

## Chapter 1 : A History of Knowledge: Past, Present, and Future by Charles Van Doren

*An overarching theory of knowledge management has yet to emerge, perhaps because the practices associated with managing knowledge have their roots in a variety of disciplines and domains.*

Knowledge has long been recognised as an important asset. It was in the 1980s, that knowledge management truly captured widespread management attention. We can trace the evolution of knowledge management through several overlapping phases: A stone age person showing a colleague how to hunt, Icelandic sagas and organizations such as the Royal Society were all examples of sharing knowledge for a purpose. Awakening and Emergence circa 1980 Knowledge management becomes explicit. It was featured at conferences and gained attention on management agendas. The end of this period saw a wave of many new books on the subject. In reality, only a small number of companies had formal programmes, mostly just in one or a few divisions. The geographic bias was clearly North America and Northern Europe. Bandwagon and Relabelling Knowledge management was actively promoted as strategic, particularly by the large management consultancies, which used their own internal KM programmes as exemplars. Growth, Segmentation and Consolidation KM is increasingly pervasive - across functions, all sizes of organization. It is also recognized as a distinct academic discipline, stimulating several new university courses at Masters level. However, its overall status varied from being an important high-level initiative to just another project. Some companies dispersed their central KM teams into business units, while in other organizations KM initiatives faltered. Re-evaluation and Redefinition Many companies embark on formal KM programmes for the first time, while others disbanded their central KM units. After all, knowledge underpins many other enterprise initiatives - such as innovation, ecommerce and customer relationship management. In Search of New Identity onwards. As web-based and content management technology becomes more mature, IT-enabled KM solutions become more commonplace. KM projects tend to have a more targeted business focus, e. But is it KM? Most commentators believe that KM suffered a set back in the timeframe. But it also led to a realization that valuable experience, skills and knowledge could be rapidly lost. Knowledge management is now well established. It is widely practiced under many different labels in organizations of all shapes and sizes. It has been avidly taken up in developing economies such as India, China and Malaysia. Although many so-called management fads start to fade away after a period of years, knowledge management is alive and well. Monthly magazines, quarterly journals, and annual conferences devoted to one or another aspect of KM are a well established part of the landscape. Although the post of Chief Knowledge Officer is still a rarity, many organizations have identifiable and effective knowledge managers, knowledge networks and knowledge portals. What we also notice in our discussions with proponents of knowledge management in organizations is that some organizations do not know what they know, or at least once knew. In other words, once knowledge management became established, the eye was taken off the ball and the expertise on knowledge management has become diffused and some good practices introduced several years ago, have slipped into oblivion. There is no excuse for this, since we now have a very strong base of research, evidence of effectiveness, teaching and practical knowledge about knowledge management, something that did not exist for the pioneers in the late 1980s. In summary - we know a lot about how to improve organizational performance through effective knowledge management. However, the quality of practice of knowledge management across organizations is highly variable. Unlike the late 1980s when it was fairly clear how knowledge management would evolve over the near future, today our crystal ball is somewhat cloudier. Discussions with leaders and experts in knowledge management identifies three divergent schools of thought:

**Chapter 2 : A Brief History of Knowledge Management - TVS Integrated Technical Services**

*This chapter describes the history of knowledge management (KM) and discusses the evolution of different knowledge management systems. The history of KM is traced back to early civilization, where great efforts were made to preserve knowledge gained through experience and reflection over long periods of time.*

The phrase "management is what managers do" occurs widely, [9] suggesting the difficulty of defining management without circularity, the shifting nature of definitions [citation needed] and the connection of managerial practices with the existence of a managerial cadre or of a class. One habit of thought regards management as equivalent to "business administration" and thus excludes management in places outside commerce, as for example in charities and in the public sector. More broadly, every organization must "manage" its work, people, processes, technology, etc. Some such institutions such as the Harvard Business School use that name, while others such as the Yale School of Management employ the broader term "management". English-speakers may also use the term "management" or "the management" as a collective word describing the managers of an organization, for example of a corporation. The concept and its uses are not constrained [by whom? Management on the whole is the process of planning, organizing, coordinating, leading and controlling. This typically involves making a profit for the shareholders, creating valued products at a reasonable cost for customers, and providing great employment opportunities for employees. In nonprofit management, add the importance of keeping the faith of donors. In most models of management and governance, shareholders vote for the board of directors, and the board then hires senior management. Some organizations have experimented with other methods such as employee-voting models of selecting or reviewing managers, but this is rare. History [edit] Some see management as a late-modern in the sense of late modernity conceptualization. Others, however, detect management-like thought among ancient Sumerian traders and the builders of the pyramids of ancient Egypt. However, innovations such as the spread of Hindu numerals 5th to 15th centuries and the codification of double-entry book-keeping provided tools for management assessment, planning and control. Machiavelli wrote about how to make organisations efficient and effective. The principles that Machiavelli set forth in Discourses can apply in adapted form to the management of organisations today: While one person can begin an organisation, "it is lasting when it is left in the care of many and when many desire to maintain it". A weak manager can follow a strong one, but not another weak one, and maintain authority. A manager seeking to change an established organization "should retain at least a shadow of the ancient customs". With the changing workplaces of industrial revolutions in the 18th and 19th centuries, military theory and practice contributed approaches to managing the newly-popular factories. But with growing size and complexity of organizations, a distinction between owners individuals, industrial dynasties or groups of shareholders and day-to-day managers independent specialists in planning and control gradually became more common. Etymology [edit] The English verb "manage" comes from the Italian maneggiare to handle, especially tools or a horse, which derives from the two Latin words manus hand and agere to act. Plato described job specialization in BC, and Alfarabi listed several leadership traits in AD Mirrors for princes Written in by Adam Smith, a Scottish moral philosopher, The Wealth of Nations discussed efficient organization of work through division of labour. While individuals could produce pins per day, Smith analyzed the steps involved in manufacture and, with 10 specialists, enabled production of 48, pins per day. About the same time, innovators like Eli Whitney " , James Watt " , and Matthew Boulton " developed elements of technical production such as standardization, quality-control procedures, cost-accounting, interchangeability of parts, and work-planning. Many of these aspects of management existed in the pre slave-based sector of the US economy. That environment saw 4 million people, as the contemporary usages had it, "managed" in profitable quasi-mass production. Salaried managers as an identifiable group first became prominent in the late 19th century. Examples include Henry R. Duncan wrote the first college management-textbook in In Yoichi Ueno introduced Taylorism to Japan and became the first management consultant of the "Japanese-management style". His son Ichiro Ueno pioneered Japanese quality assurance. The first comprehensive theories of management appeared around People like Henri Fayol " and

Alexander Church described the various branches of management and their inter-relationships. Mooney applied the principles of psychology to management. Other writers, such as Elton Mayo " , Mary Parker Follett " , Chester Barnard " , Max Weber " , who saw what he called the "administrator" as bureaucrat , [23] Rensis Likert " , and Chris Argyris born approached the phenomenon of management from a sociological perspective. Peter Drucker " wrote one of the earliest books on applied management: *Concept of the Corporation* published in 1919. It resulted from Alfred Sloan chairman of General Motors until commissioning a study of the organisation. Drucker went on to write 39 books, many in the same vein. Dodge, Ronald Fisher " , and Thornton C. Fry introduced statistical techniques into management-studies. In the 1940s, Patrick Blackett worked in the development of the applied-mathematics science of operations research , initially for military operations. In this context many management fads may have had more to do with pop psychology than with scientific theories of management. Towards the end of the 20th century, business management came to consist of six separate branches,[ citation needed ] namely:

**Chapter 3 : Knowledge History Graph**

*The idea of knowledge management is not new. Humans have always been interested in acquiring and sharing knowledge. The need to spread knowledge and wisdom is embedded in our religions, philosophical ideas, and even within our cultures.*

The history of knowledge can be divided into four categories: Each intersection has an associated process or concept to form the x purple boxes: Click on any section of the above map to learn more about it The Five Themes of Knowledge Management Framework This mapping process of the history of knowledge provides a framework of the five major themes about our conceptual understanding of knowledge. Note that each theme does not replace the prior ones, but rather builds on them – similar to the growth rings within a tree. Thus, just as a tree builds upon itself, so does the history of knowledge management. You can view the various themes and ideas by clicking on the corresponding parts of the above concept map, or you can follow the article below and click on the various links. Note that there are a few concepts and themes that do NOT have a corresponding link on the map above or the story below. Theme 1 - The Knowledge Industry is Born - s Machlup realizes that knowledge is starting to become a commodity and coins the term knowledge industry. The reason this is made possible is due to a technology invented over five centuries ago – the printing press. Although it took some time, this technology was responsible for creating a literate workforce through the means of absorption. This increase in worker literacy also helped to spur on the industry revolution by allowing more elaborate procedures to be put in place. Some of these procedures require more than simply absorbing some information in order to be able to perform; they require skills. And some of these skills were not easily taught to others for they require tacit knowledge. With more complex procedures put into place, the amount of paperwork increases, which requires more record management. Thus, with a lot of new processes being applied to the work place and a slew of records to track such processes, it did not take long before the technique of scientific management was born to help organize and make it more efficient. Along with Bell, McLuhan writes about the information age and how we are not only shaping technology, but in turn, technology is shaping us. During this period, two great technologies of the 20th century are invented – the computer and the transistor. The computer is able to manipulate great quantities of data, thus helping us to transform that data into meaningful information; while the transistor starts the revolution of transforming large, bulky, and expensive computers which were really more like calculators into small and inexpensive calculating machines and next, into desktop computers for the masses. In , Herman Hollerith compiled the U. Census statistics by passing punch cards over electrical contacts. This, coupled with our obsession for information helps to transform record keeping into an art and knowledge profession – data processing. Theories on knowledge were expanded to include not only procedural knowledge, but also declarative knowledge. Skinner brought us the concept of programmed learning , which is one of the primary methods for Computer Based Training and much of the training that can now delivered via the web. In addition, programmed learning is the forerunner of simulations. Unlike Scientific Management, OD not only focuses on the processes within an organization, but also the people. This was a powerful piece of software that allowed the average user to make advanced what-if calculations in a fraction of the time that it previously took using paper and pencil. Shortly after personal computers arrive on the scene they were viewed as a viable method for instruction. Drucker expands this to acknowledge an army of workers that are starting to make a living with information, rather than materials. And one class are the workers that are combining information and computers in the organization to form information systems. This combination of knowledge workers and CoPs gels the concept of teams – connect knowledge workers to other knowledge workers and the possibility of creative thinking and innovation expands. It is not until Japan becomes an economic power that the rest of the world starts looking at TQM. As we learn more about the concept of learning and the knowledge creation process of Spirals , we realize that it is not a linear process, but rather a quite dynamic one that involves Multiple Resources blended Learning. This dynamic process is also carried over to programming, starting with Hypercard or dynamic programs. But information does not just move via technology, it also requires a

network of people. And coordinating the efforts of people and technology requiring new processes, or Business Process Reengineering. This process of dynamic inter-connectivity carries over to the way we work. Although the internet as we know it has not yet been born, its seeds have been sown with such services as AOL and Prodigy and connectivity processes such as email. Teams are now able to bridge the distance gap through the concept of Virtual Teams. Organizations start to understand the dynamic way in which we work and learn and soon realize that business is not just about managing commodities, but also about Managing Knowledge Assets. Karl-Erik Sveiby pushes the concept of Managing Knowledge Assets to the next level by conceptualizing a means for measuring Intellectual Capital. As the Internet grows and allows us to push information even faster, Davenport and Prusak realize there are two dimensions to being able to understand all this information coming at us – Velocity and Viscosity. Thus, elearning must become more than a content dump, it must allow for rich experiences or context. As organizations realize the importance of knowledge, they try to manage it; first by trying to capture it with elaborate data programs, which mostly fail; for knowledge is within people, rather than machines. To help with the management of all this, process management takes another jump with BMP. Created August 6,

## Chapter 4 : Knowledge management - Wikipedia

*History and Evolution of Knowledge Management Systems by Bhaskar Mukherjee and Mohammad Nazim 7. Evolution of knowledge management by Branislav MaÅ¾iÄ, Sandra NeÅ¾iÄ, Davor NikoliÄ, and Milenko.*

## Chapter 5 : What is a Knowledge Management System (KMS)? - Definition from Techopedia

*Knowledge management (KM) is the process of creating, sharing, using and managing the knowledge and information of an organization. It refers to a multidisciplinary approach to achieving organizational objectives by making the best use of knowledge.*

## Chapter 6 : Management - Wikipedia

*See: 1. Knowledge Management is Older than you Think 2. The Origins and Development of Knowledge Management 3. An Emerging Discipline Rooted in a Long History 4. A Brief History Of Knowledge Management 5.*

## Chapter 7 : The Evolution of Knowledge Management?

*Plenty has been written about the history of Knowledge Management (KM), but it has been difficult to know whether there has been much progress over the period discussed. For most authors the challenges begin with trying to define knowledge, and not much has changed here. This chapter takes a.*

## Chapter 8 : A Brief History Of Knowledge Management - @John S. Thomas

*While information overload or needing knowledge from people in other parts of the company for decision-making can handicap managers, putting in place knowledge management systems can facilitate.*

## Chapter 9 : Emerald | Journal of Knowledge Management information

*Knowledge Management Definition, History and Presence Knowledge Management Introduction Stefan Urbanek Lecture Slides Slideshare uses cookies to improve functionality and performance, and to provide you with relevant advertising.*