

Contents

Introduction	xiii
About this book: the Know-Net solution	xiii
Structure of the book	xv
Acknowledgements	xvi
1 Process and Product Approaches in Knowledge Management	1
1.1 Knowledge and Knowledge Management	1
1.2 The Process and Product Approaches in KM	3
1.3 The Process and Product Approaches in KM Software	5
1.4 The Process and Product Approaches in KM Methods and Services	8
1.5 The Process and Product Approaches in KM Projects	14
1.6 The Need to Integrate the Two Approaches	17
2 The Know-Net Approach and Framework	19
2.1 A Strategic Perspective to Knowledge Assets	19
2.2 Conceptual Foundation of Know-Net	22
2.3 Overview of the Know-Net Framework	25
2.4 Knowledge Assets	27
2.5 Knowledge Networking Levels	28
2.6 KM Infrastructure	29
2.7 Using the Framework in an Integrated Manner	35
3 The Know-Net Method	37
3.1 Introduction	37
3.2 Strategic Planning for KM (Stage I: Plan)	38
3.3 Developing the Knowledge Organization (Stage II: Develop)	45
3.4 Operating the Knowledge Organization (Stage III: Operate)	52
3.5 Measurement of Knowledge Assets	53
4 The Know-Net Tool	59
4.1 Introduction	59
4.2 Design Goals of the Know-Net Tool	62
4.3 Fundamental Elements of the Know-Net Tool	63

4.4 The Knowledge Server	64
4.5 The KM Applications	65
4.6 The Strategic Knowledge Navigator	67
4.7 The Knowledge Worker Navigator	70
4.8 The Knowledge Systems Administrator Navigator	75
4.9 The Advanced Search Interface	77
4.10 Summary and Related Work	84
5 Case Studies of the Know-Net Solution	89
5.1 Introduction	89
5.2 Case Summaries of the Know-Net Application in IT Service Companies	91
6 The Case of Planet S.A.	107
6.1 Context of the Case Study and the Company	107
6.2 KM Business Case: Applying Stage I of the Know-Net Method	109
6.3 Developing a Knowledge Organization: Application of Stage II	114
6.4 Measuring the KM Initiative	127
7 Knowledge Asset Management: Know-Net and Beyond	131
7.1 Introduction	131
7.2 Knowledge Assets as a Key Link for Holistic KM	131
7.3 Knowledge Assets as a Concept for Future Research	136
7.4 Leveraging Knowledge Assets for k-Business	139
Appendix A Knowledge Orientation Matrix	141
A.1 Overview	141
A.2 Questionnaire for Developing the Matrix	143
A.3 Evaluating the Knowledge Orientation Matrix	144
Appendix B Analyze and Leverage Knowledge in Business Processes	146
B.1 Module 1: Analyze Business Processes	147
B.2 Module 2: Leverage Knowledge in Business Processes	155
Appendix C Analyze and Leverage Knowledge Networks	161
C.1 Module 3: Analyze Knowledge Networks	161
C.2 Module 4: Leverage Knowledge Networks	166
Appendix D Develop the Knowledge Asset Schema	175
D.1 Purpose of Module	175
D.2 Knowledge Object Store and Knowledge Ontology	175
D.3 Development of the Knowledge Object Store	176
D.4 Development of the Knowledge Ontology	177
References and Further Reading	185
Index	193

Knowledge Asset Management
Beyond the Process-centred and Product-centred
Approaches

Mentzas, G.; Apostolou, D.; Abecker, A.; Young, R.

2003, XV, 195 p., Hardcover

ISBN: 978-1-85233-583-0