

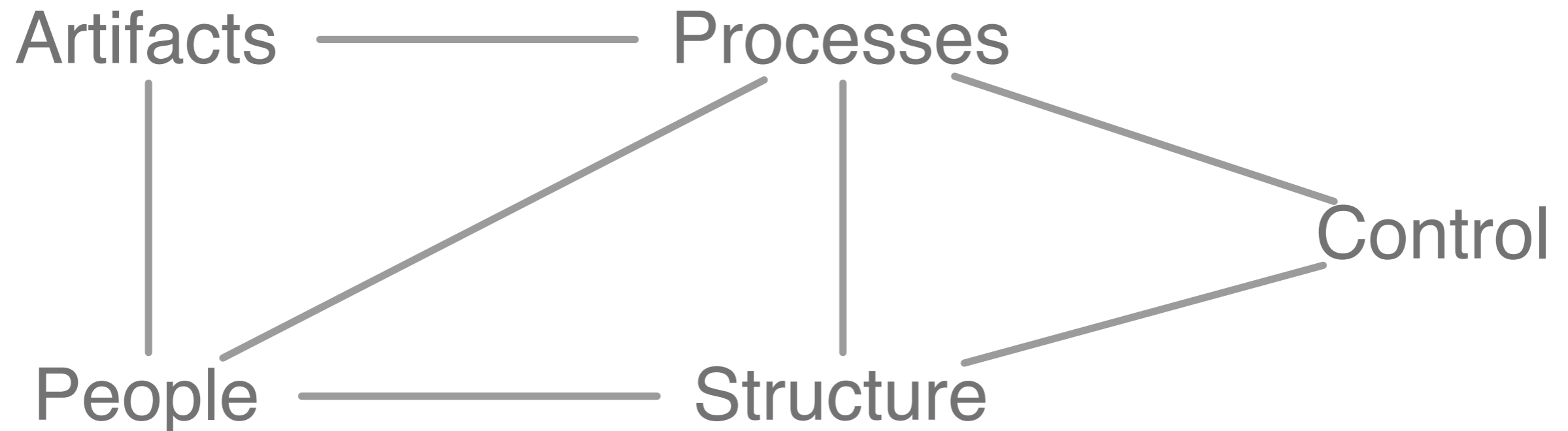
Some thoughts on knowledge management

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Research Setting

- Organisations



Knowledge in work processes

- experiences & approaches in processes
- copy from other companies
- implement approaches published
- learn by doing
- adapt if possible
- use of specialized artifacts & coordination mechanisms

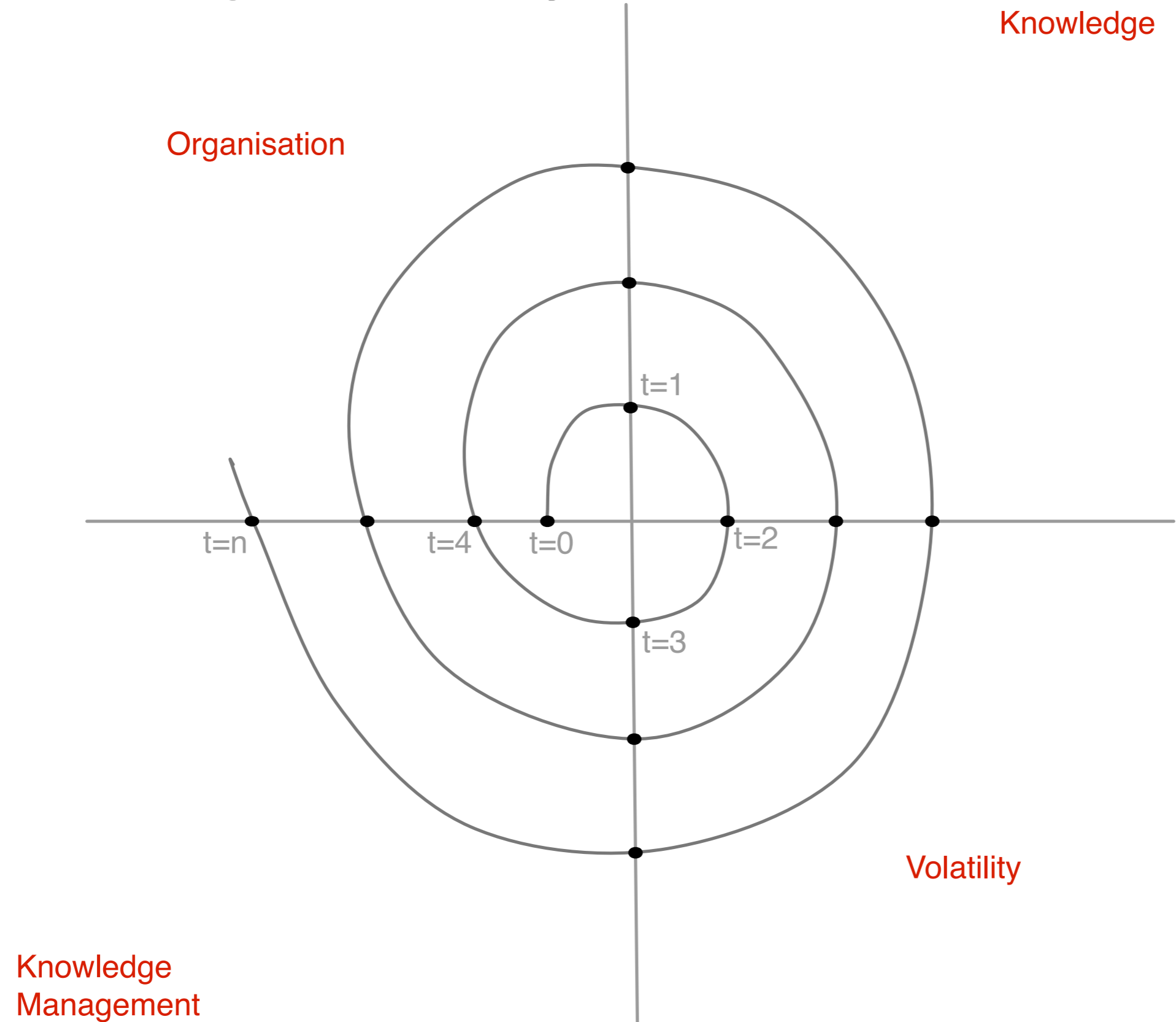
People & their knowledge

- persistent activities by conventions & procedures or artifacts
- definition of pre-computations & options in coordinative actions
- invention & use of formal constructs
- use of ordering systems
- sometimes difficult to articulate what one knows
- especially in changing organisations

Role of artifacts

- atomic/composed
- multilayered
- persistent, used as organizational memory
- access mechanisms
- multi-context systems

Knowledge Life Cycle Model



time-based?

product-based?

service-based?

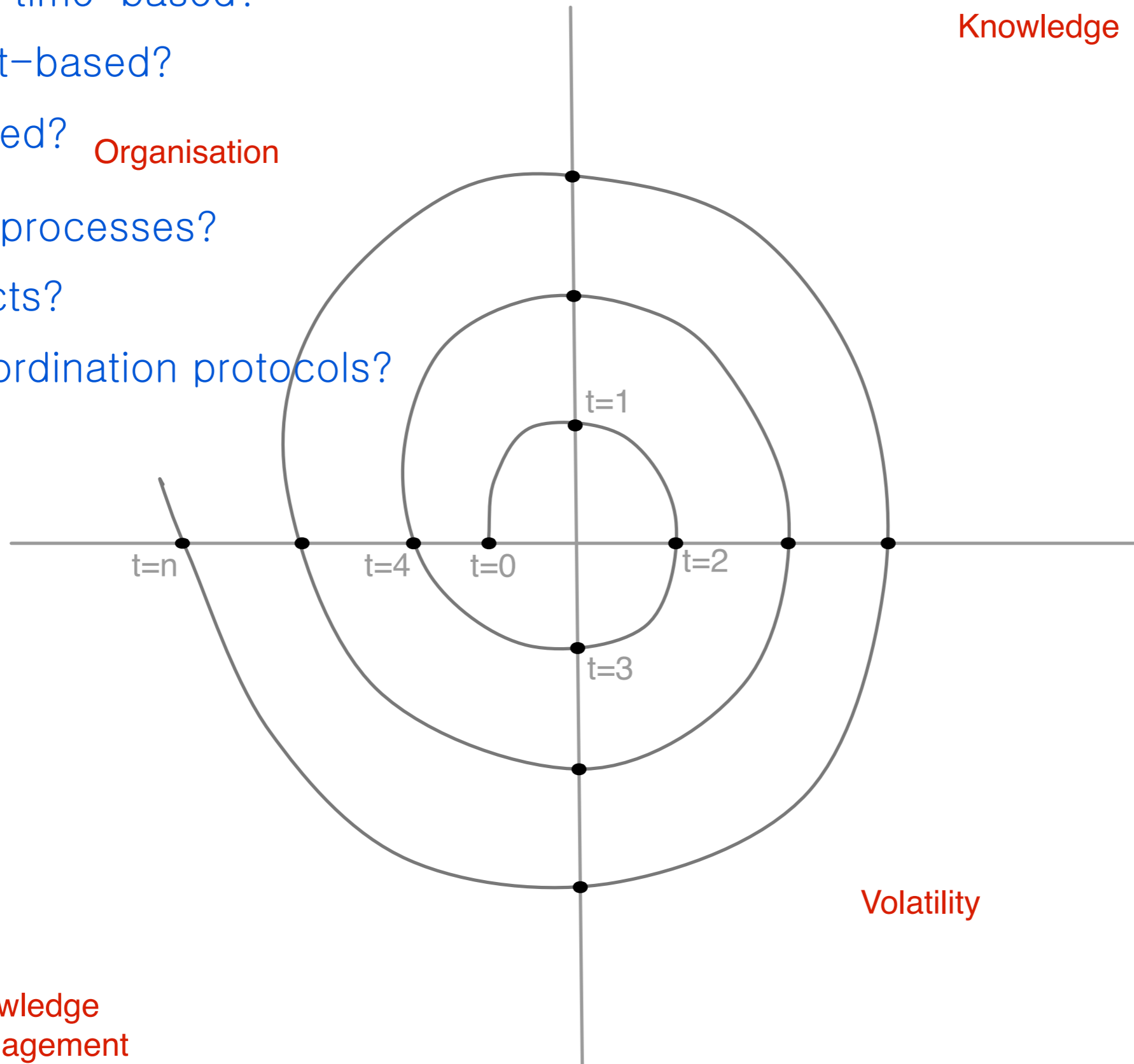
Organisation

business processes?

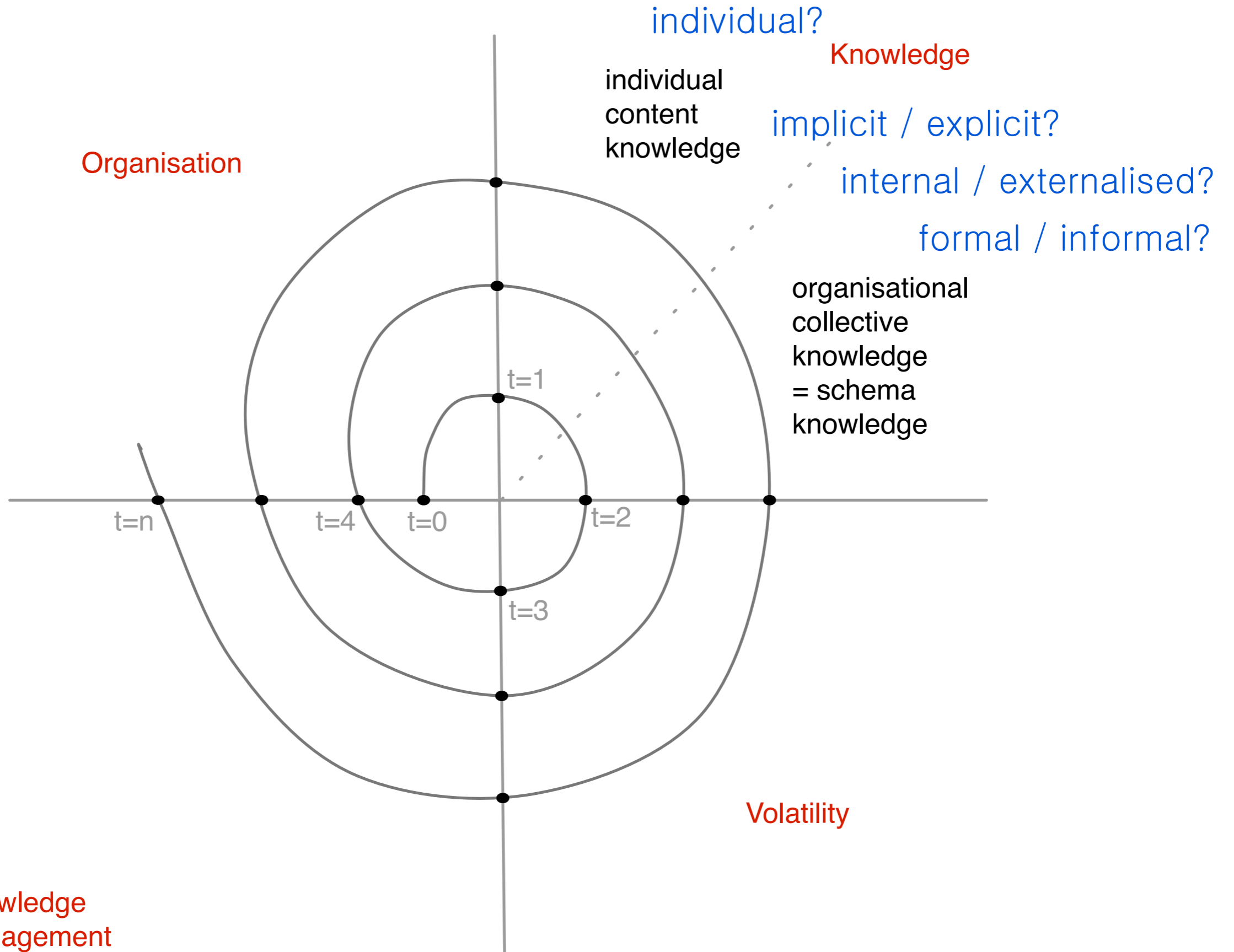
artefacts?

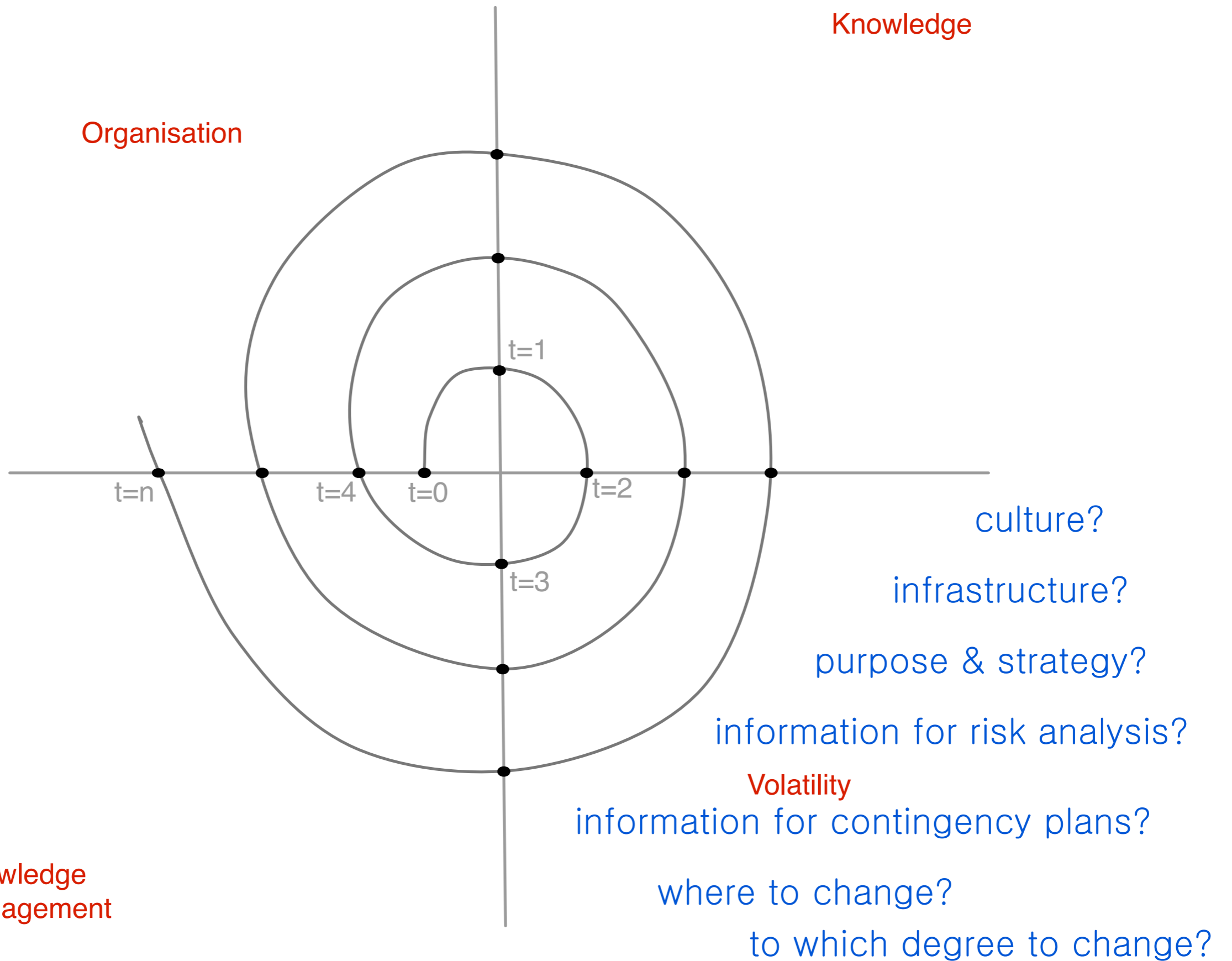
coordination protocols?

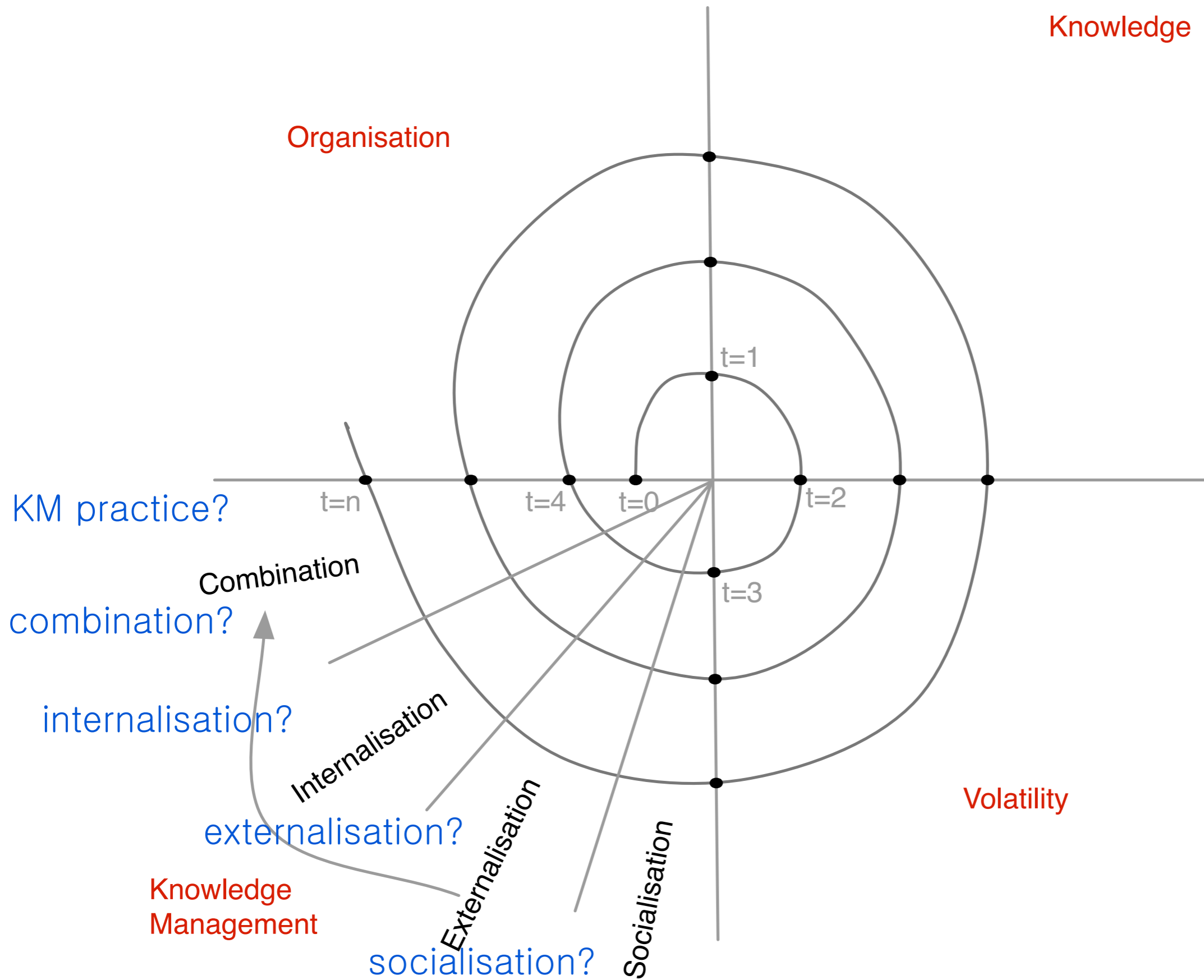
Knowledge



Knowledge
Management







KM established?

efficient KM?

accepted KM?

successful KM? Organisation

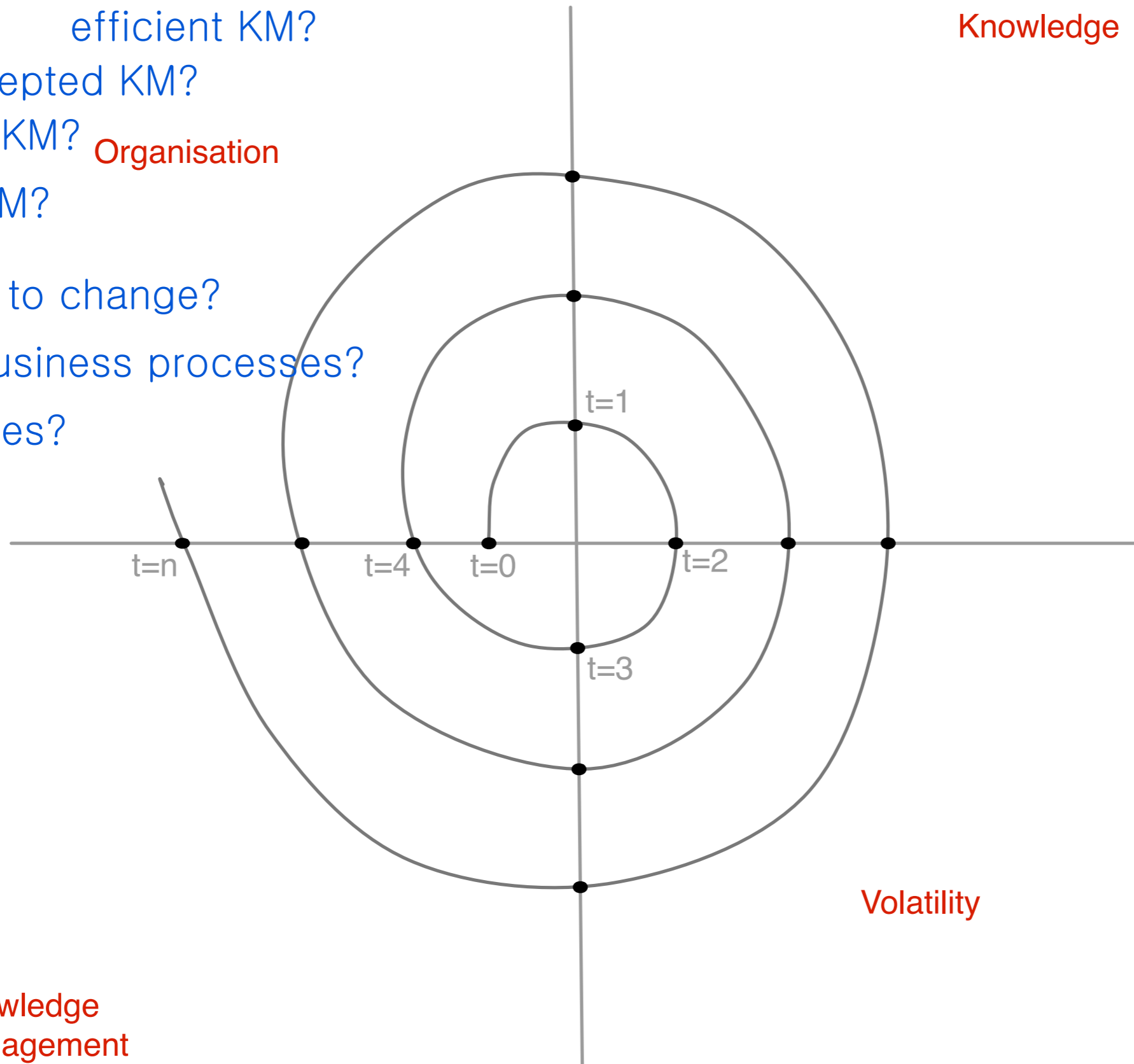
change KM?

what to change?

impact on business processes?

consequences?

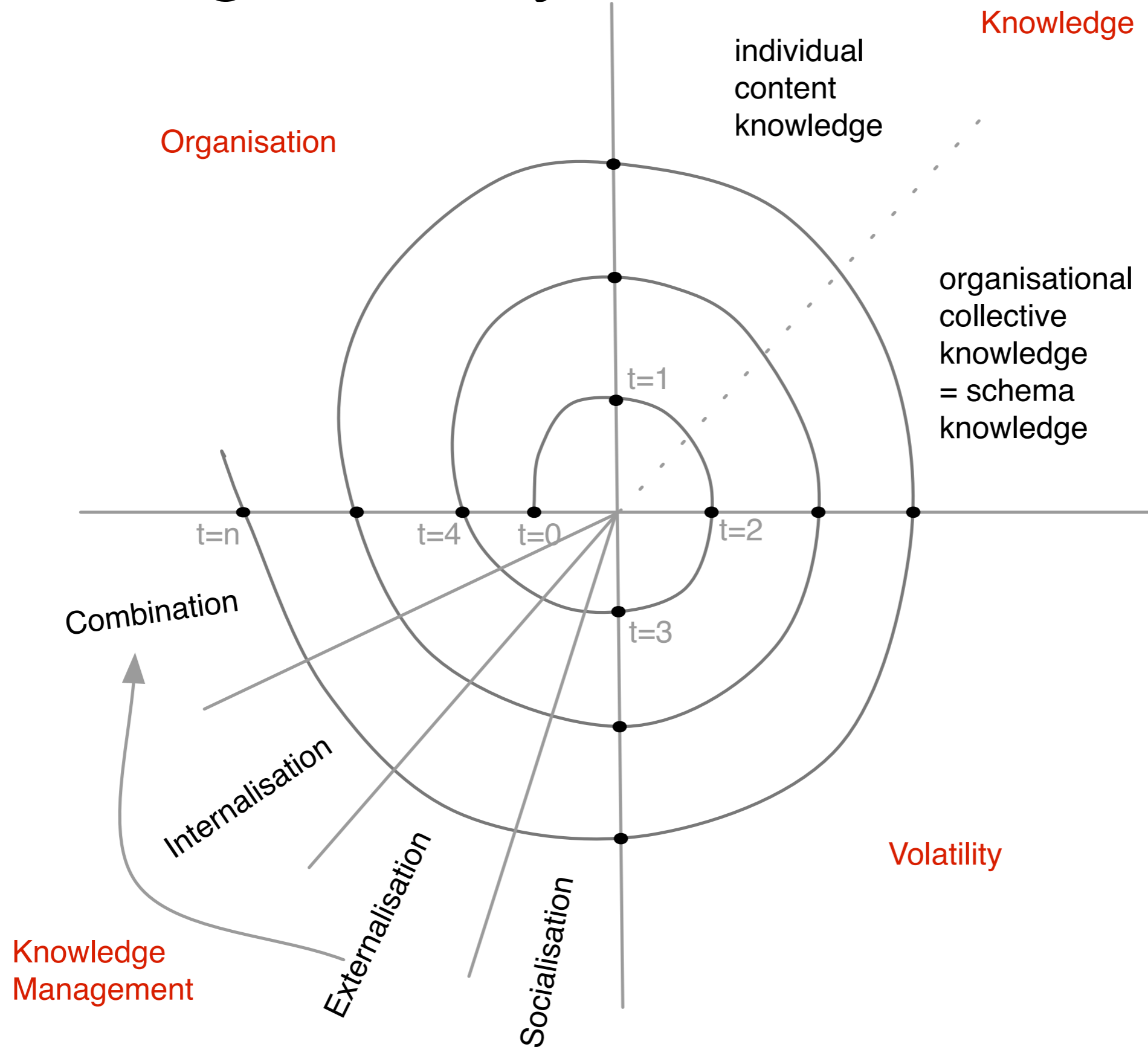
Knowledge



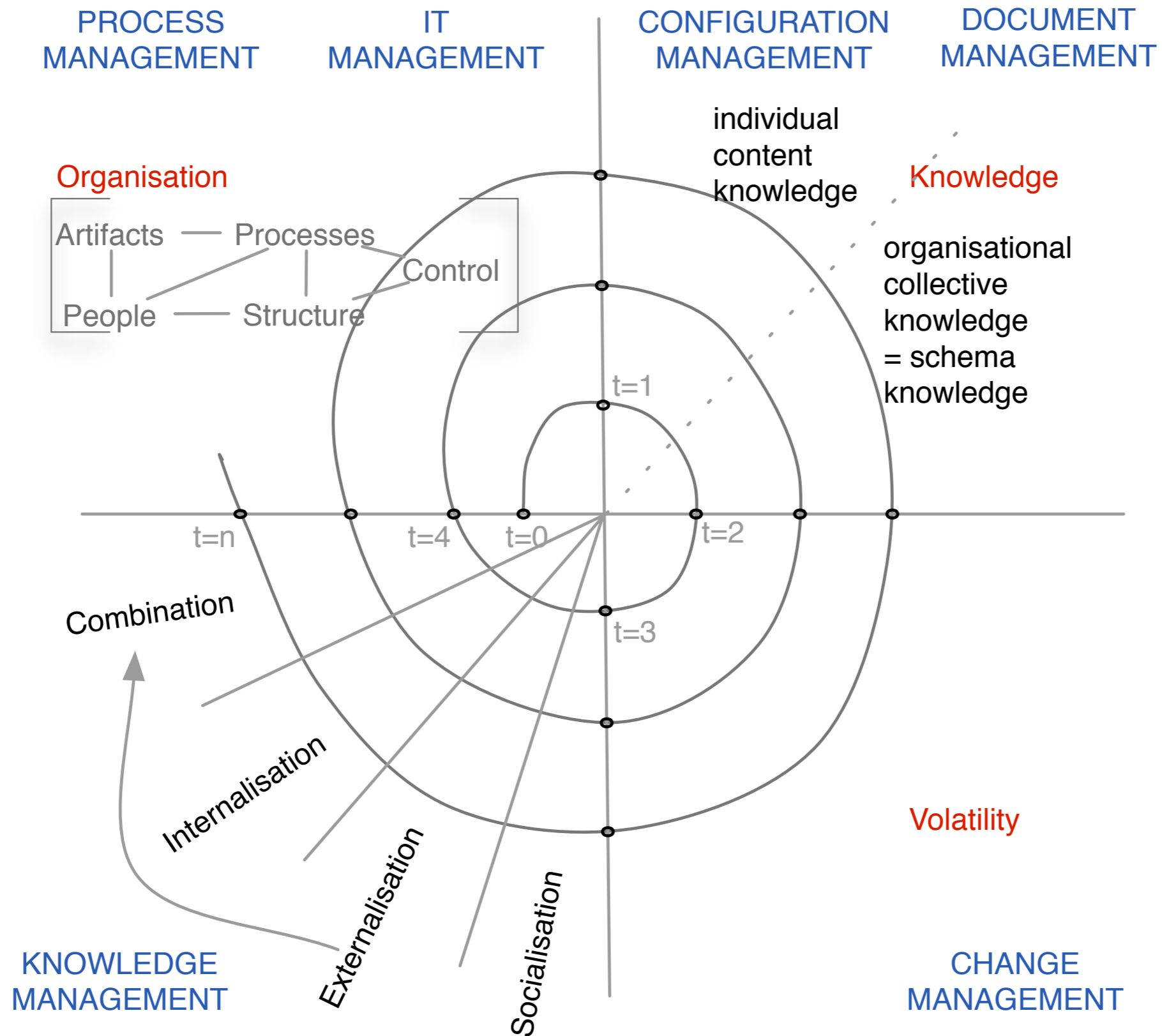
Knowledge
Management

Volatility

Knowledge Life Cycle Model



Knowledge Life Cycle Model



Process Management

- about operational processes
- based on knowledge available
- to improve processes
- keen on accessing people's knowledge and skills
- initiate changes on all operational levels

IT Management

- needed for all areas of an organization
- context- and people-aware design and introduction needed
- contains other areas like configuration management or document management

Conclusions

- Knowledge management is more than just socialization, externalization, internalization, and combination.
- It is connected to all other management approaches like process, IT, configuration, document, and change management.