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Module: Introduction to Business Management

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Lecture 12 : Recent trends in Management (Knowledge Management)

Objectives :

- 1- Understand the Concept of Knowledge Management
- 2- Recognize the Need for Knowledge Management
- 3- Learn the Process, tools, and techniques of Knowledge Management
- 4- Knowing the Challenges and Future trends of Knowledge Management

Structure :

- 1- Introduction
- 2- Knowledge and Knowledge Management
- 3- Need for Knowledge Management
- 4- Process of Knowledge Management
- 5- Knowledge Management software tools and techniques
- 6- Challenges and Future Trends in Knowledge Management
- 7- Conclusion
- 8- Glossary

1- Introduction :

In today's globalized and information-driven economy, knowledge has emerged as a critical asset for organizations.

The ability to effectively manage knowledge is increasingly recognized as a fundamental determinant of organizational success and competitiveness.

Knowledge Management (KM) encompasses a range of practices used by organizations to identify, create, represent, distribute, and enable the adoption of insights and experiences. This lecture aims to explore the various dimensions of KM, its importance, processes, and the tools and techniques that support it.

2- Knowledge and Knowledge Management

2-1- Definition of Knowledge :

Knowledge can be defined as a blend of information, experiences, skills, and insights that provide a framework for evaluating and incorporating new experiences and information. Knowledge can be categorized into two main types:

- a) **Explicit Knowledge:** This type of knowledge is formalized and codified, easily documented, and transferred. Examples include manuals, documents, procedures, and databases.
- b) **Tacit Knowledge:** This type of knowledge is personal, context-specific, and hard to formalize and communicate. It includes insights, intuitions, and experiences that individuals carry in their minds.

2-2- Definition of Knowledge Management :

Knowledge Management (KM) refers to the systematic process of capturing, developing, sharing, and effectively using organizational knowledge. It involves a strategic approach to managing an organization's intangible assets to enhance performance, innovation, and competitive advantage.

3- Need for Knowledge Management

1. **Enhancing Decision-Making Capabilities:** Effective KM ensures that the right information is available to the right people at the right time, thereby improving decision-making processes.
2. **Fostering Innovation:** KM facilitates the sharing of ideas and knowledge, which can lead to the development of new products, services, or processes.
3. **Improving Efficiency:** By capturing and reusing knowledge, organizations can avoid reinventing the wheel, streamline processes, and reduce operational costs.
4. **Competitive Advantage:** Organizations that manage their knowledge effectively can respond more quickly to market changes and customer needs, gaining a competitive edge.
5. **Retaining Intellectual Capital:** KM helps to capture critical knowledge from employees, reducing the risk of losing valuable information when employees leave the organization.

4- Process of Knowledge Management

4-1- Knowledge Creation :

Knowledge creation involves the development of new insights, concepts, and ways of understanding. This process is often driven by research, innovation, and the combination of existing knowledge in new ways. According to Nonaka and Takeuchi's SECI model (1995), knowledge creation occurs through a dynamic interaction between tacit and explicit knowledge involving four modes:

- a) **Socialization:** Sharing tacit knowledge through direct interaction.
- b) **Externalization:** Articulating tacit knowledge into explicit concepts.
- c) **Combination:** Systematizing concepts into a knowledge system.
- d) **Internalization:** Embodying explicit knowledge into tacit knowledge.

4-2- Knowledge Storage and Retrieval :

This step involves documenting and storing knowledge in a structured manner so that it can be easily retrieved and used when needed. Techniques include databases, document management systems, and knowledge repositories.

4-3- Knowledge Sharing :

Knowledge sharing is the process of disseminating knowledge throughout the organization. It can be facilitated through various means, such as:

- a) **Informal Networks:** Conversations, meetings, and social interactions.
- b) **Formal Mechanisms:** Training programs, workshops, and seminars.
- c) **Technology:** Intranets, collaborative platforms, and knowledge management systems.

4-4- Knowledge Application :

The ultimate goal of KM is to ensure that knowledge is used effectively to improve organizational performance. This involves applying the acquired knowledge to decision-making, problem-solving, and innovation.

5- Knowledge Management Software Tools and Techniques

5-1- Knowledge Management Systems (KMS)

- a) **Content Management Systems (CMS):** Tools that help create, manage, and distribute content. Examples include WordPress and Joomla.
- b) **Document Management Systems (DMS):** Systems designed to manage electronic documents and workflows. Examples include SharePoint and Google Workspace.
- c) **Learning Management Systems (LMS):** Platforms for delivering and managing educational courses, training programs, and learning materials. Examples include Moodle and Blackboard.

5-2- Collaborative Tools :

- a) **Enterprise Social Networks:** Platforms that facilitate communication and collaboration among employees. Examples include Yammer and Slack.
- b) **Wikis:** Collaborative websites that allow users to create and edit interlinked web pages. Examples include Confluence and MediaWiki.
- c) **Knowledge Portals:** Centralized repositories of information that provide access to a wide range of knowledge resources. Examples include IBM's Knowledge Portal.

5-3- Data Mining and Analytics Tools :

- a) **Business Intelligence (BI) Tools:** Applications that analyze data and present actionable information. Examples include Tableau and Power BI.
- b) **Text Mining Tools:** Software that extracts useful information from text. Examples include RapidMiner and IBM Watson.

5-4- Techniques for Effective Knowledge Management :

- a) **Communities of Practice (CoPs):** Groups of individuals who share a common interest and collaborate to share knowledge and solve problems.
- b) **After-Action Reviews (AARs):** Structured debriefing sessions that capture lessons learned after a project or event.
- c) **Knowledge Audits:** Assessments that identify an organization's knowledge assets and gaps.

6- Challenges and Future Trends in Knowledge Management

6-1- Challenges in Knowledge Management

- a) **Cultural Barriers:** Resistance to sharing knowledge due to cultural norms or organizational silos can impede KM efforts.
- b) **Technology Adoption:** Implementing and maintaining KM systems requires significant investment and can face resistance from employees.
- c) **Knowledge Retention:** Capturing tacit knowledge before employees leave the organization is a persistent challenge.
- d) **Data Overload:** Managing the vast amounts of data and filtering out relevant knowledge can be overwhelming.

6-2- Future Trends in Knowledge Management

- a) **Artificial Intelligence and Machine Learning:** AI and ML are increasingly being used to enhance KM processes by automating knowledge capture, retrieval, and analysis.
- b) **Cloud-Based KM Solutions:** Cloud computing offers scalable and flexible KM solutions that can be accessed from anywhere, facilitating better collaboration.
- c) **Personalized Knowledge Delivery:** Advanced analytics and AI are enabling more personalized knowledge delivery, ensuring that employees receive relevant information tailored to their needs.

- d) **Integration with Business Processes:** KM is becoming more integrated with core business processes, ensuring that knowledge flows seamlessly across the organization.
- e) **Emphasis on Learning and Development:** Organizations are increasingly focusing on continuous learning and development as part of their KM strategy to keep up with the rapid pace of change.

Conclusion :

Knowledge Management is a critical discipline that enables organizations to leverage their collective knowledge for improved decision-making, innovation, and competitive advantage.

By understanding the processes of knowledge creation, storage, sharing, and application, and utilizing appropriate tools and techniques, organizations can effectively manage their knowledge resources.

As the business environment continues to evolve, the importance of Knowledge Management will only grow, making it essential for organizations to invest in and prioritize their Knowledge Management initiatives.

SUMMARY

1- Knowledge and Knowledge Management

1-1-Definition of Knowledge : Knowledge is a mix of information, experience, skills, and insights.

1-2-Types of Knowledge:

- **Explicit Knowledge:** Formal, codified, and easy to document (e.g., manuals, databases).
- **Tacit Knowledge:** Personal, context-specific, and hard to articulate (e.g., intuition, experience).

1-3-Definition of Knowledge Management (KM)

- KM is the process of capturing, developing, sharing, and using organizational knowledge.
- It aims to enhance performance, innovation, and competitive advantage.

2- Need for Knowledge Management

- Enhances decision-making by providing relevant information at the right time.
- Fosters innovation by sharing ideas and knowledge.
- Improves efficiency by reusing knowledge and streamlining processes.
- Offers competitive advantage by enabling quicker market responses.
- Retains intellectual capital by capturing knowledge from employees.

3- Process of Knowledge Management

a) Knowledge Creation

- Develops new insights and concepts.
- Based on Nonaka and Takeuchi's SECI model:
 - Socialization: Sharing tacit knowledge directly.
 - Externalization: Converting tacit knowledge into explicit forms.
 - Combination: Organizing explicit knowledge into systems.
 - Internalization: Embedding explicit knowledge as tacit understanding.

b) Knowledge Storage and Retrieval

- Involves documenting and structuring knowledge for easy access.
- Uses tools like databases and knowledge repositories.

c) Knowledge Sharing

- Disseminates knowledge via: Informal Networks (meetings, interactions).

- Formal Mechanisms (training, workshops).
- Technology (intranets, collaborative platforms).

d) Knowledge Application : Focuses on applying knowledge for decision-making, problem-solving, and innovation.

4- Knowledge Management Software Tools and Techniques

4-1- Knowledge Management Systems (KMS)

- **Content Management Systems (CMS):** Manage and distribute content (e.g., WordPress).
- **Document Management Systems (DMS):** Handle electronic documents (e.g., SharePoint).
- **Learning Management Systems (LMS):** Deliver training (e.g., Moodle).

4-2- Collaborative Tools

- **Enterprise Social Networks:** Facilitate communication (e.g., Slack).
- **Wikis:** Enable collaborative editing (e.g., Confluence).
- **Knowledge Portals:** Provide centralized knowledge access (e.g., IBM's Knowledge Portal).

4-3- Data Mining and Analytics Tools

- **BI Tools:** Analyze and present data (e.g., Tableau).
- **Text Mining Tools:** Extract insights from text (e.g., IBM Watson).

4-4- Techniques for KM

- **Communities of Practice (CoPs):** Collaborate on shared interests.
- **After-Action Reviews (AARs):** Capture lessons learned.
- **Knowledge Audits:** Identify knowledge assets and gaps.

5- Challenges and Future Trends in Knowledge Management

5-1- Challenges

- Cultural barriers, such as resistance to knowledge sharing.
- Difficulty in adopting and maintaining KM technologies.
- Retaining tacit knowledge from departing employees.
- Managing data overload and identifying relevant information.

5-2- Future Trends

- Use of AI and machine learning for automating KM tasks.
- Adoption of cloud-based KM solutions for flexibility and scalability.
- Personalized knowledge delivery using advanced analytics.
- Integration of KM with business processes for seamless knowledge flow.
- Increased focus on continuous learning and development.

GLOSSARY

English	Arabic
Knowledge Management	إدارة المعرفة
Explicit knowledge	المعرفة الصريحة
Tacit knowledge	المعرفة الضمنية
Competitive advantage	الميزة التنافسية
Retaining Intellectual Capital	الحفاظ على رأس المال الفكري
Insights	الرؤى
Socialization	التفاعل الاجتماعي
Externalization	التخريج (الإظهار الخارجي)
Combination	الدمج
Internalization	الاستيعاب الداخلي
Data Mining	التنقيب عن البيانات
After-Action Reviews	مراجعات ما بعد الفعل
Knowledge Audits	تدقيق المعرفة
Cultural Barriers	الحواجز الثقافية
Technology Adoption	تبني التكنولوجيا
Knowledge Retention	الاحتفاظ بالمعرفة
Data Overload	فرط البيانات
Artificial Intelligence and Machine Learning	الذكاء الاصطناعي والتعلم الآلي
Personalized Knowledge Delivery	تقديم المعرفة النخصبة