

CASES IN KNOWLEDGE MANAGEMENT & INFORMATION RETRIEVAL

Editors

**Roslina Othman
Mohamad Fauzan Noordin
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CASE 2: ORGANIZATIONAL LEARNING

Noor Azura Zakaria and Mohamad Fauzan Noordin

Abstract

In the education service provider industry, it is a very challenging task to be in the right track and sustain the competitive advantage. It is a knowledge intensive entity which the potential students and collaborative researchers are looking into to increase their knowledge and produce good research. That is why the skills, experiences and expertise of the knowledgeable employees are highly in demand to be captured and stored for future use of the university. In this case, the university has a positive management side whereby the willingness and good expectation of the knowledge management approach to become better university in future. The significant investment in enhancing and leveraging the information learning technology is one of the good attempts to venture in the knowledge management. The technology is meant both the level of organizational management as well as learning and teaching. Additionally, the techniques in capturing the knowledge resides in the knowledgeable employees are discussed in this chapter. As the knowledge intensive entity, right decision making is important to be done. Therefore, in order to reduce the time in making the decision and make a good choice, knowledge management system can be utilized to aid the decision process. In this chapter, views are given before the system is adopted.

2.1 UK University

The case study is based on an educational institution providing a range of further education and Higher Education (HE) provision within the UK. The institution provides education on both a full and part time basis and has current enrolments of approximately 2,000 students.

CASE 3: KNOWLEDGE PORTAL

Noor Azura Zakaria, Mohamad Fauzan Noordin and Roslina Othman

Abstract

Knowledge portal is important in the global and large company such as Cisco. This case has covered the vital aspect of knowledge portal in relation of the enterprise environment. The knowledge portal is categorized as a main centre of accessing critical information as well as leveraging and enhancing the knowledge sharing activities. As a competitive company, the Cisco's management showed good effort and attempt with respect of knowledge management initiative. The company must rapidly adapt with the current and emerging technologies and approach to sustain as the leader in the business field. Without realization of the significant knowledge management from the top management, the business may not be able to compete with other companies in the same market industry. The important and significant of knowledge portal is outlined and discussed in this chapter.

3.1 Case of CISCO Systems Enterprise Solutions Delivery Services (ESDS)

As the leading supplier of high-performance internetworking products, Cisco provides the infrastructure for the Internet. With over 40,000 employees and a record growth, the need for quick and easy access to information is vital to Cisco's ongoing success.

To manage costs and practice what they preach, Cisco runs a significant amount of internal operations on their corporate intranet. While this technology is very useful in many areas, its role in customer support is critical.

Employees—starting at the top. John Chambers, CEO, spends up to 40% of his time listening to customers and personally reviewing all critical accounts every night.

CASE 4: CULTURE IN COMMUNITY OF PRACTICES (CoPs)

Noor Azura Zakaria, Mohamad Fauzan Noordin and Rohaimi Abdullah

Abstract

In the organization, the roles of CoPs are important towards the quality and innovative of works and products. CoPs are formal or informal group that bound together according to their interest, experts and passion in the organization. Rigorous participation and communication in the knowledge sharing among the CoPs enable the significant impact to the organization. Innovation, good in decision making, positive cultures are some of the benefits achieved in the CoPs. However, culture can be the barrier towards effective and efficient of CoPs. The case presented in this chapter outlined the culture of sharing the knowledge in the CoPs. The engineers in the case company are reluctant to share knowledge among the CoPs because of the knowledge power and to be more valuable to the company. In this chapter, the significant impacts of CoPs are briefly outlined and the cultures associated with CoPs are discussed.

4.1 Case of Pratt Whitney Rocketdyne (PWR)

Pratt Whitney Rocketdyne (PWR) focuses on the development and manufacturing of rocket propulsion and space exploration engines for the defense industry. In total, there are over 4,000 engineers at PWR that comprise the key group of employees who are responsible for creating and developing leading defense-industry knowledge. Engineers were hired into process groups and were then assigned to one of the six program-groups. The duration of typical program assignments was anywhere between six months to five years, depending on the nature and portion of the program for which