Lecture Objective

Students can explain Knowledge Management cycle, list some examples of major KM cycle, and describe the important steps in KM cycle regarding how the knowledge is captured, created, codified, shared, distributed, and reused in the cycle.
What KM does?

- Identify and locate knowledge and knowledge sources in organization
- Translate valuable knowledge into explicit form → *codification of knowledge*
- Disseminate it through networks, practices, and incentives
- Store it in organizational knowledge repository → *corporate memory*
Major Approaches to KM Cycle


Criteria:
- Implemented and validated
- Comprehensive
- Detailed description in each step
Zack KM Cycle
Basic Thought

Research and knowledge about the design of physical products can be extended into the intellectual realm to serve as the basis for a KM cycle
Zack KM Cycle Model

Acquisition
- Call & Survey

Refinement
- Analyze
- Interpret
- Report
- Edit & Format

Storage Retrieval
- Decompose into K Units, Index, Link
- Indexed & Linked K Units

Distribution
- Online via Web & Groupware

Presentation
- Interactive selection of K Units

Sources

Users
Bukowitz dan Williams KM Cycle
Basic Thought

How organizations generate, maintain, and deploy a strategically correct stock of knowledge to create value
Siklus Bukowitz dan Williams Model

- Get
- Use
- Learn
- Contribute

Knowledge

- Assess
- Build/Sustain

or : Divest
McElroy KM Cycle
Basic Thought

Knowledge life cycle consists of the processes of knowledge production and knowledge integration, with a series of feedback loops to organizational memory, beliefs, and claims and the business-processing environment.
McElroy KM Cycle Model

Knowledge Processing Environment

- Knowledge Production
- Organizational Knowledge
- Knowledge Integration

Double-loop learning

- Business Processing Environment
- Beliefs and Claims

Single-loop learning

- Beliefs and Claims
- Distributed Organizational Knowledge Base

Beliefs and Claims
Wiig KM Cycle
Basic Thought

Three conditions that need to be present for an organization to conduct its business successfully:

1. Business (products/services) and customers
2. Resources (people, capital, facilities)
3. Ability to act
Wiig KM Cycle Model

1. Build Knowledge
   - Learn from personal experience
   - Formal education & training
   - Intelligence sources
   - Media, books

2. Hold Knowledge
   - In people
   - In tangible forms

3. Pool Knowledge
   - KM system (intranet, dbase)
   - Group of people

4. Use Knowledge
   - In work context
   - Embedded in work processes
Integrated KM Cycle
Basic Thought

Three major stages:
1. Knowledge capture and/or creation
2. Knowledge sharing and dissemination
3. Knowledge acquisition and application
Integrated KM Cycle Model

Knowledge Capture and/or Creation

Assess

Knowledge Sharing and Dissemination

Knowledge Acquisition and Application

Update

Contextualize
## Comparison of KM Cycle

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<tbody>
<tr>
<td>Acquisition</td>
<td>Get</td>
<td>Individual &amp; group learning</td>
<td>Creation</td>
<td>Create/Capture</td>
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<td>Refinement</td>
<td>Use</td>
<td>Knowledge claim validation</td>
<td>Sourcing</td>
<td>Create/Capture</td>
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<tr>
<td>Store/Retrieve</td>
<td>Learn</td>
<td>Information acquisition</td>
<td>Compilation</td>
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<td>Distribution</td>
<td>Contribute</td>
<td>Knowledge validation</td>
<td>Transformation</td>
<td>Create/Capture and contextualize</td>
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<td>Presentation</td>
<td>Assess</td>
<td>Knowledge integration</td>
<td>Dissemination</td>
<td>Share, disseminate and assess</td>
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<td>Build/Sustain</td>
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<td>Application</td>
<td>Acquisition and application</td>
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<td>Divest</td>
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<td>Value realization</td>
<td>Update</td>
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*SD09 - Knowledge Management*
Class Activities

Based on the comparison, please give your comment on each of the KM cycle and list the strength and weakness of each KM cycle!
Thank you!
This is the end of today’s lecture