

Knowledge Management

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Social is based on knowledge relation, a relationship of global and historical dimension of knowledge (Mäkinen, 2008, Mäkinen, 2008/13). Their connection exists not a priori, but is developed in social risk management process (Mäkinen, 2009/14). Knowledge relation is developed in social interaction by Knowledge Management and Knowledge Governance. Knowledge relation is a general foundation for social interaction.

The global dimension of social is based on risk and historical dimension on probability and continuity of social relationship (Mäkinen, 2008, Mäkinen, 2008/13, Mäkinen, 2009/14). In former relation is developed socially transferable conceptual knowledge, information, that is realized in historical action as knowledge.

Organization and its knowledge relation and knowledge forms, where are based management systems and knowledge development, are historically developed special cases of knowledge relation. The knowledge management problematic concerns so far mainly them. The most important social change in information society is the development of knowledge relation into global in information society services.

From the point of view of knowledge development, knowledge management is based on comprehension of information as explicit, conceptual information, and knowledge attached with activity, including tacit knowledge based on experience (Polanyi, 1966).

The forms of knowledge differ from each other according to knowledge relation, their transferability and continuity. Conceptual knowledge is represented in external carriers, as documents or databases. They are possible to transfer in communications network mediating interaction. Knowledge is bound to human activity. Its transfer takes place in social interaction with activity. The special feature

of conceptual knowledge is independence on spatiotemporal concepts connected with experience. In global environment conceptual knowledge is performing as network information. Its meaning presupposes management of global risks (Mäkinen, 2008, Mäkinen, 2009/9, Mäkinen, 2008/13, Mäkinen, 2009/14).

The aim of knowledge development is to manage knowledge by coherent principles regardless the form knowledge is appearing. Knowledge is coherent and its transferring environment generally interaction which develops into ubiquitous communications network. Forms of knowledge and its continuity are equal topics for development.

Knowledge Development Process

Knowledge development is a social process. It is based on social development and interaction of knowledge connected with action, database and network information. Knowledge is conceptualized and network information is socialized anew into knowledge (Nonaka – Takeuchi, 1995, Takeuchi – Nonaka, 2004, Mäkinen, 2008, Mäkinen, 2009/9).

The social procedures for knowledge development are developed in value creating and knowledge development processes, and knowledge development environments.

Knowledge Development Environment

Environment for development, delivery and storage of knowledge is a network constituted of processes, communications network and physical environment. Networks supporting knowledge create presuppositions for its development.

Management of conceptual knowledge presupposes formal processes, information processing systems and formally defined operations and communications environments. Management of knowledge presupposes environments supporting interactivity and co-operation of teams both

in communications network and in physical environment. In the widest sense knowledge development environment is global (Mäkinen, 2008, Mäkinen, 2009/9).

Knowledge Development and ICT

The general model for knowledge development is based on understanding knowledge by its global and historical dimensions. Development based on ICT-technique is applicable in a special case, into conceptual knowledge in social structures. The general knowledge creation, development and processing system is based on development of knowledge and network information. (Mäkinen, 2008, Mäkinen, 2009/9, Mäkinen, 2009/14).

Knowledge management as foundation for development of knowledge processing – and ICT-development as its part - presupposes management of formal information systems and knowledge in processes. Also it presupposes systems for management of interactivity as participation systems. Knowledge Governance is understood as a specification of unified procedures for information and knowledge processing and management for all factors in value creating network.

Knowledge Management and Processes

Formal processes at interaction are based on utilization and application of conceptual information. This is a presupposition for conducting processes in a sufficiently similar way in different times and situations.

In this sense management based on process approach is based on knowledge management. Processes should be developed for supporting interactivity.

Knowledge Management and Information Security

Information security determines social dimensions of knowledge. Generally information security considers continuity of meaningful knowledge relation and only in special cases protection of information in organisation or other form of interaction. In information society services information

security considers the social arrangement for management of knowledge according to service's objectives. Information security is a presupposition for transferring knowledge and its continuity both conceptually and through socialization process.

Information Security is a fundamental function of knowledge management and development. Without it these cannot function.

Knowledge Management Development

Development of knowledge management presupposes:

- **Knowledge Governance** system,
- **Knowledge strategy and information system** specification according to forms of knowledge,
- **Business process** specification according to forms of knowledge,
- **Information society service** specification according to knowledge, forms and information security

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