



# Knowledge Management

## Department of Computer Systems and Communications

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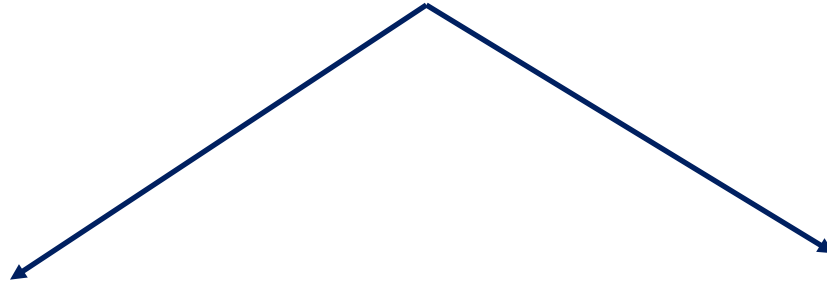
**Knowledge Management: What is new?**

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Really new or déjà vu?



New



Old

## The news of knowledge society

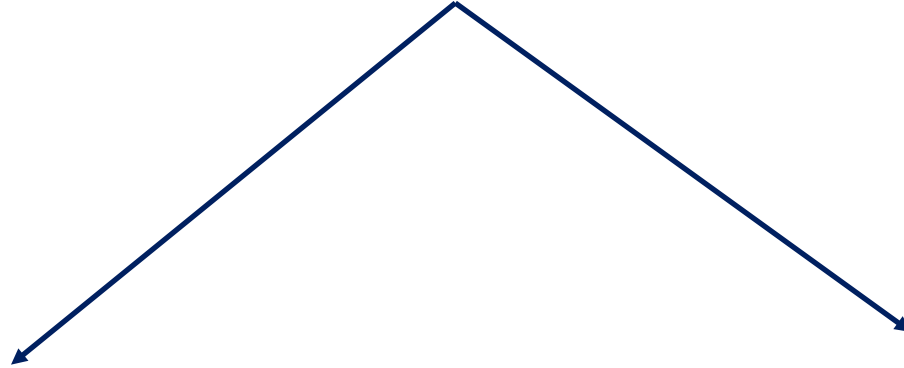
### *New:*

- ✓ There are many *investments in production and sharing of knowledge.*
- ✓ The *costs to decode, share and acquire knowledge* are reducing.
- ✓ There are *more opportunities to acquire new knowledge.*



## Different approach to the same values

The increasing relevance of intangibles



Japan

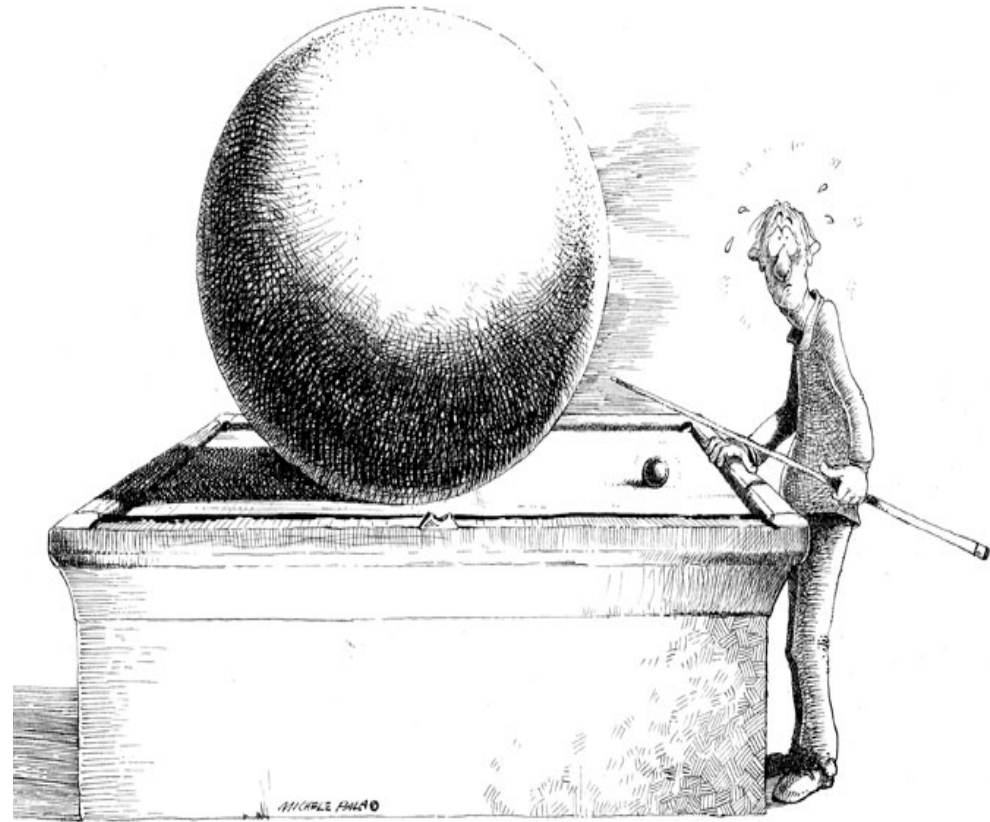


United States

## It is a question of time

The capability of knowledge to produce new value is strictly related to the *time*.

*New paradigms emerge only in a long time through long periods of transaction.*



## We are really living the post-modern era?

Some researchers refuse the idea that we are in the knowledge era because they affirm that:

- ✓ Along the time, *knowledge was ever been a central element in human life and in the economy.*
- ✓ The changes in managerial and business models imposed by the knowledge refer only to the domains with a “*high level of knowledge*”.
- ✓ Only some kinds of *work positions* require a high cognitive involvement.

## The 'old' reductionist approach

The *reductionist approach* is showing an increasing useless in supporting understanding and managing of emerging dynamics.

More specifically, the reductionist view is based on the past experiences and it pays few attention to the possible future evolutions.

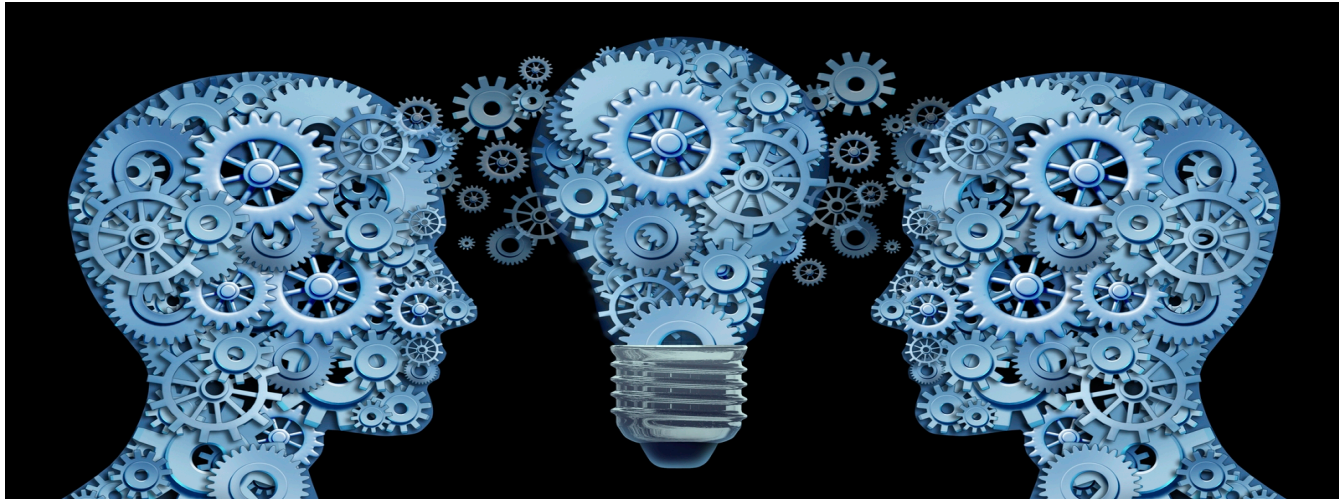
Against, the *knowledge society is based on the future.*



## The cognitive economy

The emerging economy is totally cognitive.

Almost all the value is produced or mediated by the knowledge.



A work not based on the knowledge, in the 90% of the case, does not produce new value.



## Industrial economy versus cognitive economy

- ✓ **Productivity:** the knowledge management offers the opportunity to use new source of value.
- ✓ **Quality:** the economy and the society is acquiring a new form as consequence of the emerging role of knowledge as first element of production.



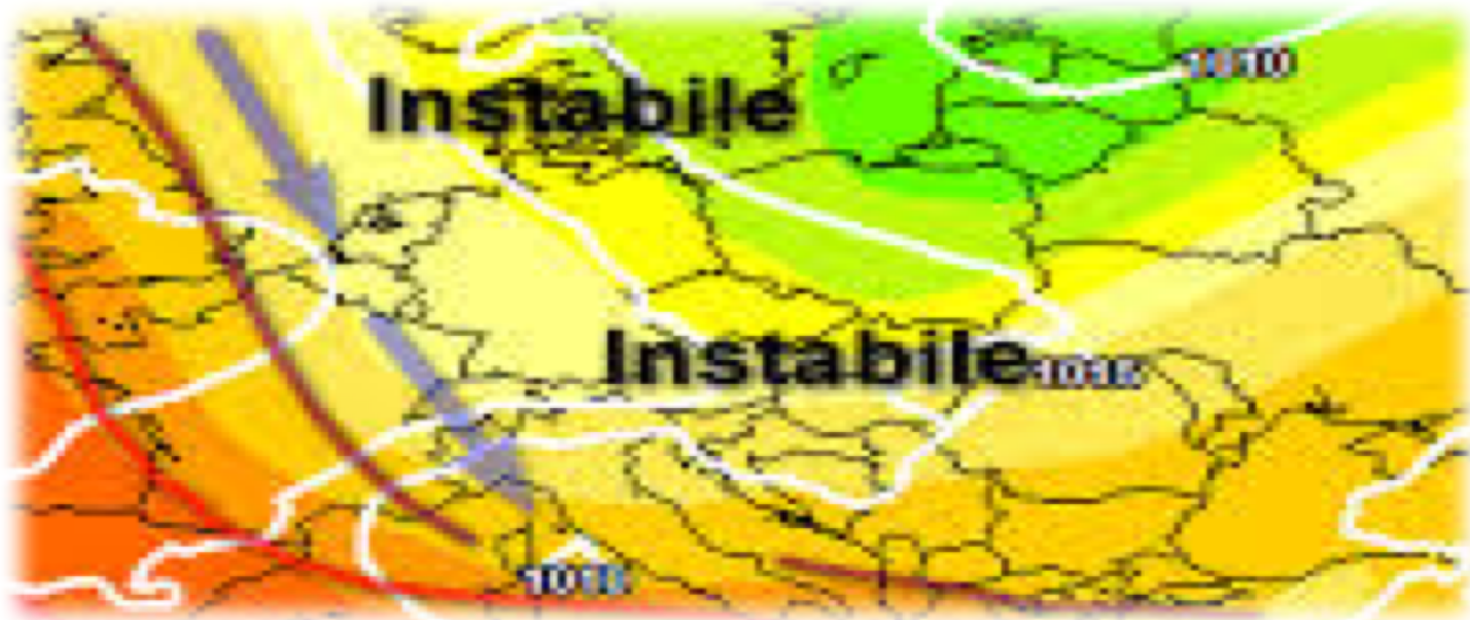
The cognitive approach emerges when the economy becomes to use cognitive works based on the contamination among different skills, competence, and capabilities.



*The knowledge overcomes the limitations imposed by the time and the space*

## A radical change in perspective

We are not working to quickly produce new knowledge, but we are working to create new knowledge that we will use in the next future.



## The causes of the increasing relevance of knowledge

The causes for the increasing relevance of knowledge are:

- ✓ The increasing use of *artificial energy*.
- ✓ The enlargement in the *immaterial consumption*.
- ✓ The *experiential economy*.
- ✓ The *multiplier* due to the knowledge sharing.
- ✓ The ‘*sendipity*’, related to the opportunity to find new things different from the things that we are searching.



## A new role for human resources

In the cognitive economy they emerge new actors.

Market relationships are more personal and individualistic.



*The new economy is based on the people and not on the individuals.*

## The futures of knowledge society

- ✓ New rules for the *proprieties*.
- ✓ An active role of *territories* in supporting the generation of new knowledge.
- ✓ A different *role of people* in the production and use.
- ✓ A different conception of *time*.
- ✓ An increasing *flow of externality and asymmetries* due to market relationships
- ✓ The increasing *complexity* of social and economic dynamics.





## The emergence of complexity

The complexity is showed by:

- ✓ A *variety that overcome our capability* to understand, classify, and manage all the variables that affect a problems.
- ✓ A *variety that evolve faster* than our capability to develop new interpretative schemes.
- ✓ A *indeterminacy* that obstacle the opportunity for forecast and plan the evolutions of programs and actions.