

A Case Study of Knowledge Management on A Military Research Organization

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ABSTRACT

Within the fast changing environment, enterprise must continuously create new knowledge or enlarge it for survival. Knowledge creation and arrangement are also important in military organizations. The purpose of the research was to conduct a case study of knowledge management on a military research organization. This research adopts the structure of the knowledge management analysis technique proposed by Hall and Andriani (2002). This technique includes three main tasks: analysis the nature of knowledge, risk analysis, strategic vulnerability analysis. The research results are summarized as follows: First, the knowledge gaps that this case organization needs to bridge is largely substitutive, tacit knowledge form external organization. Therefore, this case adopts the strategy of technological import and cooperative research to bridge the knowledge gaps. Second, this case organization intends to increase the proportion of codified knowledge while at the same time decreasing the proportion of tacit knowledge. However, it lacks a solid infrastructure for sharing knowledge; therefore, the above goal is hard to achieve. Consequently, this case organization is eager to improve its system integration capability. Apart from Knowledge creation and management itself, it can be learned rest the rewarding system, process management, and others are keys to the success of the whole knowledge management process.

Keywords : Knowledge Management, Knowledge Gaps.

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