Implementing Knowledge Management:
A Framework for Telekom Malaysia

by

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ABSTRACT

Telekom Malaysia Berhad is one of the leaders in the telecommunications industry in Malaysia. In order to achieve its vision to be a world class telecommunications company, the company can not ignore the global trend which focuses on developing and implementing knowledge management programs, so that it can leverage on its knowledge resources. Like many large organizations, Telekom experiences many knowledge related problems. However, so far, there has been no study on the implementation of knowledge management at Telekom Malaysia. To address this opportunity, a framework for the implementation of knowledge management at Telekom Malaysia is proposed, in an attempt to resolve the knowledge related problems at the company.

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1. INTRODUCTION

As the growing demand for knowledge-based products and services is changing the structure of the global economy, it is generally accepted that knowledge is a primary competitive factor in business today. The key is to develop smarter organizations through focused attention to knowledge assets (intellectual capital) and less attention to physical assets (physical capital). Recent estimates suggest that 50 – 90% of the value created by an organization comes from the management of intellectual capital, and not the management of physical assets (Dossa, 2000).

As today's leaders understand the importance of physical capital, they are still in the dark about the value of intellectual capital and how to manage it effectively. However, almost all organizations are exploring ways to accelerate learning and leverage its intellectual capital through knowledge management programs.

1.1 History of Knowledge Management

Knowledge management is a natural process that humans use to maintain and improve their survival. Since the first tribe, humans have been governing the production, transmission and acquisition of knowledge. The survival and legacy of a tribe depended on how well knowledge was managed. Throughout history, storytellers have recited a culture's oral history, passing on knowledge from generation to generation. Parents transfer knowledge to children. It is what individuals and groups do, and have always done, to survive.

The study of KM in a business setting is also not new. Studies started in the late 1800s primarily on one facet of KM, the knowledge production in industrial laboratories and engineering groups. Over the last 40 years, organisational learning and computer science has pushed KM into business management. What is new is the recent focus on KM as a profession that concentrates on methods for managing and improving knowledge processes within a commercial