知識管理與服務創新
(Knowledge Management and Service Innovation)

Time: 2:20-5:20 Thursday **Classroom** 203 Management 1
Instructor: Houn-Gee Chen 陳鴻基教授
Phone: (02) 33669653 **e-mail:** hgchen@ntu.edu.tw

Course Outline

Knowledge is critical to the daily operations and competitive advantage of a firm. Previously, knowledge that is internal to the firm and vital to its survival was managed without a systematic approach. With the advancement of information technology, and with the maturity in database management and information management, knowledge management began to attract more attention and generate more discussions. Knowledge management is the process in assisting organizations to identify, select, organize, distribute, and transfer important information and technical know how about problems solving, dynamic learning, strategic planning, and decision making. Knowledge management systems are systems targeting professional and managerial activities by focusing on creating, gathering, organizing, and disseminating an organization's "knowledge" as opposed to "information" or "data."(Alavi and Leidner, 1999). This course provides a comprehensive of knowledge management, introducing topics like the origins and importance of knowledge management, the future and challenges of the knowledge market, knowledge management and organizational learning, knowledge management tools and techniques, case studies on how organizations utilize knowledge management and its critical success factors, and finally, the strategic use of knowledge management and its future trends. Specific topics include:

- The nature and management of knowledge
- The future and challenges of the knowledge market
- The origins of knowledge
- Knowledge integration
- Knowledge transfer
- Knowledge management and organizational learning
- Strategies in knowledge management
- Knowledge management case studies
- Knowledge management tools and techniques (e.g., data mining, text mining)
- Service innovation
- e-service

Class Schedule and weekly readings

Wk	Tentative Topics and Schedule	Readings
Knowledge Management		
2/18	Intro. to KM: IDEO case	lecture notes
2/25	Old Wisdom: Classic in KM	#1, #2
3/4	Working Smarter, Not Harder	A-Chapter 1
	Understanding Knowledge	A-Chapter 2
3/11	Knowledge System Life Cycle	A-Chapter 3
	Knowledge Management Project in Practice	#34
3/18	Knowledge Creation and Knowledge Architecture	A-Chapter 4
	Knowledge Management Project in Practice	#36,
3/25	Capture Tacit Knowledge	A-Chapter 5
	Knowledge Management Project in Practice	#32
4/1	Knowledge Codification	A-Chapter 7
	Knowledge Management Project in Practice	#35
4/8	Knowledge Transfer and Sharing	A-Chapter 9
	Knowledge Transfer in the E-World	A-Chapter 10
4/15	Learning from Data	A-Chapter 11
	Data Mining	A-Chapter 12
4/22	Knowledge Management Tool and Portal	A-Chapter 13
	Knowledge Management and Organization Learning	#10
4/29	Overview: Social Life of the KM Tool (p.1-20)	R-Chapter 1
5/6	Overview: Social Life of the KM Tool (p.21-70)	R-Chapter 1
5/13	Ethical, Legal, and Managerial Issues	A-Chapter 14. 15
5/20	E-Consulting	HBS case
Service Innovation		
5/27	Service Operation Management Issue	#101

6/3	Service Management & IT	#102
6/10	Manufacturing Service Issue	#103
6/17	Final Project Presentation	

Textbooks:

1. *Elias M. Awad and Hassan M. Ghaziri,* ***Knowledge Management (A book)***
2. *Rao, M.(ed),****Knowledge Management Tools and Techniques****,2005 (****R book****)*
3. *James W. Cortada and John A. Woods,* ***The Knowledge Management Yearbook****, 2000-2001, Butterworth-Heinemann, 2000*

Grading

Matreial presentation	40%
Classrrom discussion	30%
Final project	30%

Reading list

Old Wisdom: Classic of KM

1. "What is" in the World of Work and Working: Some Implications of the Shift to Knowledge Work, Fred Nickol

The Tacit and Explicit Nature of Knowledge

2. The Knowledge in Knowledge Management, Fred Nickols
3. Working with Tacit Knowledge, Joseph A. Horvath

Knowledge-Based Strategies

4. What's Your Strategy for Managing Knowledge? Morten T. Hansen, Nitin Nohria, and Thomas Tierney
5. Competitive Intelligence and Competitor Analysis as Knowldege Management Application, Arik R. Johnson
6. Xerox Shares Its Knowledge, Michael Hickins
7. Acquiring Intellect: managing the Integration of Knowledge-Intensive Acquisitions, Julian Birkinshaw

Knowledge Management and Organizational Learning

8. Developing Organizational Memory Through Learning Histories, George Roth and Art Kleiner
9. Making Knowledge Stick, Louisa Wah
10. Learning Across a Living Company: The Shell Companies' Experiences, William E. Brenneman, J. Bernard Keys, and Robert M. Fulmer
11. the Knowldege Chain, Richard A. Spinello

The Collection and Codification of Knowledge

12. Practical Taxonomies, Sarah L. Roberts-Witt

The Transfer of Knowledge

13. Running a Corporate Publishing Program, James W. Cortada
14. Problems on the Virtual Shop Floor: A Case Study, Byran Gladstone and John Kawalek
15. The Undercurrent Flow of Knowledge, Corporate Renaissance Group

Implementing the Effective Management of Knowledge

16. Knowledge-Worker Productivity: the Biggest Challenge, Peter F. Drucker
17. Managing Knowledge in Professional Service Firms, Thomas H. Davenport and David E. Smith

Knowledge Tools, Techniques and Processes

<u>Information Technology</u>

18. Using Tools to Fit Culture and Processes, Len Grzanka
19. Technology Support for Sustainable Innovation, Michael Stephenson and Tony Davies

<u>Knowledge Management Tools</u>

20. New Tools for Sustaining Competitive Advantage, Robert M. Fulmer, Philip Gibbs, and J. Bernard Keys
21. Managing Organizational Ignorance, Michael H. Zack

<u>Knowledge Management Techniques</u>

22. Putting Quality in Managing Corporate Memory, Larry Todd Wilson

<u>Measurements and Knowledge Management</u>

23. Measurments and Knowledge Revolution, Thomas A. Peason
24. Why Do a Knowledge Audit? Thomas Koulopoulos and Carl Frappaolo

KM

25. Knowledge Management: An Introduction and Perspective, Karl M. Wigg
26. Knowledge Management: An Emerging Discipline, Syed Z. Shariq
27. Knowledge Management: An Emerging Discipline with a Long History, William Ives, Ben Torrey and Cindy Cordon

28. Knowledge Management: The New Challenge for the 21st Century, Atefeh Sadri McCampbell, Linda Moorhead Clare and Scott Howard Gitters
29. Knowldege Management: A New Idea or a Recycled Concept?, Israel Spiegler

Use of KM

30. Applied Process Knowledge and Market Performance: The Moderating Effect of Environmental Uncertainty, Cindy Claycomb, Cornelia Droge, and Richard Germain
31. How does Knowledge Management Influence Innovation and Competitiveness?, Alberto Carneiro

Cases

32. SME and Large Organization Perceptions of Knowledge Management; Comparisons and Contrasts, Rodney McAdam and Renee Reid
33. Knowledge Work teams and Group technology: Learning from Seagate's Experience, A. B. Shani, James A. Sena and Michael W. Stebbins
34. Knowledge and Competence Management at Ericsson: Decentralization and Organizational Fit, Thomas Hellstrom, Peter Kemlin, and Ulf Malmquist
35. Knowldege Flows in Innovation Networks: A Comparative Analysis of Japanese and US High-technology Firms, Elsie L. Echeverri-carroll
36. Knowledge Management in professions: Lessons Learned from Norwegian Law Firms, Petter Gottschalk
37. Knowldege management and Drug Development, Stuart Koretz and Greg Lee

Knowledge Eliciting:

38. a Two-Stage Process for Eliciting and prioritizing Critical Knowledge, Kenneth J. Preiss
39. Knowledge, Creativity and Innovation, David Gurteen

Knowledge Transfer (Knowledge Sharing)

40. A Social Exchange Architecture for Distributed Web Communities, Amrit Tiwana and Ashley Bush
41. Reflections on Designing Field Research for Emerging IS Topics: the Case of Knowledge Management, Inger V. Eriksson, Gary W. Dickson, and Omar A. El Sawy

KM Implementation

42. A Methodology for Knowledge Management Implementation, Gavin P. Levett and Marin D. Guenov

Framework of KM

43. A Framework of Knowledge Management Systems: Issues and Challenges for Theory and practice, Jungpil Hahn and Mani R. Subramani

Tools and technologies

44. The State of the Product in Knowledge Management, James H. Bair and Ellen O'Connor
45. Natural Technologies for Knowledge Work: Information Visualization and Knowledge Extraction, Ramana Rao and Ralph H. Sprague
46. Re-Assessing the Enabling Role of Information Technology in KM, Bipin Junnarkar and Carol V. Brown
47. Extensible Markup Language and Knowledge Management, James R. Otto, James H. Cook, and Q. B. Chung

Knowledge Economy and Market

48. Peter Drucker, Managing in the Next Society: Beyond the Information Resolution,

Future and Challenges

49. The Future of the Organization: Selected Knowledge Management Issues, Colin J. Coulson-Thomas

Cases

50. Enabling Knowledge Creation: Learning from an R&D Organization, Journal of Knowledge Management, Jonas Roth
51. Following the Rainbow: A Knowledge Management Framework for New Product Introduction, P.M. Herder, W.W. Veeneman, M.D.J. Buitenhuis and A. Schaller

101. Jose A.D. Machuca, Maria del Mar Gonzalez-Zamora, Victor G. Aguilar-Escobar, "Service Operations Management Research", JOM, 25 (2007), pp.585-603

102. Uday S. Karmarkar, Uday M. Apte, "Operation Managements in the Information Economy: Information Products, processes, and chains," IOM, 25(2007), pp.438-453

103. Abhay Nath Mishra, Prabhudev Konana, and Anitesh Barua, "Antecedents and Consequences of Internet Use in Procurement: An Empirical Investigation of US. Manufacturing Firms," ISR, 18(2007), pp.103-120

Harvard Business School Case: e-Consulting, 9-800-312, 2000