Epilogue

The Future of
Knowledge Management

Chapter Objectives

- To describe the KM goals for the members of an organization: to discover, capture, share, and apply their knowledge

- To present ideas about the future of KM: KM systems to support humane decisions and to deal with "*wicked*" problems.

- To explain the importance that corporate managers institute safeguards for insuring the security and adequate use of their corporate knowledge.

Protecting Intellectual Property (IP)

- IP can be defined as any results of a human intellectual process that has inherent value to the individual or organization that sponsored the process.

- It includes inventions, designs, processes, organizational structures, strategic plans, marketing plans, computer programs, algorithms, literary works, music scores, and works of art, among many other things.

IP losses can happen in many ways:

- Employee turnover.
- Physical theft of sensitive proprietary documents, either by outsiders or by insiders.
- Inadvertent disclosure to third parties without a non-disclosure agreement.
- Reverse engineering.
- The Web repository security is breached and unauthorized access to the proprietary documents takes place.
- Unauthorized parties intercept electronic mail, fax, telephone conversation or other communications for the purpose of illicitly acquiring knowledge.
- Attempts by insiders or outsiders to corrupt documents or databases with false data, information, or knowledge.

How to protect the organization from IP losses

- Non-disclosure Agreements

- Patents

- Copyrights

- Trade Secrets

KM: A new Paradigm for Decision-Making

- The development of MIS, Decision Support Systems, and KMS has been influenced by the works of five influential philosophers, namely, Leibniz, Locke, Kant, Hegel, and Singer.

- Recent developments in KMS have also enabled to extend the reach of those involved in the solution, through group support systems.

- As globalization expands, the number of stakeholders affected by the organization increases.

Decision making based on multiple perspectives

- Technical perspective

- Personal and individual perspective

- Organizational and social perspective

- Ethics and aesthetics perspective

Looking at the future

- The future of knowledge management, will be highlighted by three continuing trends:

  - ◆ (1) KM will benefit from progress in information technologies

  - ◆ (2) KM will continue the shift toward integrating knowledge from a variety of different perspectives

  - ◆ (3) KM will continue to make trade-offs in numerous important areas.

...from progress in information technologies

- KM will benefit from continual, and even more dynamic, progress in information technologies

- Improvements in cost/performance ratios of IT have caused the cost of digitizing information to approach zero, and the cost of coordinating across individuals, organizational sub-units, or organizations to approach zero as well.

- "*evolutionary agents*" may be dramatically different in their abilities to:
  - build theories and create a world of their own
  - assume any virtual identity they wish
  - possess free will
  - develop a moral code and a value system of their own

…toward integrating knowledge from different perspectives

- KM will continue the shift toward bringing together, and effectively integrating, knowledge from a variety of different perspectives.

- KM originated at the individual level, focusing on the training and learning of individuals.

- The impact of KM is expected to continue with its use across networks of organizations and across governments, enabling collaborations across historical adversaries and integrating knowledge across highly diverse perspectives and disciplines.

…make trade-offs in numerous important areas

- Same communication technologies that support the sharing of knowledge within an organization also enable the knowledge to leak outside the organization to its competing firms.

- It is essential to maintain a balance between using technology as substitutes for people (e.g., software agents) and using technology to enable collaboration from a wider range of people within and across organizations.

Conclusions

- The future of KM is one where people and advanced technology will continue to work together, enabling knowledge integration across diverse domains, and with considerably higher payoffs.

- The future of KM will clearly be exciting due to the new opportunities and options, but interesting challenges definitely lay ahead for knowledge managers.

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