

Knowledge audit concepts, processes and practice

ELISSAVETA GOUROVA

Faculty of Mathematics and Informatics

Sofia University

125, Tzarigradsko shosse Blvd., bl. 2, Sofia

BULGARIA

elis@fmi.uni-sofia.bg <http://www.fmi.uni-sofia.bg>

ALBENA ANTONOVA

Centre for Information Society Technologies

Sofia University

125, Tzarigradsko shosse Blvd. bl. 2 fl. 3

BULGARIA

a_antonova@fmi.uni-sofia.bg <http://www-it.fmi.uni-sofia.bg/cist/>

YANKA TODOROVA

Faculty of Mathematics and Informatics

Sofia University

125, Tzarigradsko shosse Blvd., bl. 2, Sofia

BULGARIA

todorova.yana@gmail.com <http://www.fmi.uni-sofia.bg>

Abstract: - The paper considers the importance of knowledge management in the new economy, and focuses on the concept of knowledge audit and its need for developing and monitoring the knowledge management implementation. A special focus is made on knowledge audit concept and the approaches and processes proposed and used in practice. The paper highlights also some tools utilized in knowledge audit and the metrics used for knowledge measurement and evaluation of knowledge management benefits for organizations. A special attention is paid on balanced scorecard methodology and social network analysis use in knowledge audit. A new extended knowledge audit approach is proposed and some measurement considerations. The paper presents results of surveys carried out in some small and medium organizations for determining the knowledge management needs and usage, as well as knowledge audit pilot results.

Key-Words: - knowledge audit, knowledge metrics, knowledge management, knowledge audit approaches

1 Introduction

In the last century, an unprecedented speed of new knowledge creation was observed, leading to faster innovation, sophistication of products and services and their supply and demand, and deep changes in all areas of public life [17], [19], [21]. Business processes have become more dynamic than ever before, and the new technologies have contributed to a fast changing environment. In the new economy knowledge in both of its forms – tacit and explicit – has become one of the main factors for sustainable development and competitive advantage. Within the competitiveness and economic growth objectives of the European Union, the concept of knowledge has

emerged as main differentiator and unique resource, and European companies and organizations have become more concerned how to successfully manage their knowledge resources and gain benefits from them [10], [12], [44].

Knowledge management (KM) has emerged as response to the increased complexity in the business world and the need to take advantage of the available knowledge assets in organizations. It has developed as a new practice-oriented scientific discipline, exploring the opportunities of new management methods, cultural and organizational approaches and technology infrastructures in service of the companies. Initially, driven by information and communication technologies (ICT) uptake, later

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Gerardus Blokdyk



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Knowledge Assets and Knowledge Audits Pawan Handa, Jean Pagani, Denise Bedford, 2019-10-25 With the rising importance of knowledge as a primary factor in global industries it is increasingly necessary for knowledge management professionals to understand engage with and speak the language of investments and auditing This exciting guide helps knowledge management professionals educate themselves on these topics

Organizational Network Analysis Anna Ujwary-Gil, 2019-12-11 The integrated meta model for organizational resource audit is a consistent and comprehensive instrument for auditing intangible resources and their relations and associations from the network perspective This book undertakes a critically important problem of management sciences poorly recognized in literature although determining the current and future competitiveness of enterprises sectors and economies The author notes the need to introduce a theoretical input which is manifested by the meta model An expression of this treatment is the inclusion of the network as a structure of activities further knowledge as an activity and intangible assets as intellectual capital characterized by a structure of connections The case study presented is an illustration of the use of network analysis tools and other instruments to identify not only the most important resources tasks or actors as well as their effectiveness but also to connect the identified networks with each other The author opens the field for applying her methodology revealing the structural and dynamic features of the intangible resources of the organization The novelty of the proposed meta model shows the way to in depth applications of network analysis techniques in an intra organizational environment Organizational Network Analysis makes a significant contribution to the development of management sciences in terms of strategic management and more strictly resource approach to the company through structural definition of knowledge application of the concept of improvement oriented audit abandoning a narrow understanding of this technique in terms of compliance reliable presentation of audits available in the literature rigorous reasoning leading to the development of a meta model close linking of knowledge and resources with the strategy at the design stage of the developed audit model including the analysis of link dynamics and networks together with an extensive metrics proposal an interesting illustration of the application with the use of metrics tables and charts It will be of value to researchers academics managers and students in the fields of strategic management organizational studies social network analysis in management knowledge management and auditing knowledge resources in organizations

Knowledge Management Initiatives and Strategies in Small and Medium Enterprises Bencsik, Andrea, 2016-09-27 To maintain a competitive edge against other businesses companies must ensure the most effective strategies and procedures are in place This is particularly critical in smaller business environments with fewer resources Knowledge Management Initiatives and Strategies in Small and Medium Enterprises is an authoritative reference source for the latest scholarly material on the management of knowledge resources in smaller scale enterprises Highlighting theoretical foundations and real world applications this book is ideally designed for professionals practitioners researchers

and upper level students interested in emerging perspectives on knowledge management **Organizational Culture and Behavior: Concepts, Methodologies, Tools, and Applications** Management Association, Information

Resources,2017-02-10 The questionable practices and policies of many businesses are coming under scrutiny by consumers and the media As such it important to research new methods and systems for creating optimal business cultures Organizational Culture and Behavior Concepts Methodologies Tools and Applications is a comprehensive resource on the latest advances and developments for creating a system of shared values and beliefs in business environments Featuring extensive coverage across a range of relevant perspectives and topics such as organizational climate collaboration orientation and aggressiveness orientation this book is ideally designed for business owners managers entrepreneurs professionals researchers and students actively involved in the modern business realm **Analyzing and Modeling**

Interdisciplinary Product Development Frank Neumann,2015-09-30 Frank Neumann focuses on establishing a theoretical basis that allows a description of the interplay between individual and collective processes in product development For this purpose he introduces the integrated descriptive model of knowledge creation as the first constituent of his research framework As a second part of the research framework an analysis and modeling method is proposed that captures the various knowledge conversion activities described by the integrated descriptive model of knowledge creation Subsequently this research framework is applied to the analysis of knowledge characteristics of mechatronic product development MPD Finally the results gained from the previous steps are used within a design support system that aims at federating the information and knowledge resources contained in the models published in the various development activities of MPD

New Trends in Software Methodologies, Tools and Techniques A. Selamat,H. Fujita,H. Haron,2014-08-29 Software is the essential enabling means for science and the new economy It helps us to create a more reliable flexible and robust society But software often falls short of our expectations Current methodologies tools and techniques remain expensive and are not yet sufficiently reliable while many promising approaches have proved to be no more than case by case oriented methods This book contains extensively reviewed papers from the thirteenth International Conference on New Trends in software Methodology Tools and Techniques SoMeT_14 held in Langkawi Malaysia in September 2014 The conference provides an opportunity for scholars from the international research community to discuss and share research experiences of new software methodologies and techniques and the contributions presented here address issues ranging from research practices and techniques and methodologies to proposing and reporting solutions for global world business The emphasis has been on human centric software methodologies end user development techniques and emotional reasoning for an optimally harmonized performance between the design tool and the user Topics covered include the handling of cognitive issues in software development to adapt it to the user s mental state and intelligent software design in software utilizing new aspects on conceptual ontology and semantics reflected on knowledge base system models This book provides an opportunity for the

software science community to show where we are today and where the future may take us **Gestión de la información**
Vásquez-Rizo Fredy Eduardo, 2021-09-30 Los procesos de gestión de información con tendencia a una mejor apropiación uso y aprovechamiento de la información presente en las entidades son una tarea prioritaria en el contexto de la cual sociedad de la información **Audyt zasobów niematerialnych z wykorzystaniem analizy sieci organizacyjnej** Anna
Ujwary-Gil, 2017-11-30 Książka podzielona jest na pięć rozdziałów. Układ treści został podporządkowany podejściu sieciowemu zasobom niematerialnym oraz koncepcji audytu organizacyjnych zasobów w niematerialnych. Pierwsze dwa rozdziały mają charakter teoretyczny. W rozdziale pierwszym omówiono teoretyczne ujęcia sieci w kontekście organizacyjnym w tym zaś o znaczenia teorii sieci teorii aktora sieci oraz teorii działania. Wybranych teorii podjęto by przedmiotem badań, które rymy są zasoby niematerialne organizacji oraz proces audytowania tych zasobów w środowisku. Wniosek do teoretycznych podejść opartych na zasobach. Zasoby niematerialne są analizowane w tej książce za pomocą analizy sieci organizacyjnej, która została tutaj szczególnie wyeksponowana. Omówiono również analizę sieci społecznej oraz dynamicznej. Rozdział drugi ma charakter koncepcyjny. Autorka podejmuje próbę opracowania modelu audytu organizacyjnych zasobów w niematerialnych powstałego na bazie już istniejących koncepcji audytu informacji wiedzy i kapitału intelektualnego. Ważnym elementem wypracowanego modelu są sieciowe mierniki wykorzystane w audycie zasobów w niematerialnych. W metodycznej części badania w aspekcie omówiono przedmiot pytania i cele badawcze. Przedstawiono kompleksowy metodologię badania ze szczególnym uwzględnieniem wielkości liczby przypadków do badania w przyszłości, które uprawniałyby badacza do empirycznej weryfikacji metodyki audytu zasobów w niematerialnych. W ramach wybranego studium przypadku wskazano jedynie na możliwość egemplifikacji hipotez sformułowanych w oparciu o rozumowanie abdukcyjne, aby zobrazować podstawowe narzędzia badania sieciowych, jednak z uwzględnieniem celu i zakresu audytu zasobów w niematerialnych badanej firmy. Hipotezy nie dotyczą weryfikacji metodyki audytu zasobów w niematerialnych, odnoszą się do procesu badawczego o podłożu społecznym, którego przedmiotem są zasoby niematerialne i ich wykorzystanie. Metody badawcze podzielono na jakościowe i ilościowe oraz sieciowe. Te ostatnie wymagają nieco innego podejścia. Czempiryczna odnosi się do wyników oraz wniosków z audytu organizacyjnych zasobów w niematerialnych. Wyniki podzielono ze względu na wielopoziomowe ujęcie sieci, całością i częściowo. Zaakcentowano te zmiany pozycji aktorów w sieci informacji i wiedzy, co stanowi element symulacji sieci i jej dynamicznego ujęcia. Zaprezentowano te zmiany w wykorzystanych miernikach po usunięciu prominentnych w wiedzy zadań i zasobów. Zaprezentowano wnioski odnoszące się do powstałej koncepcji metodyki audytu zasobów w niematerialnych oraz jego egemplifikacji w oparciu o wybrane studium przypadku. Autorka wyraża nadzieję, że opracowanie nowej metodyki audytu organizacyjnych zasobów w niematerialnych uporządkowanie teoretycznych aspektów dotyczących poszczególnych audytów w ich definicji, a także czy podejście do identyfikowania i analizowania zasobów w niematerialnych stanie się cennym wkładem poznawczym zarówno na polskim rynku wydawniczym, jak i anglojęzycznym **Tecnologias da Informação na Gestão** António Manuel Valente de Andrade, 2014-09-01 Este é um livro que procura suprir uma necessidade pedagógica

gica para o ensino e aprendizagem inicial de temas relativos aos sistemas de informa o de base tecnol gica para estudantes das reas de economia e gest o Pretende se dar ao leitor um enquadramento da import ncia dos sistemas e das tecnologias de informa o para as organiza es e uma estrutura o de t picos que permita uma compreens o sist mica que envolva o planeamento desenvolvimento e a explora o de tecnologias e sistemas de informa o

Principles of Knowledge Auditing Patrick Lambe,2023-05-02 A comprehensive theoretical and practical guide to the operating principles of knowledge auditing illustrated with numerous case studies A knowledge audit provides an at a glance view of an organization s needs and opportunities Its purpose is to improve an organization s effectiveness through a better understanding of the dynamics and levers of knowledge production access and use However this developing field is hampered by the lack of a common language about the origins and nature of knowledge auditing In Principles of Knowledge Auditing Patrick Lambe integrates the theory and practices of the field laying out principles and guidelines for a clearer and more pragmatic approach to knowledge auditing that makes it more accessible to practitioners and researchers Lambe examines knowledge auditing in the context of the development of communications information and knowledge management in the twentieth century He critiques and clarifies ambiguities in how knowledge audits are approached and described as well as how the results are conveyed within organizations He discusses the benefits and risks of knowledge management standards Knowledge auditors he says need a common frame of reference more than they need standards Standards have their uses but they provide only markers and sign posts and are poor representations of the richness of the landscape He concludes with a set of guiding principles for practitioners

Knowledge Assets and Knowledge Audits Pawan Handa,Jean Pagani,Denise Bedford,2019-10-25 With the rising importance of knowledge as a primary factor in global industries it is increasingly necessary for knowledge management professionals to understand engage with and speak the language of investments and auditing This exciting guide helps knowledge management professionals educate themselves on these topics

Knowledge Management Practices for Innovation Rod Coombs,Richard Hull,Malcolm Peltu,1998 *Knowledge Audit A Complete Guide - 2020 Edition* Gerardus Blokdyk,2019-09-05 What purposes do these tools serve and do they satisfy other needs than the expected use in resource allocation What information or knowledge are you generating How much Deep Learning knowledge is developed What are the key factors contributing to the successful carrying out of your job How are your key information systems integrated Defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role In EVERY group company organization and department Unless you are talking a one time single use project there should be a process Whether that process is managed and implemented by humans AI or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions Someone capable of asking the right questions and step back and say What are we really trying to accomplish here And is there a different way to look at it This Self Assessment empowers people to do just that whether their title is entrepreneur manager consultant Vice

President CxO etc they are the people who rule the future They are the person who asks the right questions to make Knowledge Audit investments work better This Knowledge Audit All Inclusive Self Assessment enables You to be that person All the tools you need to an in depth Knowledge Audit Self Assessment Featuring 921 new and updated case based questions organized into seven core areas of process design this Self Assessment will help you identify areas in which Knowledge Audit improvements can be made In using the questions you will be better able to diagnose Knowledge Audit projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in Knowledge Audit and process design strategies into practice according to best practice guidelines Using a Self Assessment tool known as the Knowledge Audit Scorecard you will develop a clear picture of which Knowledge Audit areas need attention Your purchase includes access details to the Knowledge Audit self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next You will receive the following contents with New and Updated specific criteria The latest quick edition of the book in PDF The latest complete edition of the book in PDF which criteria correspond to the criteria in The Self Assessment Excel Dashboard Example pre filled Self Assessment Excel Dashboard to get familiar with results generation In depth and specific Knowledge Audit Checklists Project management checklists and templates to assist with implementation INCLUDES LIFETIME SELF ASSESSMENT UPDATES Every self assessment comes with Lifetime Updates and Lifetime Free Updated Books Lifetime Updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips

Auditing The Lessons Architecture Operations Evaluation Department,2008 In ADB and most likely in other development agencies the construction of knowledge is rarely examined and there has been a dire absence of work to find out what helps or hinders the transfer of knowledge through evaluation studies Auditing the Lessons Architecture brings to light the contribution that knowledge audits can make to organizational learning and organizational health notwithstanding the psychological and social barriers that organizational culture can throw up With deserved emphasis on the organizational context for learning this booklet shows with a real life example how knowledge audits open opportunities in strategy development management techniques collaboration mechanisms knowledge sharing and learning and knowledge capture and storage The knowledge audit methodology described in the booklet can support systematic identification and analysis of knowledge needs products and services flows uses users and gaps from the perspective of learning lessons necessary to tie in with the departments audiences

Knowledge Audit Complete Self-Assessment Guide Gerardus Blokdyk,2018-05-27 How did the knowledge audit manager receive input to the development of a knowledge audit improvement plan and the estimated completion dates times of each activity What are the expected benefits of knowledge audit to the business Have the types of risks that may impact knowledge audit been identified and analyzed Is the knowledge audit process severely broken such that a re design is

necessary How do we keep improving knowledge audit This easy knowledge audit self assessment will make you the trusted knowledge audit domain expert by revealing just what you need to know to be fluent and ready for any knowledge audit challenge How do I reduce the effort in the knowledge audit work to be done to get problems solved How can I ensure that plans of action include every knowledge audit task and that every knowledge audit outcome is in place How will I save time investigating strategic and tactical options and ensuring knowledge audit costs are low How can I deliver tailored knowledge audit advice instantly with structured going forward plans There s no better guide through these mind expanding questions than acclaimed best selling author Gerard Blokdyk Blokdyk ensures all knowledge audit essentials are covered from every angle the knowledge audit self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that knowledge audit outcomes are achieved Contains extensive criteria grounded in past and current successful projects and activities by experienced knowledge audit practitioners Their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in knowledge audit are maximized with professional results Your purchase includes access details to the knowledge audit self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next Your exclusive instant access details can be found in your book

Knowledge Audits and Knowledge Mapping Patrick Lambe,2015-10-15 The knowledge audit is one of the most frequently used foundational activities in knowledge management today It creates an inventory of key knowledge assets which when represented using knowledge maps is a powerful aid to identifying knowledge gaps knowledge risks and knowledge sharing opportunities Knowledge Audits and Knowledge Mapping lays out for the first time in a clear and practical manner the different forms and purposes of knowledge audits and explains how different kinds of knowledge maps can support their exploitation This book supports the development of a knowledge management strategy creates momentum for change and helps instill a culture of knowledge asset stewardship at every operational level Accessible step by step explanations and case examples Covers a range of different contexts organisations and cultures Sets knowledge audits in the context of larger knowledge management objectives

Expert Systems in Auditing J C van Dijk,Paul Williams,1990-12-12 This book provides an understanding of the concepts and objectives of expert systems It is a practical guide intended to help the practitioner in identifying potential application in his her own practice and to understand the limitations of the technology This should provide the auditor with a ground basis to direct stimulate and control development efforts in his own practice At the same time it should give students in auditing a good grasp of the possibilities and limitations of the technology

The Knowledge Audit John Debenham,Jeff Clark,1993 Knowledge Management Toolkit Karen Giannetto,Anne Wheeler,2000 Much has already been written on Knowledge Management at a fairly theoretical level This resource focuses for the first time on how to communicate the ideas behind Knowledge Management conduct a feasibility study within your organization prepare a plan for implementing

Knowledge Management engage and involve everyone in the process start work on the changes to your processes infrastructure and procedures that will help you build and use your corporate knowledge base If you ve been given the responsibility for this process you will need answers to the what where why and how of Knowledge Management that you can use to support your strategy and to communicate both up and down the organization These are provided in Part I of the Toolkit Building a successful Knowledge Management process involves changing the culture and systems within your organization as well as people s behaviour Part II takes you through the organizational and cultural issues you need to explore prior to developing a project plan It also includes help on writing a business case and presents the different methods for auditing and locating knowledge within your organization Finally Part III contains checklists activities and sessions that will enable you to crack some of the key issues such as the knowledge audit the project plan communication and training The success of your Knowledge Management strategy at an individual team and organizational level will depend on the ongoing involvement and commitment of everyone involved This Toolkit doesn t offer any shortcuts in the process However it does offer a varied collection of facts figures techniques checklists and management tools that will help you and your colleagues every step of the way

Knowledge Management O'Dell Carla S Hubert Cindy Elliott Susan American Productivity & Quality Cen,2014-05-14

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