

# Contents

	About the Authors xxiii
PART I:	THE BASICS 1
	CHAPTER 1: Working Smarter, Not Harder
	In a Nutshell 1
	What Is Knowledge Management? 2 The Knowledge Organization 3
	Why Knowledge Management? 10
	How It Came About 15
	KM Myths 21
	KM Life Cycle 24
	Implications for Knowledge Management 26
	Summary 27
	Terms to Know 28
	Test Your Understanding 28
	Knowledge Exercises 29
	References 30
	CHAPTER 2: Understanding Knowledge 31
	In a Nutshell 32
	Definitions 33
	Knowledge 33
	Intelligence 33 Experience 34
	Experience 34 Common Sense 34
	Cognition and Knowledge Management 35
	Data, Information, and Knowledge 36
	Information 36

Knowledge

Types of Knowledge

Shallow and Deep Knowledge Knowledge as Know-How 42

Comn	ning and Heuristics non Sense as Knowled Procedural to Episod it and Tacit Knowleds	it renomicing	
Expert	Knowledge 48	18	
Human Huma Learn Learn Learn	Thinking and Lear in Learning 51 ing by Experience ing by Example 5 ing by Discovery	ning 51 51 52 52	
0.000	tions for Knowledg	ge Management	52
Summa			
	O Kilon	55	
	ur Understanding	56	
	age Energia	30	
Refere	nces 30		
CHAPTER	3: Knowledge N Cycle 58	Aanagement Syst	tems Life
In a Nu	itshell 59		
Challer	nges in Building KN	4 Systems 60	
Conver	ntional Versus KM	System Life Cycle	62
	edge Management S MSLC) 65	System Life Cycle	
	m Justification 68		
	of Rapid Prototyping ting an Expert 77	77	
Role	ang an Expert 77 of the Knowledge Dev Training 82	veloper 78	
Implie	ations for Knowledg	ge Management	85
Summa		5	
	to Know 87		
Test Yo	our Understanding	87	
Knowl	adas E.	88	
Refere			
	VI-127		
GE CREAT	TION AND CAPTL	JRE	
CHAPTED			

## PART II: KNOWLED

### CHAPTER 4: Knowledge Creation and Knowledge Architecture 91

In a Nutshell Knowledge Creation 92 Nonaka's Model of Knowledge Creation and Transformation

	Knowledge Architecture 97  The People Core 97  Identifying Knowledge Centers 98  The Technical Core 100
	Build In-Home, Buy, or Outsource 111
	Implications for Knowledge Management 114
	Summary 115
	Terms to Know 116
	Test Your Understanding 117
	Knowledge Exercises 118
	References 119
H	APTER 5: Capturing Tacit Knowledge 120
-	In a Nutshell 121
	What Is Knowledge Capture? 122
	Evaluating the Expert 126  Levels of Expertise 128
	Capturing Single Versus Multiple Experts' Tacit Knowledge 128
	Advantages and Drawbacks of Using a Single Expert 129 Pros and Cons of Using Multiple Experts 130
	Developing a Relationship with Experts 132  Creating the Right Impression 132  Understanding the Expert's Style 133  Preparing for the Session 133  Deciding Where to Hold the Sessions 134  Approaching Multiple Experts 134
	Fuzzy Reasoning and the Quality of Knowledge Capture 135
	Analogies and Uncertainties in Information 136 Understanding Experience 136 The Language Problem 137
	The Interview As a Tool 138 Types of Interviews 139
	Guide to a Successful Interview 141  Setting the Stage and Establishing Rapport 141  Phrasing the Questions 142  Question Construction 142
	Thing to Avoid 143
	Reliability of Information from Experts 144 Errors Made by the Knowledge Developer 145
	Problems Encountered During the Interview 146 Ending the Interview 147 Issues to Assess 148
	Rapid Prototyping in Interviews 149  Benefits and Drawbacks 149
	Implications for Knowledge Management 150

Summary 151	
Terms to Know	152
Test Your Unders	tanding 152
Knowledge Exerc	4.00
	55

## CHAPTER 6: Other Knowledge Capture Techniques 156

157 In a Nutshell 157 Overview 158 On-Site Observation Brainstorming 160 Electronic Brainstorming Protocol Analysis 161 164 What Is a Scenario? Protocol Procedure of the Diabetic Foot KM System 166 Consensus Decision Making The Repertory Grid 169 Nominal-Group Technique (NGT) 170 The Delphi Method 171 Concept Mapping Procedure Concept Mapping and Semantic Nets 173 Blackboarding 174 Implications for Knowledge Management 176 Summary 176 Terms to Know 178 Test Your Understanding 178 Knowledge Exercises 179 References 181

165

## PART III: KNOWLEDGE CODIFICATION AND SYSTEM IMPLEMENTATION 185

#### CHAPTER 7: Knowledge Codification 185 In a Nutshell 186 What Is Knowledge Codification? 186 Why Codify? 188 Diagnosis 188 Instruction/Training 188 Interpretation Planning/Scheduling 189 Prediction 189 Things to Remember 189

	 -
ntents	 · XI

	Modes of Knowledge Conversion 190
13	How to Codify Knowledge 191  Codifying Tacit Knowledge 192
	Codification Tools and Procedures 193  Knowledge Maps 193  Decision Tables 197  Decision Trees 197  Frames 199  Production Rules 200  Case-Based Reasoning 204  Knowledge-Based Agents 206
	The Knowledge Developer's Skill Set 207  Knowledge Requirements 207  Skills Requirements 208
	Implications for Knowledge Management 210
	Summary 211
137	Terms to Know 212
×	Test Your Understanding 213
	Knowledge Exercises 213
	References 215
•	PTER 8: System Testing and Deployment 21
	In a Nutshell 217
	Quality and Quality Assurance 218
	Knowledge Testing 219  Key Definitions 219  Issues to Consider 220
	Approaches to Logical Testing 222  Circular Errors 222  Redundancy Errors 224  Unusable Knowledge 224  Subsumption Errors 224  Inconsistent Knowledge 225
	Approaches to User Acceptance Testing 225  Test Team and Plan 225  User Acceptance Test Criteria 227  User Acceptance Test Techniques 227
	Managing the Testing Phase 229
	KM System Deployment 230
	Issues Related to Deployment 230 Selection of the Knowledge Base Problem 230 Ease of Understanding the KM System 231 Knowledge Transfer 232
	Integration Alternatives 232 The Issue of Maintenance 234

Other Factors 230 Role of the Champion 236	
User Training and Deployment 237  Preparing for KM System Training 237	
Combating Resistance to Change 230	
Postimplementation Review 239 Security Considerations 240	
Implications for Knowledge Management	240
Summary 241	
Terms to Know 243	
Test Your Understanding 243	
Knowledge Exercises 244	
References 246	
CHAPTER 9: Knowledge Transfer and Know	wledo
CHAPTER 9: Knowledge Transfer and Knowledge Sharing 248	B.
In a Nutshell 249	
Knowledge Transfer As a Step in a Process	249
The Knowing-Doing Gap 252	-10
Prerequisites for Transfer 253	
Transfer Methods 260	
Nature of the Problem 260	
Transfer Strategies 261	
Inhibitors of Knowledge Transfer 263	
How Knowledge Is Transferred 264	
Role of the Internet in Knowledge Transfer	269
Internet Service Providers 270 Stability and Reliability of the Web 271	
Unique Benefits of the Internet 272	
Limitations 273	
Implications for Knowledge Management	274
Summary 274	
Terms to Know 276	
Test Your Understanding 276	
Knowledge Exercises 276	
References 277	
CHAPTER to	
CHAPTER 10: Knowledge Transfer in	
the E-World 278	
In a Nutshell 278	
The E-World 279 Intranets 279	
Extranets and Knowledge Exchange 282	
Groupware 284	
Groupware Applications 288	

	E-Business 289  The Value Chain 291  Supply Chain Management (SCM) and Knowledge Exchange 291
	Implications for Knowledge Management 298
	Summary 300
	Terms to Know 301
	Test Your Understanding 302
	Knowledge Exercises 302
	References 303
PART IV:	KM SYSTEM TOOLS AND PORTALS 305
	CHAPTER 11: Learning from Data 305
	In a Nutshell 306
	The "Learning" Concept 306
	Data Visualization 307
	Neural Networks As a Learning Model 307  The Basics 310
	Supervised and Unsupervised Learning 311
	Business Applications 312 Relative Fit with Knowledge Management 313
	Association Rules 314
	Market Basket Analysis: PETCO 316
	Classification Trees 317
	Definition 317
	Decision for Granting a Loan 318
	Tree Construction 318
	Implications for Knowledge Management 318
	Summary 319
	Terms to Know 320
	Test Your Understanding 321
	Knowledge Exercises 321
	References 322
	Web Sites 322
	CHAPTER 12: Data Mining—Knowing the Unknown 324
	In a Nutshell 325
	What Is Data Mining? 325
	Definitions 327
	Data Mining and Business Intelligence 327
	Business Drivers 328
	Technical Drivers 330

	Role of Statistics 330 Machine Learning 330
	Data Warehouses 330
	OLAP 331 Making Architecture 324
	Evolution of the Decision-Making Architecture 332
	DM Virtuous Cycle 332
	Business Understanding 333  Develop the DM Application 334
	Develop the Din Approximate
	Data Management 336
	Data Sources 337
	Taxonomy of Data 337
	Data Preparation 337
	Model Building 338  Parameter Settings and Tuning 338
	Turameter Senings with America
	Model Testing and Analysis of Results 338 Taking Action and Deployment 339
	Postdeployment Phase 339
	3. X
	Role of DM in Customer Relationship
	Management 343
	Customer Acquisition 343
	Campaign Optimization 344 Customer Scoring 344
	Direct Marketing 344
	Integrating DM, CRM, and E-Business 344
	Implication for Knowledge Management 345
	Summary 348
	Terms to Know 348
	Test Your Understanding 349
	Knowledge Exercises 350
	References 352
	Selected Web Sites 353
IA	PTER 13: Knowledge Management To the and
	Knowledge Management Tools and

### CH Knowledge Portals 355

In a Nutshell 356 Portals: The Basics 356 What Is a Portal? 356 Evolution of Portals 359 Key Characteristics 360 Illustration 361 The Business Challenge Portals and the Business Transformation 363 Market Potential 365 Knowledge Portal Technologies Key Functionality 368 368

Collaboration 368 370 Content Management Collaboration versus Categorization: The Case of the World Bank 372 Intelligent Agents

Implications for Knowledge Management 375 Who Is Building Enterprise Portals? -375 Who Sponsors Enterprise Portals? 375 Implementation Issues Bandwidth 376 Portal Product Selection 377

378 Summary Terms to Know 379 380 Test Your Understanding 380 Knowledge Exercises References 384

#### 385 PART V: ETHICAL, LEGAL, AND MANAGERIAL ISSUES

### CHAPTER 14: Who Owns Knowledge? Ethical 385 and Legal Issues

In a Nutshell 386 387 Knowledge Owners

387 Knowledge for Sale Releasing Knowledge Gained on the Job Becoming an Expert via a Corporate Knowledge-Based System

Legal Issues The Liability Question 390 The Basis of Liability 391 Copyrights, Trademarks, and Trade Names

Warranties 394 Strict Liability Legal Disputes in Knowledge Management 396 Web Linking and Domain Name Disputes 397

The Malpractice Factor 399 The Ethics Factor 400 What Is Ethics? 400

Ethical Decision Cycle 403 Major Threats to Ethics 403

Improving the Climate 406

Where to Start? 406 Code of Ethics 407 407 The Privacy Factor

408 Implications for Knowledge Management

Summary 409 Terms to Know 410 392

Test Your Understanding 410
Knowledge Exercises 411
References 412
Keierenees
Citizen
In a Nutshell 414
Personality and Professional Attributes 415
Business Roles in the Learning Organization 417  Management and Leadership 418  Work Management Tasks 419
Work Adjustment and the Knowledge Worker 420  Profile of Vocational Needs and Reinforcers of Knowledge Workers 422  Smart Leadership Requirements 422
Technology and the Knowledge Worker 423  Knowledge Worker's Skills 426
Role of Ergonomics 426
Role of the CKO 428
Managerial Considerations 431  Becoming a Change Leader 431
Managing Knowledge Projects 432 The Soft Side Always Wins 432
Implications for Knowledge Management 436
Summary 437
Terms to Know 438
Test Your Understanding 439
Knowledge Exercises 439
References 439
EPILOGUE What More Do We Need
to Know? 441
The Shareability Factor 442 The Human Element 443
There Is More to Its
There Is More to Know 444 The Social Factor 445
One Final N
Referen
Index 449