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ROYAL UNIVERSITY OF PHNOM PENH

## **Knowledge Management and Specialized Information Systems**

MIS

Chea Daly



### Why Learn about Knowledge Management and Specialized Information Systems?

- Knowledge management and specialized information systems are used in almost every industry.
- As a manager, you might use a knowledge management system to obtain advice on how to approach a problem that others in your organization have already encountered.



### Why Learn about Knowledge Management and Specialized Information Systems?

- As a stock trader, you might use a special system called a neural network to uncover patterns to make investment decisions.
- Learning about these systems will help you discover new ways to use information systems in your day-to-day work.



### Data, Information and Knowledge

- Data consists of raw facts
- Information:
  - Collection of facts organized so that they have additional value beyond the value of the facts themselves
- Knowledge:
  - Awareness and understanding of a set of information and the ways that information can be made useful to support a specific task or reach a decision



### Data, Information and Knowledge

Data There are 20 PCs in stock at the retail store.

Information The store will run out of inventory in a week unless more is ordered today.

Knowledge Call 800-555-2222 to order more inventory.

#### Figure 11.1

The Differences Among Data, Information, and Knowledge



### What Is Knowledge Management?

Knowledge management (KM) is the collection of methods relating to creating, sharing, using and managing the knowledge and information of an organization.



 An organization's knowledge assets often are classified as either Explicit knowledge or Tacit knowledge.



#### Explicit knowledge:

- Knowledge that is documented, stored, and shared.
- product formulas, customer contact lists, market research results, and patents.



### Knowledge Management System

#### Tacit knowledge:

- The know-how that someone has developed as a result of personal experience.
- □ Such as how to ride a bike, and physician's technique for diagnosing a rare illness.
- This knowledge cannot be documented easily; yet, tacit knowledge is key to high performance and competitive advantage because it's difficult for others to copy.



- Much of the tacit knowledge that people carry with them is extremely useful but cannot be shared with others easily.
- This means that new employees might spend years learning things from experienced coworkers.
- In some cases, this valuable knowledge is lost forever when experienced employees retire, and others never learn them.



 A major goal of knowledge management is to somehow capture and document the valuable workrelated tacit knowledge of others and to turn it into explicit knowledge that can be shared with others. This is much easier said than done, however.



 Over time, experts develop their own processes for their areas of expertise. Their processes become second nature and are so internalized that they are sometimes unable to write down step-by-step instructions to document the processes.



Two processes are frequently used to capture tacit knowledge:

Shadowing involves a novice observing an expert executing her job to learn how she performs. This technique is often used in the medical field to help young interns learn from experienced physicians.



With joint problem solving, the novice and the expert work side by side to solve a problem so that the expert's approach is slowly revealed to the observant novice.



Organizations employ KM to foster innovation, leverage the expertise of people across the organization, and capture the expertise of key individuals before they retire.



- Foster Innovation by Encouraging the Free Flow of Ideas.
  - □ TMW Systems, a provider of logistics operations and fleet management systems.
  - TMW implemented a KM system which places an emphasis on decentralized information sharing, allows employees to easily share new ideas, expertise, and best practices with other employees no matter where they are based.



- Leverage the Expertise of People across the Organization
  - It is critical that an organization enables its employees to share and build on one another's experience and expertise.
  - Workers can share thoughts and experiences about what works well and what does not, thus preventing new employees from repeating some of the mistakes of others.

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- This enables employees to deliver valuable results more quickly, improve their productivity, and get products and new ideas to market faster.
- White & Case, an international law firm headquartered in New York City, represents well-known organizations around the world through its offices in more than 20 countries.



- The firm's employees have diverse backgrounds and speak more than 60 different languages.
- One strength of the firm is that the lawyers truly operate as a team by constantly sharing know-how, experience, and market and client information.



- The system enables lawyers to find all relevant knowledge within the firm about a case or subject, often within a matter of minutes.
- Using the enterprise search software, an attorney quickly determined that the company had experience in this area and that the best lawyer for the job.



- Capture the Expertise of Key Individuals before They Retire.
  - □ In the United States, 3 to 4 million employees will retire each year for the next 20 years or so. Add to that a 5 to 7 percent employee turnover as workers move to different companies, and it is clear that organizations are facing a tremendous challenge in trying to avoid the loss of valuable experience and expertise.

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- Many organizations are using KM to capture this valuable expertise before it is lost forever.
- The state of New Hampshire has developed a KM and transfer model. The process begins by identifying what critical tasks the individual performs and assessing whether others can perform these tasks.



- □ To do this, the employee is asked to answer questions such as the following:
  - If you left your position today, what wouldn't get done because no one else knows how to do it?
  - How important is this work? What is the impact of it not getting done?

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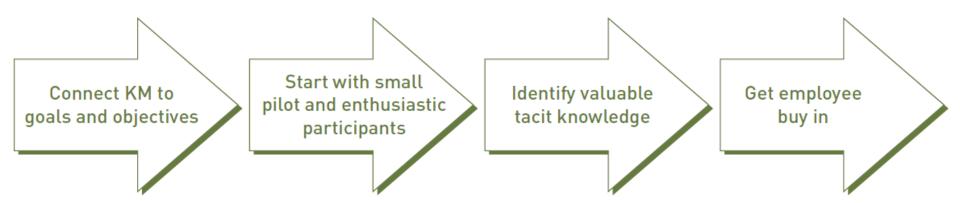


- If this work is important, what resources exist to help others learn this task?
- If this work is important, how should we plan to address this knowledge gap? Who will learn this? How and when?



- Establishing a successful KM program is challenging, but most of the challenges involved have nothing to do with the technologies or vendors employed.
- Instead they are challenges associated with human nature and the manner in which people are accustomed to working together.





#### FIGURE **10.2**

Steps in selling and implementing a knowledge management project

The key challenges have to do with human nature and how people work together.



- Connect the KM Effort to Organizational Goals and Objectives.
  - When starting a KM effort, you must clearly define how that effort will support specific organizational goals.



□ Although many people may intuitively believe that sharing knowledge and best practices is a worthy idea, there must be an underlying business reason to do so. The fundamental business case for implementing knowledge management must be clearly defined.



- Start with a Small Pilot Involving Enthusiasts
  - With a small-scale project, you have more control over the outcome, and if the outcome is not successful, the organization will not be seriously impacted.
  - Targeting people who are somewhat informed about KM and are enthusiastic about its potential reduces the problem of trying to overcome skepticism and unwillingness to change, which have doomed many projects.



- Identify Valuable Tacit Knowledge
  - Not all tacit knowledge is equally valuable, and priorities must be set in terms of what knowledge to go after.



- Get Employees to Buy In
  - In a highly competitive work environment, it can be especially difficult to get workers to surrender their knowledge and experience.
  - Some organizations believe that the most powerful incentive for experts to share their knowledge is to receive public recognition from senior managers and their peers.



Many organizations provide incentives in a combination ways—linking KM directly to job performance, creating a work environment where sharing knowledge seems like a safe and natural thing to do, and recognizing people who contribute.



### **Technologies That Support KM**

- Organizations interested in piloting KM should be aware of the wide range of technologies that can support KM efforts.
- These include:
  - Communities of practice
  - Organizational network analysis
  - Web 2.0 technologies
  - Business rules management systems
  - Enterprise search tools



#### **Communities of Practice**

- A community of practice (CoP) is a group whose members share a common set of goals and interests and regularly engage in sharing and learning as they strive to meet those goals.
- A community of practice develops around topics that are important to its members.
- It is not uncommon for a CoP to include members from many different organizations.



#### **Communities of Practice**

- Members of an informal CoP typically meet with little advanced planning or formality to discuss problems of interest, share ideas, and provide advice and counsel to one another.
- Members of a more formal CoP meet on a regularly scheduled basis with a planned agenda and identified speakers.



### Organizational Network Analysis

Organizational network analysis (ONA): A technique used for documenting and measuring flows of information among individuals, workgroups, organizations, computers, Web sites, and other information sources through tracking email and other kinds of electronic communications.

#### Steve Alan Rodney George Carlin Laura Bob Hope Sara Johnny Jane Emma Jim Frank Carson Alice Stevie Susan **Aaron**

#### **FIGURE 10.3**

## Organizational network analysis

Each node in the diagram represents a knowledge source; each link represents a flow of information between two nodes.



## Organizational Network Analysis

- ONA provides a clear picture of how organizational units collaborate (or do not collaborate).
- Organizations frequently employ ONA to identify subject experts and then set up mechanisms (e.g., communities of practice) to facilitate the passing of knowledge from those experts to colleagues.



# Organizational Network Analysis Case Study: Westwood

- Westwood Professional Services, an engineering and survey firm, recently conducted an ONA.
- Through the analysis, the company was able to determine which employees within the business unit were connecting most frequently and the extent to which members of different subteams were collaborating.



# Organizational Network Analysis Case Study: Westwood

The company used the results of the analysis to develop targeted teambuilding initiatives and reevaluate its organizational structures to ensure they continued to support information sharing.



## Web 2.0 Technologies

- Web 2.0 is designed to enhance information sharing and collaboration.
- Many organizations are using Web 2.0 technologies such as podcasts and wikis to capture the knowledge of longtime employees, provide answers to cover frequently asked questions, and save time and effort in training new hires.



### **Business Rules Management Systems**

- A business rule management system (BRMS) is software that enables business users to define, execute, monitor, and maintain organizational policies and the decisions flowing from those policies.
- The creation and maintenance of a BRMS can become an important part of an organization's knowledge management program.

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### **Business Rules Management Systems**

### TABLE 10.2 Business rule management software

Software Manufacturer	Product
Appian Corporation	Business Process Management (BPM) Software Suite
Bosch Software Innovations	inubit BPM
CA Aion	Business Rules Expert
IBM	Operational Decision Manager
Open Source	Process Maker BPM
Oracle	Business Rules
Pegasystems	Pega Business Rules Platform
Progress	Corticon



## **Enterprise Search Software**

- Enterprise search is the application of search technology to find information within an organization.
- Enterprise search software matches a user's query to many sources of information in an attempt to identify the most important content and the most reliable and relevant source.



## **Enterprise Search Software**

- Enterprise search software indexes documents from a variety of sources such as corporate databases, departmental files, email, corporate wikis, and document repositories.
- When a search is executed, the software uses the index to present a list of relevance-ranked documents from these various sources.



## **Enterprise Search Software**

#### TABLE 10.3 Enterprise search solutions

Software Manufacturer	Software Product
Attivio	Active Intelligence Engine
BA Insight	Knowledge Integration Platform
Coveo	Enterprise Search & Relevance
Dassault Systemes	Exalead CloudView
Google	Google Search Appliance
HP	HP Autonomy
Mark Logic Corporation	Mark Logic



## **Artificial Intelligence**

- In 1956, the term Artificial Intelligence (AI) is proposed to describe computers with the ability to mimic the functions of the human brain.
- IBM Watson is the first commercially available cognitive computing capability, a computer capable of processing information like a human.



## **Artificial Intelligence**

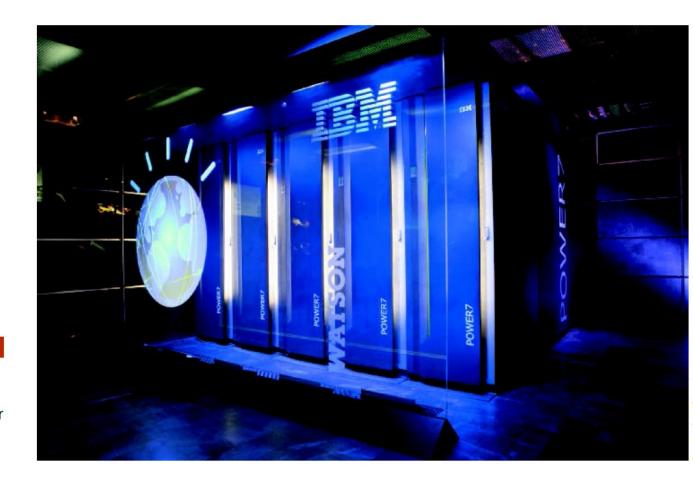
Now a cloud-based Watson system is being used by doctors to develop treatment options for a wide range of diseases, including a brain cancer that kills over 13,000 people in the United States each year.



## **Artificial Intelligence**

## FIGURE 10.4 IBM Watson

IBM Watson is being used to develop treatment options for cancer patients based on the DNA of their disease





### **Artificial Intelligence in Perspective**

- When it comes to performing mathematical operations quickly and accurately, computers beat humans' hands down.
- However, computers still have trouble recognizing patterns, adapting to new situations, and drawing conclusions when not provided complete information—all activities that humans can perform quite well.
- Artificial intelligence systems tackle these sorts of problems.

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### **Artificial Intelligence in Perspective**

- Today, artificial intelligence systems are used in many industries and applications.
- Researchers, scientists, and experts on how human beings think are often involved in developing these systems.



## **Brain-Computer Interface**

- Developing a link between the human brain and the computer is another exciting aspect of artificial intelligence research.
- One potential use of BCI technology would be to give people without the ability to speak or move the capability to communicate, control a computer, and move artificial limbs.

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## **Brain-Computer Interface**

Honda Motors has developed a BCI system that allows a person to complete certain operations, such as bending a leg, with 90 percent accuracy.



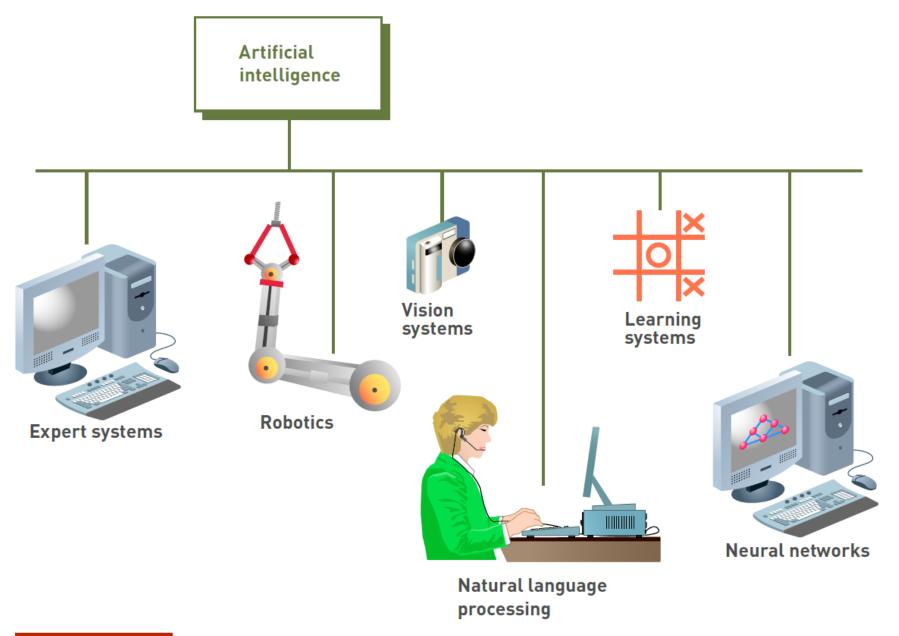
## **Brain-Computer Interface**

#### FIGURE 10.6

#### **Brain-machine interface**

Honda Motors has developed a brain-machine interface that measures electrical current and blood flow change in the brain and uses the data to control ASIMO, the Honda robot.





#### FIGURE **10.7**

#### Conceptual model of artificial intelligence

Al is a broad field that includes several specialty areas.



## **Expert Systems**

- An expert system consists of hardware and software that stores knowledge and makes inferences, enabling a novice to perform at the level of an expert.
- Theoretically, expert systems can be developed from any programming language.



Since expert systems can be difficult, expensive, and time consuming to develop, they should be developed when there is a high potential payoff.



## When to Use Expert Systems

- People and organizations should develop an expert system if it can:
  - Provide a high potential payoff or significantly reduce downside risk
  - Capture and preserve irreplaceable human expertise
  - Solve a problem that is not easily solved using traditional programming techniques.



## When to Use Expert Systems

- Develop a system more consistent than human experts
- Provide expertise needed at a number of locations at the same time or in a hostile environment that is dangerous to human health
- Provide expertise that is expensive or rare.



## When to Use Expert Systems

- Develop a solution faster than human experts can
- Provide expertise needed for training and development



## **Popular Expert Systems**

Name of Product	Application and Capabilities
Exsys Corvid	An expert system tool that simulates a conversation with a human expert from Exsys (www.exsys.com) <sup>53</sup>
EZ-Xpert	A rule-based expert system that results in complete applications in the C++ or Visual Basic programming languages by EZ-Xpert (www.ez-xpert.com) <sup>54</sup>
G2	Assists in oil and gas operations. Transco, a British company, uses it to help in the transport of gas to more than 20 million commercial and domestic customers.
HazMat Loader	Analyzes hazardous materials in truck shipments (http://hazmat.dot.gov)
Imprint Business Systems	This company has an expert system that helps printing and packaging companies manage their businesses (www.imprint-mis.co.uk)
Lantek Expert System	Helps metal fabricators reduce waste and increase profits (www.lantek.es)
RAMPART	Developed by Sandia National Laboratories, the U.S. General Services Administration (GSA) uses it to analyze risk to the approximately 8,000 federal buildings it manages (www.sandia.gov)

#### **Table 11.2**

Popular Expert System Products



- Organizations today do indeed use robots to perform dull, dirty, and/or dangerous jobs.
- One area of particular interest is the use of robots as companions and caregivers for people who are sick, elderly, or physically challenged.
- The use of robots has expanded and is likely to continue to grow.



- Some experts have predicted that every home will have a robot of some sort by 2025.
- Some people fear that robots will increasingly take jobs from human employees. For example, the use of autonomous vehicles may place millions of truck drivers and cab drivers out of work.

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## FIGURE 10.10 Robotic surgery

The arms of the Da Vinci robot assist in a kidney transplant. A surgeon controls the robot remotely from a corner of the operating room.





#### FIGURE **11.19**

#### Robots working on an automotive production line

The articulated robotic arms allow the automotive production line to move quickly with precision movement.





Another area of Al involves vision systems, which include hardware and software that permit computers to capture, store, and process visual images.



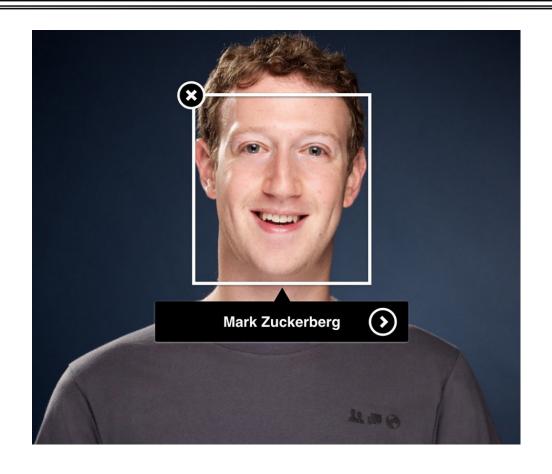
# Vision Systems Example: Fruit-picking Machines



Automated fruit-picking machines use a unique vacuum gripper combined with a vision system to pick fruit.



# Vision Systems Example: Facebook DeepFace



Face Recognition with Facebook DeepFace

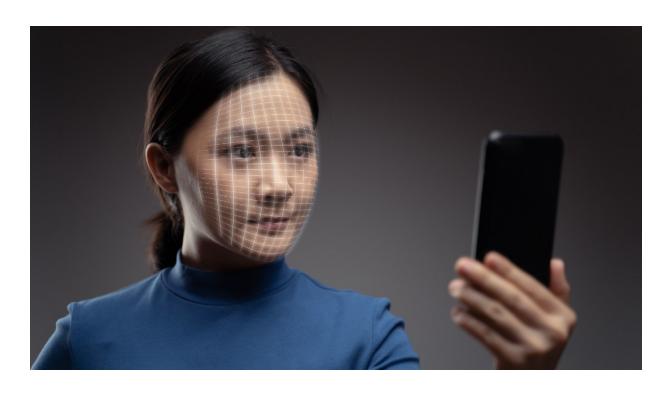


# **Vision Systems Example:** Facebook DeepFace

- Facebook DeepFace can correctly tell if two photos show the same person with 97.25 percent accuracy. This nearly matches humans, who are correct 97.53 percent of the time.
- The technology can also recognize people whose faces are not showing with 83 percent accuracy, using features such as body shape, posture, hairstyle, and clothing.



# Vision Systems Example: Apple's Face ID



Apple's Face ID allows you to unlock your phone with your face



# **Vision Systems Example:** Apple's Face ID

- Face ID is designed to work with hats, glasses, face masks and sunglasses. Apple claims there's just a one-in-a-million chance that someone else's face can unlock your iPhone.
- A common fear is that someone could hold your phone to your face while you are sleeping to unlock it. The thing is that these systems do not work if your eyes are closed.



## Natural Language Processing

Natural language processing is an aspect of artificial intelligence that involves technology that allows computers to understand, analyze, manipulate, and/or generate "natural" languages, such as English.



# **Natural Language Processing**

- Many companies provide natural language processing help over the phone.
- Some companies claim that voice recognition and natural languageprocessing software is so good that customers forget they are talking to a computer and start discussing weather or sports scores.



# Natural Language Processing

- ChatGPT is an Al chatbot that uses natural language processing to understand and create humanlike conversational dialogue autonomously.
  - It can compose essays, have philosophical conversations, do math, code for you, and more.



### **Learning Systems**

- Another aspect of AI deals with learning systems, a combination of software and hardware that allows a computer to change how it functions or how it reacts to situations based on feedback it receives.
- For example, some computerized games have learning abilities. If the computer does not win, it remembers not to make the same moves under the same conditions again.



# **Learning Systems**

- Learning systems require feedback on the results of actions or decisions.
- The feedback is used to alter what the system will do in the future.
- After Google combined natural language processing with learning systems in its Android smartphone OS, it reduced word-recognition errors by 25 percent.

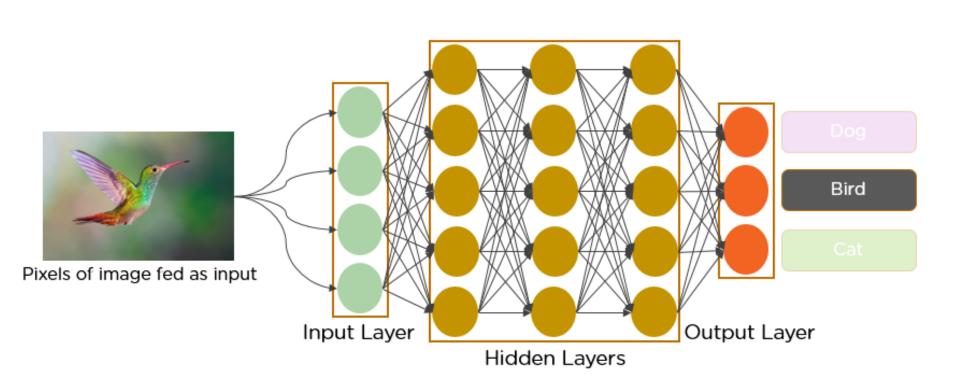


#### **Neural Networks**

- An increasingly important aspect of Al involves neural networks.
- A neural network is a computer system that employs massively parallel processors in an architecture that is based on the human brain's own mesh-like structure.
- As a result, neural networks can process many pieces of data at the same time and learn to recognize patterns.



# **Neural Networks**





#### **Applications of Neural Networks**

- Handwriting Recognition
- Signature Verification
- Stock Exchange Prediction
- Facial Recognition
- Object Recognition
- Speech recognition
- Clinical diagnosis

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- In recent years, the debate about the impact of AI on future employment has been getting more attention. Will there be jobs in the future, or will computers take over the world?
- Automation has often created a fear of job loss.



When personal computers became standard in the late 1980s, employers began requiring workers to learn the basics of computers to remain in their positions, setting off an era of "computerphobia."



- In the long run, however, the introduction of new technology has always resulted in more jobs being created than were lost.
- Technology may create cheaper and faster labor, but other—higher paying—jobs are often created as a result of the new technology



- There are many options for a career in AI. Here are six of the top careers, according to the Business Student website:
  - Data scientist
  - Machine learning engineer
  - Software developer
  - Robotics scientist
  - Business intelligence developer
  - Al research scientist



- The term "virtual reality" was initially coined in 1989, which refers to immersive virtual reality in which the user becomes fully immersed in an artificial, 3D world that is completely generated by a computer.
- A virtual reality system enables one or more users to move and react in a computer-simulated environment.



# Virtual Reality

 Users see, hear and manipulate virtual objects much as they would real objects.







### Virtual Reality

- In 2014, Facebook bought the Oculus VR company for \$2 billion.
- In justifying, Mark Zuckerberg said "while mobile is the key platform for today, virtual reality will be one of the major platforms for tomorrow."



# Virtual Reality

"Imagine enjoying a courtside seat at a game, studying in a classroom of students and teachers all over the world or consulting with a doctor face-to-face, just by putting on goggles in your home."









 To see in a virtual world, the user often wears a headmounted display (HMD) with screens directed at each eye.

- The HMD also contains a position tracker to monitor the location of the user's head and the direction that the user is looking.
- Employing this information, a computer generates images of the virtual world to match the direction in which the user is looking and displays these images on the HMD.

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The haptic interface, which relays the sense of touch and other physical sensations in the virtual world, is the least developed and perhaps the most challenging virtual reality component to create.



One VR company has developed a haptic interface device that can be placed on a person's fingertips to give an accurate feel for game players, surgeons, and others.





SenseGlove Nova allows users to interact with digital objects in a virtual world just as they would in real-life.



 Today, some VR developers are even trying to incorporate taste and smell into virtual reality applications.



# Forms of Virtual Reality

Aside from immersive virtual reality, virtual reality can also refer to applications that are not fully immersive, such as:

- Mouse-controlled navigation through a
   3D environment on a graphics monitor.
- Stereo viewing from the monitor via stereo glasses.
- Stereo projection systems.



3D PluraView monitor from Schneider Digital enables professional users to work comfortably in a 3D-stereo environment.



Augmented reality, a newer form of virtual reality, has the ability to superimpose digital data over real photos or images.





GPS maps can be combined with real pictures of stores and streets to help you locate your position or find your way to a new destination.





Using augmented reality, you could point a smartphone camera at a historic landmark, such as a castle, museum, or other building, and have information about them appear on your screen.





Although still in its early phases of implementation, augmented reality has the potential to become an important feature of tomorrow's smartphones.



- Thousands of applications of virtual reality are available.
- Virtual reality applications are being used in medicine, education and training, business, and entertainment, etc.



#### Medicine

□ Virtual reality has been used to help train medical students with simulations for many forms of surgery from brain surgery to delivery of a baby.





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- Education and Training
  - Google Expeditions lets students experience 360-degree views of outer space, caves in Slovakia, Antarctica, the Amazon rainforest, and more than 100 other locations.



- Education and Training
  - Virtual technology is also being used to train members of the military.
    - The user sees, touches, and manipulates the various parts of the virtual aircraft during training.
    - Also, the Pentagon is using a virtual reality training lab to prepare for a military crisis. The virtual reality system simulates various war scenarios.



- Business and Commerce
  - Urtual reality is being used in business for many purposes. For example,
    - Ford uses virtual reality technology to refine its auto designs.
    - Several teams within the National Football League (NFL) have begun using virtual reality applications to train players.

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- Business and Commerce
  - Virtual reality is being used in business for many purposes. For example,
    - Swedish furniture chain IKEA recently launched a virtual reality app that allows users to experiment with different kitchen design features. The app is intended to help consumers make design choices



- Assistive technology systems includes a wide range of assistive, adaptive, and rehabilitative devices to help people with disabilities perform tasks that they were formerly unable to accomplish or had great difficulty accomplishing.
- Many assistive technology products are designed to enhance the humancomputer interface.

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Electronic pointing devices are available that enable users to control the pointer on the screen without the use of hands, using eye movements, and even nerve signals and brain waves, etc.



- Sipand-puff systems are activated by inhaling or exhaling.
- Screen readers can be used to speak everything displayed on the computer screen, including text, graphics, control buttons, and menus.
- Speech recognition software enables users to give commands and enter data using their voices rather than a mouse or keyboard.

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- Text-to-speech synthesizers can "speak" all data entered to the computer to allow users hear what they are typing.
- Personal emergency response systems use electronic sensors connected to an alarm system to help maintain security, independence, and peace of mind for anyone who is living alone, at risk for falls, or recuperating from an illness or surgery.



- These systems include fall detectors, heart monitors, and unlit gas sensors.
- When an alert is triggered, a message is sent to a caregiver or contact center who can respond appropriately.



Reynolds, George Walter, Stair, Ralph M.
 "Principles of information systems", 13e – 2018