

A CRITICAL REVIEW OF KNOWLEDGE MANAGEMENT MODELS

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by
Raguraman Raman

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ABSTRAK

Setiap organisasi pada hari ini menyedari hakikat betapa pentingnya memaksimumkan penggunaan pengetahuan “Knowledge”. Pengetahuan ini biasanya wujud atau boleh didapati di pelbagai tempat dalam pelbagai rupa bentuk. Umpamanya dalam pangkalan data “Data Base”, pangkalan pengetahuan “Knowledge Base”, kabinet fail dan minda pekerja dalam organisasi itu, dan banyak tempat lagi. Lazimnya, sesuatu jabatan dalam sebuah organisasi akan mengulangi kerja yang telah dilaksanakan oleh jabatan lain. Setiap organisasi perlu mengenal pasti asset-asset pengetahuan yang dimiliki dan cara-cara mengurus serta menggunakannya untuk memperolehi pulangan yang maksimum. Kertas projek ini membincangkan secara menyeluruh tentang definisi, jenis dan komponen beberapa model Pengurusan Pengetahuan atau “Knowledge Management”. Berdasarkan perbincangan kritikal ini, sebuah model yang lengkap dan seluruh, hasil gabungan beberapa model lain dicadangkan. Model ini dapat mempermudah rekaan, perkongsian dan penemuan pengetahuan agar dapat memainkan peranan sebagai petunjuk asas yang dapat dilaksanakan oleh organisasi serta sesuai untuk kajian masa hadapan. Model ini direkabentuk selepas mempertimbangkan kekurangan dan kelebihan yang terdapat pada model-model lain. Model yang dicadang juga akan memaparkan jenis-jenis, bentuk-bentuk serta keupayaan memperolehi pengetahuan di dalam sesebuah organisasi. Justeru, ini akan membolehkan suatu organisasi menghasilkan pengetahuan baru serta menjejaki, mengurus dan mengekalkan pengetahuan yang dimilikinya itu di samping mengalakkan penggunaan pengetahuan di kalangan pekerjanya. Apabila dilaksanakan kelak, pengurusan pengetahuan akan membawa kepada pengurusan sumber dan khidmat pelanggan yang lebih efektif dan efisien serta mengurangkan kerja berulang dan kos di samping memperbaiki pelbagai aspek lain di dalam organisasi.

ABSTRACT

Organizations are realizing how important it is to “know what they know” and be able to make maximum use of the knowledge. This knowledge resides in many different places such as databases, knowledge bases, filing cabinets and peoples’ heads and is distributed right across the enterprise. Most of the time one section of an enterprise repeats work of another section simply because it is impossible to keep track of, and make use of, knowledge in other sections. Organizations need to know what their knowledge assets are and how to manage and make use of these assets to get maximum return. This paper discusses in detail the definition, kinds, and components of a few Knowledge Management models. Based on this critical discussion, an integrated business model to facilitate knowledge creation, sharing, and discovery is tentatively suggested to act as a basic and generic guide for implementation by organizations and for further research. This model is generated after taking into considerations the limitations of all the other models. This model will also give an insight to the types, forms and availability of knowledge within an organization. This in turn will enable organizations to develop new knowledge, track its knowledge, manage and preserve their knowledge while encouraging its staff to use and share their knowledge. When implemented, knowledge management will translate in effective and efficient resource management, customer support and service, redundancy or bottleneck elimination, cost reduction and improving many other aspects of the organizations.

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DEDICATION

This book is dedicated to my beloved parents, wife, family, colleagues and friends.
Thanks for the support, help and motivation.

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Chapter 1 INTRODUCTION

1.1 Background of the Problem

In a highly demanding business world today, an organization's competitive potential almost wholly depends on how well it can manage and deploy its corporate assets. These assets can be categorized into financial, tangible and intangible elements. Traditionally, tangible assets like plant, equipment, inventory and financial capital were considered the most fundamental corporate asset. Intangible assets played a very little or vague role in any organization regardless the industry it came from. But generally, many organizations, till today still downplay the importance of their intangible assets.

Despite managing and giving prime focus to all their tangible assets, organizations are still finding it very hard to gain the advantage to beat their competitors.

Eventually, organizations have found out that tangible assets can only help them to a certain extent. It is now becoming clearer that organizations require a much broader range of resources to be able to compete and succeed in any current market. Hence, increasing number of organizations have started to give more emphasis to their intangible assets, which was left idle, unexplored and unmanaged for a long time.

To compete and become successful in their own market, organizations must now learn to manage their ultimate asset, that is 'Knowledge' and this practice is generally known as Knowledge Management or sometimes as business intelligence.

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