Chapter 19
Knowledge-Based Organizations

1. Describe the broad outlines of emerging knowledge-based organizations

   Organizations will increasingly be seen as joint human-computer knowledge processing systems
   Their participants will be regarded as knowledge workers
   Issues
   - How to design and manage knowledge based organizations
   - How to understand their opportunities
   - How to be aware of and handle their challenges

Knowledge-Based Organizations (KBOs)
- Technological infrastructure
  - workstations with knowledge management software
  - communication paths
  - support centers
    - server
    - coordinator
  - knowledge storehouses
- Plugging into external technological structures
  - commercial information services
  - the Internet
  - part of the trend toward virtual corporations

2. Discuss the challenges and opportunities that will face knowledge workers in the years ahead

   Knowledge workers
   - concerned with managing knowledge to meet an organization’s goals
   - new computer-based tools specifically designed for knowledge work (i.e. DSSs)
   - Training
     - technical skills
     - interpersonal communication skills
     - problem solving skills
     - formal study of knowledge management
     - real-world savvy
     - continuous learning skills

   Cooperation among knowledge workers
   - knowledge sharing
     - avoid duplicated knowledge acquisition/derivation efforts
     - promotes consistent decision making
   - coordinated division of labor
   - coordinated timing of knowledge-processing tasks

Managing KBO’s
- Chief knowledge officer
-being an advocate for knowledge and learning, changing organization culture and individual behavior to focus on the importance of knowledge management.
-designing, implementing, and overseeing an organization’s computer based knowledge management facilities, human knowledge management resources, research units, libraries, and conduits to external knowledge sources -- all of which contribute to an organization’s knowledge management infrastructure.
-serving as the main liaison with external knowledge providers.
-instigation, fostering, and shaping the internal creation of knowledge.
-Creation
-involves careful planning of its design and construction.
-prefabricated versus customized technological infrastructures.
-reengineering.
-Ongoing operation
-knowledge processing requests.
-knowledge preprocessing.
-Requirements for realizing KBOs
-common objectives that are simple, clear, and translate into specific actions.
-organizational concentration on a small number of objectives.
-a realization that most knowledge workers are specialists who cannot be told how to play their roles, but rather need to be focused on jointly achieving something.
-a clear statement of management’s performance expectations for the organization, task forces, and individuals.
-organized feedback for comparing results with performance expectations -- as a basis for evaluation, learning, and knowledge worker self-control.
-an organizational culture in which all participants practice knowledge responsibility, with each constantly thinking through what knowledge he or she needs to make a contribution and what knowledge is possessed that could benefit others in performing their duties.
-Problems for realizing KBOs
-developing incentives, compensation and recognition schemes, career opportunities for knowledge worker specialists.
-designing the management structure for an organization of task forces.
-creating and instilling a unified vision across the organization’s specialized knowledge workers.
-ensuring that top executive knowledge workers are in ample supply of knowledge that is well prepared, and adequately tested.

3. Appreciate the broad outlines of the emerging global knowledge society.

Emerging Knowledge Society

-Environment of KBOs and knowledge workers.
-New learning technologies and continuous learning.
-Central work force comprised of highly specialized people.
-implies much multiparticipant work.
-suggests need for affiliation with at least one organization.
-Essential Purpose of management will be to make knowledge productive.
-knowledge regarded as the key resource.
-every KBO (and knowledge worker) will need to assess competitiveness of its knowledge competencies in the world economy.