BOOK REVIEW: KNOWLEDGE MANAGEMENT

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Knowledge Management is a proactive 16 chapter text that covers all the processes of knowledge management i.e. capturing, transferring, sharing and managing knowledge. Awad and Ghaziri have also addressed the behavioural and technical aspects of knowledge management and have maintained the striking a balance between them. This feature makes this book stand apart from the other books on the same area. The text has been organised in five parts viz.

❐ The Basics

❐ Knowledge Creation and Capture

❐ Knowledge Codification and System Implementation

❐ KM System Tools and Portals

❐ Ethical, Legal and Managerial Issues

I. THE BASICS

Knowledge management basics and concepts are described in Part I. There are three chapters in part I as shown in fig. 1.
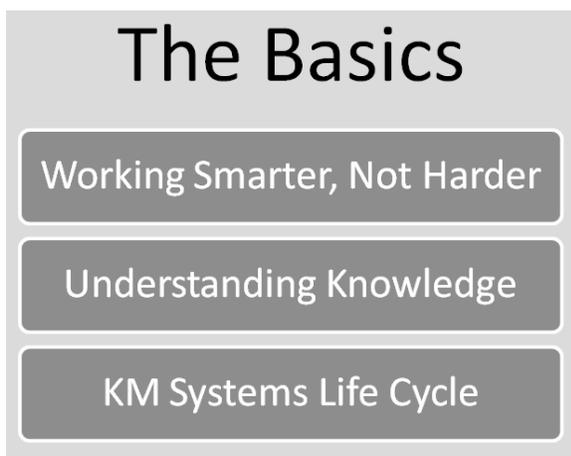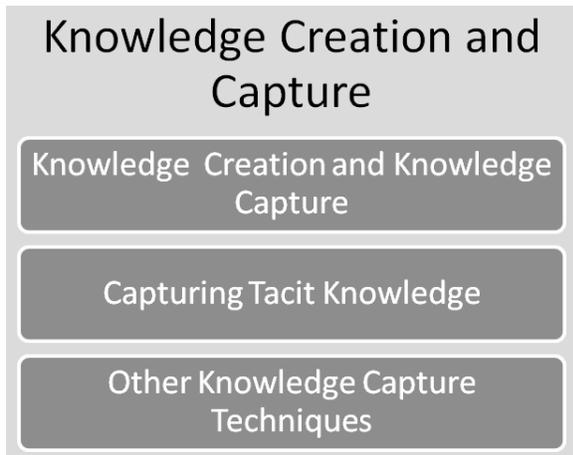

Figure 1: Part I; The Basics

In this chapter 1 the authors have discussed how from we have progressed from the data

processing age to the information age to knowledge age. They have introduced the meaning of knowledge, how it came about, the myths. They have explained knowledge management, knowledge organisation and have given rationale of using KM and have given interesting examples also. KM challenges, drivers and a summary of knowledge management life cycle has been given. In chapter 2, the authors have discussed knowledge and its relation to intelligence, experience, and common sense. The gradual transition of data to information and knowledge is given in this chapter. Further they have discussed types of knowledge and have covered vast range knowledge which has not been covered in may texts on the same topic. Awad and Ghaziri have viewed building of knowledge management as a life cycle that begins with a master plan and justification and ends with a system structured to meet KM requirements for the entire company (pp. 83). They have discussed several other approaches of Knowledge Management System Life Cycle(KMSLC) proposed by other authors in chapter 3. Challenges of building knowledge management system have also been elaborated in this chapter.

II. KNOWLEDGE CREATION AND KNOWLEDGE CAPTURE

The tacit knowledge has been captured for the knowledge sharing. The various types of tools to capture knowledge are discussed in this part of the text.

Nonaka's model of knowledge creation and transformation is discussed in chapter 4. Authors have also thrown light on knowledge architecture centred on people and technical

**Figure 2: Part II;
Knowledge Creation and Capture**

cores. Chapter 5 focuses on the major or most important tacit knowledge capturing process i.e. interview. The ideas to develop relationship with the expert are also given. Other tacit knowledge capture tools such as brainstorming, protocols analysis, Delphi method and concept mapping are discussed in chapter 6.

III. KNOWLEDGE CODIFICATION AND SYSTEM IMPLEMENTATION

Third part of the book addresses the codification of the tacit knowledge and the implementation of the knowledge base. It is divided in three chapters shown in figure 3.
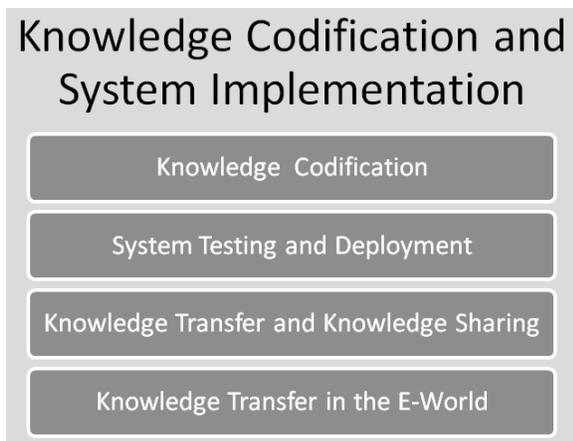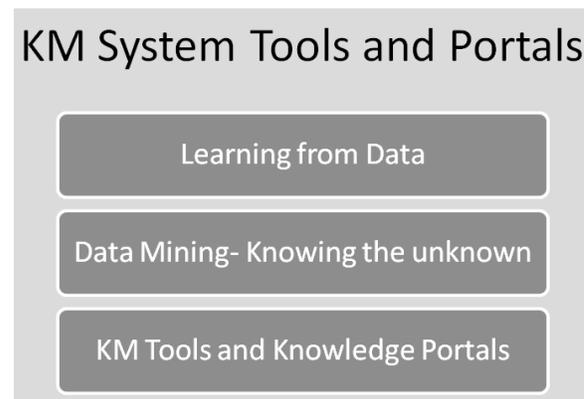
Figure 3: Part III; Knowledge Codification and System Implementation

Knowledge codification tools are discussed in chapter 7, namely knowledge maps, decision tables, decision trees and production rules. Authors have elaborated testing phase and deployment issues in chapter 8. Logical and user-acceptance testing approaches are also discussed. Knowledge transfer and sharing are on the most important aspects of knowledge management which are discussed in chapter 9. The role of internet in knowledge transfer and other methods are also discussed.

IV. KM SYSTEM TOOLS AND PORTALS

Many type of tools are available for the dissemination of knowledge, the technical aspects of KM are addressed which is divided in three chapters. The classification is shown in figure 4.

**Figure 4: Part IV;
KM System Tools and Portals**

Chapter 11 focus on learning from data through neural nets, association rules and classification trees. Next chapter 12 is dedicated to data-mining concepts which are an important KM technology. Authors have explained data-mining concepts, tasks, processes and practice in depth. The next part of the text i.e. chapter 13, addresses the identification of the right tools to manage the flow of knowledge in the organisation. It also focus on infrastructure, services and applications needed by the

organisation to manage KM. Knowledge portal technologies are discussed here.

V ETHIC, LEGAL AND MANAGERIAL ISSUES

In this part authors have discussed ethical, legal and managerial issues concerning knowledge management. Its described in two chapters as depicted in figure 5.
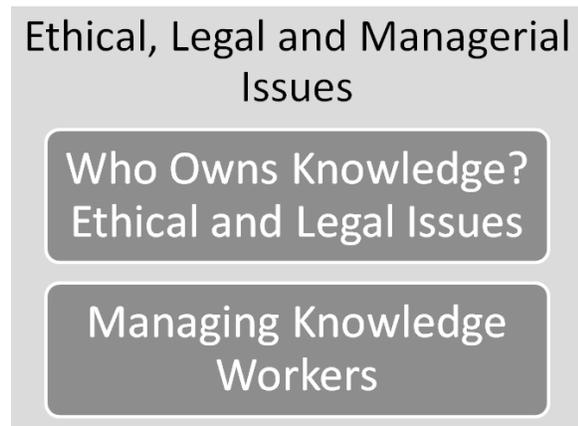

Figure 5: Part V; Ethical, Legal and Managerial Issues

In chapter 14, the authors have discussed the liability of knowledge developer, the expert and user is discussed. This topic is not discussed in details by other authors on the same topic. It's interesting to read how authors have highlighted copyrights, trademarks and trade names. In chapter 15, they have concluded the book by focusing on the management of knowledge workers.

CONCLUSION

In this text, authors have introduced many facets of knowledge management such as capturing, transferring, sharing and managing knowledge. They have discussed knowledge management systems life cycle, knowledge management technical tools, ethical and legal issues. Definitely, this is a comprehensive book addressing behavioural aspects and technology in the e-world rather than focusing on one factor.