

Lecture 3: The Knowledge Management Cycle

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1 KM Cycle Overview

Knowledge Management in Organisations

Knowledge Management

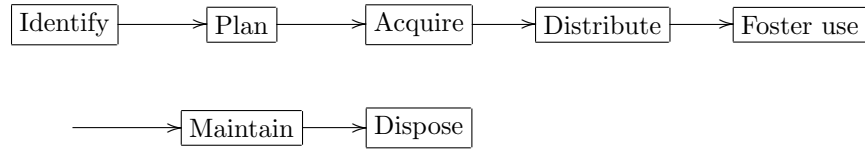
- A framework for improving the organisation's knowledge infrastructure.
- A tool set for getting the right knowledge to the right people in the right form at the right time.

Knowledge Management Cycle

- A process of transforming information into knowledge within an organisation.
- Several models exist including by Wiig (1993), Meyer and Zack (1996), M. McElroy (1999), Bukowitz and Williams (2000).

Remark 1. *Distinguish between information (can be digitised, codified) and knowledge (possessed by people).*

The Knowledge Management Cycle



Identify existing knowledge (internally or externally).

Plan what knowledge can be required.

Acquire, develop the knowledge.

Distribute the knowledge where needed.

Foster use of knowledge.

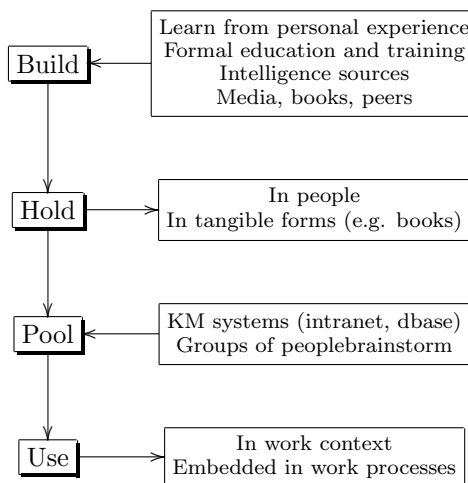
Control / maintain the quality of knowledge.

Dispose of knowledge if it is not longer needed.

2 Models of KM Cycle

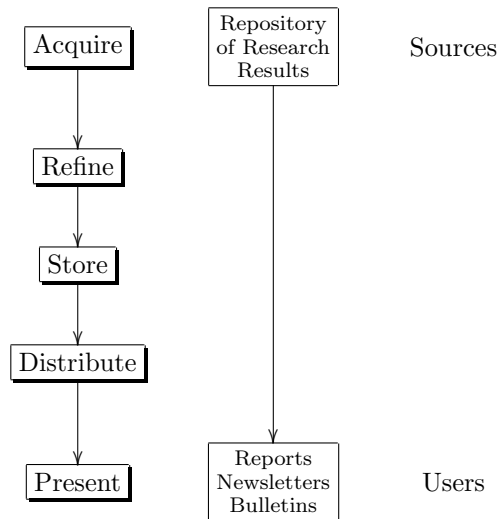
The Wiig KM Cycle

- Obtain, analyse, reconstruct, synthesise, codify, model, organise.
- Remember, accumulate, embed, archive in repositories.
- Coordinate, assemble, reconstruct, synthesise, access, retrieve.
- Perform tasks, survey, describe, select, observe, analyse, synthesise, evaluate, decide, implement.



The Meyer and Zack KM Cycle

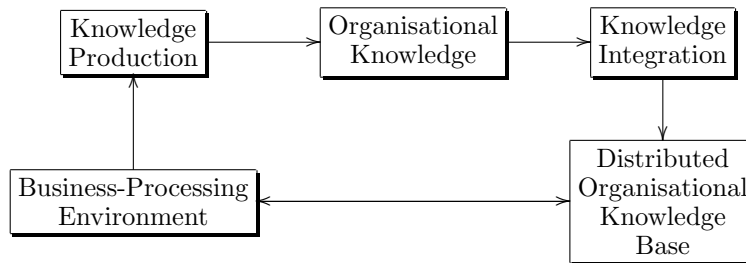
- Derived from design and development of information products.
- Information is ‘sold’ to customers (databases, news feeds, and customer profiles).
- Refinement and renewal are crucial (via feedback).



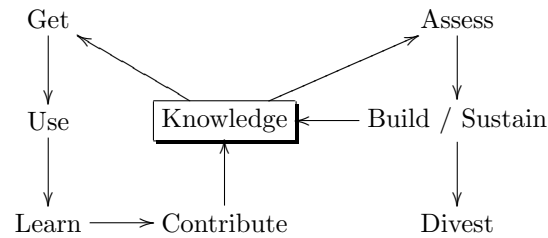
The McElroy KM Cycle

Knowledge Production : formulate, codify and evaluate a problem claim.

Knowledge Integration : broadcast, search, teach, share.



The Bukowitz and Williams KM Cycle



- Get, use, learn and contribute are market-driven and tactical.
- Assess, build/sustain and divest are macroenvironment-driven and strategic.
- Introduced the *learning* phase and a decision to *maintain* or *divest*.

3 Summary

Three Stages of KM Cycles

Dalkir (2011) distinguishes between three stages:

1. Knowledge *capture* and/or *creation*.
2. Knowledge *sharing* and *dissemination*.
3. Knowledge *acquisition* and *application*.

Relation to Organisational Learning Cycle

- KM cycle is closely related to Organisational Learning Cycle (OLC) (M. W. McElroy, 2003).
- OLC is based on a decision execution cycle, which involves planning and decision-making, acting, monitoring and evaluating.
- Learning is related to optimisation, adaptation and obtaining new information.

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