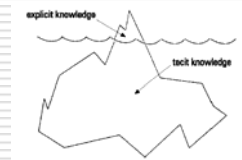


# Knowledge Management

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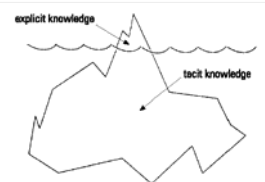
## Backgrounds



## Knowledge Management. Definitions.

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- Definitions of
  - [Data](#)
  - [Information](#)
  - [Knowledge](#)
  - [Weggeman's definition of Knowledge Management](#)
- [Weggeman's definition in a formula](#)
  - [Knowledge intensive organization](#)
  - [Competence](#)
  - [Process](#)
  - [Learning organization](#)



## Knowledge Management. Definitions of Data.

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- Unorganized facts, static's, opinions and predictions gathered from various sources inside and outside the company [Gate1995]
- Symbolical reflection of numbers, quantities, magnitudes or facts [Weggeman1997]
- Statements or facts that are raw material and have no tangible meaning until used [leman1998]

## Knowledge Management. Definitions of Information.

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- Interpreted data. [SF00]
- Data that is relevant for a specific purpose [Gate1995]
- Data where a meaning can be recognized [VSS1997]
- Data that has been interpreted and has a meaning for the individual who has interpreted the data [Weggeman1997]
- The of the comparison of data which are situation ally structured in order to arrive at a message that is significant in the given context [Weggeman1996]
- The raw material of knowledge [Kemp1999]

# Knowledge Management.

## Definitions of Knowledge 1.

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- ❑ Information in action [SF00]
- ❑ Information transformed into capability for effective action. [SF00]
- ❑ What we know and what we can do [Tecs1999]
- ❑ Use of information [Csuisse2000]
- ❑ A personal ability to perform a certain task [Weggeman1997]
- ❑ Experience, intuition and judgment [Pimsleur]
- ❑ The opportunity to give a meaning to data and to convert it into information [Leman1998]

# Knowledge Management.

## Definitions of Knowledge 2.

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- ❑ Knowledge is what people know [Daven1997]
- ❑ Knowledge is the capacity that enables someone to perform a particular task and it is obtained with the aid of information [Kemp1999]
- ❑ The overwhelmingly important productive resource in terms of its contribution to value added and its strategic significance [Grant1997]
- ❑ The primary production factor [Kemp1999]
- ❑ A crucial factor in providing organizations with lasting competitive advantage [Kemp1999]
- ❑ A product of information, experience, skills and attitude [Kemp1999]

## Knowledge Management. Weggeman's definition of KM.

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- Knowledge management is set up the Knowledge Value Chain in such a way that the **return on investment** and **pleasure** from the production factor Knowledge increases.
- De Knowledge Value Chain as **cyclic process** is based on the organisations mission, vision, goals and strategy.
- The value chain **can** form a good basis for developing a plan related to KM.

## Knowledge Management. Weggeman's definition in a formula.

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□ Weggeman:  $K = I \times f(e \times s \times a)$

- K = knowledge  
is
- I = Information  
times a function of
- e = experience,
- s = skills and
- a = attitude

## Knowledge Management. Definitions of Knowledge intensive organization.

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- "An organization where knowledge is a competitive production factor and where knowledge is of primary importance for the achievement of the business objectives" [Ieman1998]
- "An organization where humans with high degree of knowledge are critical for the primary work of the organization" [Kemp1999]
- "An organization with mainly knowledge workers in the primary process or at least in the technical staff when this has a dominant influence on the functioning of the primary process" [Weggeman1996]

## Knowledge Management. Definitions of Competence.

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- A set of intellectual capabilities, which enable an organizational entity to act [Kemp1999]
- A product of information, experience, skills and attitude [Weggeman1997]
- A personal mastery and mental models: ability to discover, invent, produce and observe [Senge]
- Ability to create new knowledge through a dynamic interplay of tacit and explicit knowledge [Nota1995]
- Ability to perform knowledge work [Prieto1998]
- Human capital [Hackett1997]

## Knowledge Management. Definitions of Process.

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- "The process through which firms create and use their institutional and collective knowledge". [Msarv1999]
- "KM deals with organizing and controlling the operational processes in the knowledge value chain in the most efficient way" [Weggeman19997]
- "KM focuses on facilitating and managing knowledge related activities such as creation, capture, transformation and use" [Wiig1997a]
- KM is the systematic, explicit, and deliberate building, renewal, and application of knowledge to maximize an enterprise's knowledge-related effectiveness and returns from its knowledge assets. [Wiig 1997b]

## Knowledge Management. Definitions of Learning Organization.

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- "Firms that purposefully construct structures and strategies so as to enhance and maximize organizational learning" [Dodgson1993]
- "Organizations that continually expand their ability to shape the future" [Senge1992]
- "Firms that make continual learning a way of organizational life, especially improving the performance of the organization as a total system" [kemp1999]