management Landscape
- Important Dimensions of Knowledge
- Organizational Learning and Knowledge Management
- The Knowledge Management Value Chain
- Types of Knowledge Management Systems

10.2. Enterprise-Wide Knowledge Management Systems
- Structured Knowledge Systems
- Semistructured Knowledge Systems
- Knowledge Network Systems

Key Terms
- Chief knowledge officer (CKO), Explicit knowledge
- Knowledge, Knowledge management, Knowledge network systems
- Organizational learning, Semistructured knowledge
- Semistructured knowledge systems, Structured knowledge, Structured knowledge systems, Tacit knowledge, Taxonomy, Wisdom

Section 12.1: The Knowledge Management Landscape

Students are introduced to organizational learning and knowledge management, as well as systems infrastructure for knowledge management. Discuss how companies like Microsoft, Dell, General Motors, or Merrill Lynch might manage their knowledge assets.

(1) Important Dimensions of Knowledge
- Knowledge: Concepts, experience, and insight that provide a framework for creating, evaluating, and using information
- Wisdom: The collective and individual experience of applying knowledge to the solution of problems
- Tacit knowledge: 隐性知识, Expertise and experience of organizational members that has not been formally documented
- Explicit knowledge: 显性知识, Knowledge that has been documented

(2) Organizational Learning and Knowledge Management
- Organizational learning: Creation of new standard operating procedures and business processes that reflect organization’s experience
- Knowledge management: Set of processes developed in an organization to create, gather, store, disseminate, and apply the firm’s knowledge

(3) The Knowledge Management Value Chain
Chief Knowledge Officer (CKO): Senior executive in charge of the organization's knowledge management program

Communities of Practice (COP): Informal groups who may live or work in different locations but share a common profession

(4) The Knowledge Management Value Chain

(5) Types of Knowledge Management Systems
- Enterprise Knowledge Management Systems: General purpose, integrated, and firm-wide systems to collect, store and disseminate digital content and knowledge
- Knowledge Work Systems (KWS): Information systems that aid knowledge workers in the creation and integration of new knowledge in the organization
- Intelligent Techniques: Data mining and artificial intelligence technologies used for discovering, codifying, storing, and extending knowledge

(6) Case: KM in our life
- Reports: 2008 年中国房地产市场分析报告
- E-mail
- Chat room
- Bulletin boards
- BBS

Section 12.2: Enterprise-Wide Knowledge Management Systems.
Technologies and capabilities found in enterprise-wide knowledge management systems are introduced. This section identifies the various types of knowledge systems and how knowledge is organized.

(1) Enterprise-wide knowledge management systems
(2) Structured Knowledge Systems
- Knowledge repository for formal, structured text documents and reports or presentations,
- Also known as content management system,
- Require appropriate database schema and tagging of documents
Examples: *Database of case reports of consulting firms; Google documents*

(3) KPMG Knowledge System

(4) Semistructured Knowledge Systems
- Knowledge repository for less-structured documents, such as e-mail, voicemail, chat room exchanges, digital images, brochures, videos, bulletin boards. Also known as digital asset management systems
- Taxonomy: Method of classifying things according to a predetermined system
- Tagging: Once a knowledge taxonomy is produced, documents are tagged with proper classification

(5) Knowledge Network Systems
- Online directory of corporate experts, solutions developed by in-house experts, best practices, FAQs
- Document and organize “tacit” knowledge

(6) *AskMe Enterprise Knowledge Network System*

### 重点
两种类型的知识管理系统

### 难点
知识管理与信息管理、数据管理的区别

### 案例分析
Case Study: Can Knowledge Systems Help Procter & Gamble Stay Ahead of the Pack? (in Text)

### 习题
Exercise - chapter 11

### 课后阅读材料