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Exploring Knowledge Management Perceptions Among Information Systems Managers - empirical sense-making through focus group research

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Abstract

Despite the increasing knowledge management (KM) awareness and interest among academia and industry, a very diverse range of views and perceptions still exists. There is a need to appreciate the issues and concerns surrounding KM research and implementation among communities of researchers and practitioners. Our research aims to provide a deeper empirical insight of practitioners in terms of the general level of awareness, the state of practice, and industrial perceptions on KM is-sues in the context of a growing knowledge-based economy such as Singapore. We chose to explore this topic from an in-formation systems (IS) management perspective, by exploring the levels of KM understanding, the issues of concerns and requirements by chief information officers (CIOs) and senior IS managers, and how they make sense of KM. Sense-making approach through focus group research is the primary methodology used. Using social cognitive research techniques such as frames of reference, the participants' perceptions are summarised and presented broadly along the following themes: con-ceptual awareness of knowledge/KM; facilitators and inhibitors of KM; usefulness and value of KM; KM mechanisms and implementation approaches; factors influencing knowledge sharing, acquisition and capture; effectiveness of KM technolo-gies; and the prerequisites of a KM practitioner. Our findings are discussed in the light of their implications to IS manage-ment practice in organisations. The findings also raises new research questions in IS and KM.

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