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KNOWLEDGE MANAGEMENT IN CHINESE CORPORATIONS

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Presentation Outline

- **introduction**
 - Research aim
 - Methodology
 - Research context
- **Two definitions and a dynamic model**
- **Why Chinese enterprises need KM**
- **How Chinese enterprises implement KM**
- **Conclusion**

Introduction

- **The research aim...**
 - To apply knowledge management strategies
 - To increase knowledge efficiency
 - To improve discovery and innovation of new knowledge

Introduction

- **The approach...**
 - Qualitative research through secondary cases studies
 - Investigation through interview, phone, and E-mail
 - The Monash task-based approach

Introduction

- **Research context**

- Successful implementation of knowledge management strategies in the most recent couple of decades

Definition of Knowledge

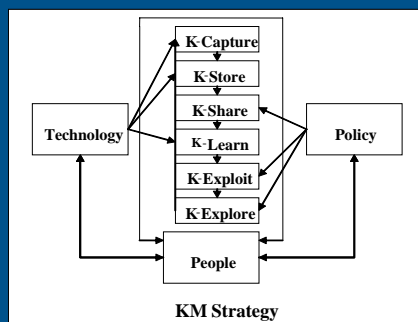
- **Data, information and knowledge**
- ***“Knowledge is a fluid mix ... embedded not only in documents or repositories but also in organizational routines, processes, practices, and norms.”***

--- Davenport & Prusack

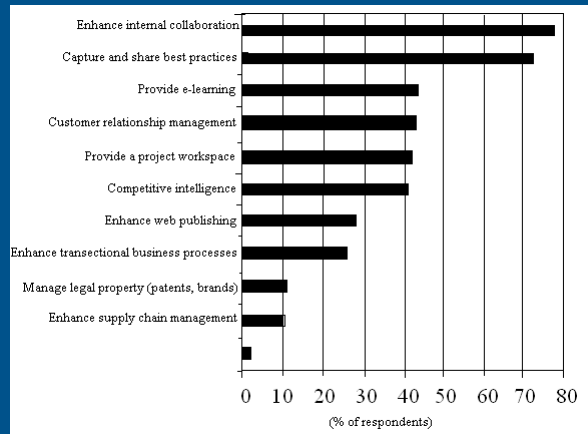
KM—new definition

- Knowledge management is a multidisciplinary approach focusing on knowledge work as the core and an integrated methodology, which leads to using knowledge effectively and efficiently through capturing, storing, sharing, learning, exploiting, and exploring knowledge sustained by human resources and information technology in an organization.

A dynamic model of knowledge management



Why organizations need KM



---- (Rao 2003)

Why KM in Chinese corporations

- **To facilitate competition with western counterparts**
 - The changed environment
 - The competitive pressure
 - Core competitive capabilities

Why KM in Chinese corporations

- **To achieve long-term development**
 - KM can enable knowledge work well
 - KM can prevent knowledge loss
 - KM can keep competitive advantages

Why KM in Chinese corporations

- **To change “made in China” into “created in China”**
 - KM can enable to create new knowledge
 - Intellectual property rights
 - A knowledge intensive society

The Monash task-based approach

- **Major elements of task-based approach to KM**
 - A task focus
 - A task-based model of knowledge work
 - A community of practice
 - An organizational memory
 - Task outcome
 - Knowledge work support

----- Burstein & Linger, 2006

How KM in Chinese corporations

- **People**
 - Top management support
 - Knowledge worker team
 - Customer-oriented

How KM in Chinese corporations

- **Technology**

- facilitating knowledge flow and work flow
- Applying advanced information system or technology
- Building a Web-based knowledge management system

How KM in Chinese corporations

- **Policy**

- To sustain organizational cultural change
- To align knowledge activities with the employees' daily work
- To foster communities of practice

Conclusion

- **Making sense to KM**
- **Considering the context of Chinese culture**
- **Focusing on organizational level**

Thanks

- **Questions**

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