UNIVERSITI TEKNOLOGI MARA

A STRATEGIC APPROACH TO A KNOWLEDGE MANAGEMENT PROGRAMME: A CASE STUDY OF A MALAYSIAN ORGANISATION

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ABSTRACT

The development of knowledge management (KM) came from various schools of thoughts, among others, the intellectual capital movement, Total Quality Management (TQM, Business Process Reengineering (BPR), knowledge process, learning organisation and complexity theory. Eventually it was developed by researchers to be collectively agreed upon as the strategic management of knowledge assets in organisation. These knowledge assets were recognised as the core component of the current economy. The business community embraced the idea and became part of business strategy value chain. KM became comprehensive, enveloping the main business strategy complete with studies on developing measures to ensure its successful implementation. The development of the subject and its implementation has been gradual in Malaysia. The biggest trigger is the Multimedia Super Corridor (MSC) project that propelled the importance of knowledge as an economic assets even more. This research is a case study research of Organisation X, a premier organisation in Malaysia, with the objectives of, firstly, to understand how Organisation X became a knowledge-based organisation (KBO). Secondly, to find out the strategy and components involved in the implementation of KM programme in Organisation X. It was suggested, based on the findings that KM programme as a whole is also about creating a knowledge ecosystem. A new framework for nurturing KM eco-systems is proposed to enhance the implementation as well as a guide for future research in the subject area.

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