Manage Operations

Handout 8

Glossary of Terms

CIN: 11400 Version: 001 Date: 2021/01/20

Component	Description
1. Strategy	A KMS should be part of a strategy that identifies the key needs and issues within the organisation and provide a framework for addressing these.
1.1. Problem	A problem or opportunity facing the organisation needs to exist. What particular worldview justifies the existence of a KM system? (What point of view makes this system meaningful?)
1.2. Purpose / objective	A KMS should have an explicit Knowledge Management objective of some type such as collaboration, sharing good practice or the like.
1.3. Policy	Any KMS should be linked to an organisational policy
1.4. Governance	Any KMS must be managed properly and a governance framework that articulates roles and responsibilities is a necessary part of a KMS.
1.5. Culture	The culture, values and beliefs of the people within an organisation
1.6. Risk	What are the risks within an organisation to the success of a KMS?
2. Actors	People are central to any KMS and there are different participants with differing backgrounds and experiences.
2.1. Owner	Who owns the business process and has the authority to abolish this
2.2. Source	Who/what currently holds the knowledge and where does it reside?
2.3. Clients	Who are the beneficiaries of this particular system? (Who would benefit or suffer from its operations?)
2.4. Managers	Who is responsible for implementing this system? (Who would carry out the activities which make this system work?)
2.5. Enablers	Who else needs to be involved to make the knowledge system work such as IT administrators or HR support staff?
2.6. Boundary Spanners	Those people who connect workgroups in the organisation
3. Infrastructure	Most KMSs will require some form of infrastructure to enable the
3.1. Facilities	What facilities are required to support the KMS function?
3.2. Equipment	What equipment is required to enable the KMS to function effectively?

3.3. Repositories	Where will the KMS store any information or knowledge?
3.4. Instruments	There may be a series of instruments, tools or templates required to Support the capture, creation and sharing of the corporate knowledge. This might also include directories, taxonomies or ontologies.
3.5. Software	Any software solutions that enable or comprise the KMS
3.6. Networks	The social or electronic networks that enable a KMS
3.7. Hardware	Is there are requirement for any additional hardware
4. Functionality	KMSs are developed to support and enhance knowledge-intensive processes, tasks or projects of e.g., creation, construction, identification, capturing, acquisition, selection, valuation, organization, linking, structuring, formalization, visualization, transfer, distribution, retention, maintenance, refinement, revision, evolution, accessing, retrieval and last but not least the application of knowledge, also called the knowledge life cycle.
4.1. Logic	A KMS may be based on some underpinning logic or concept
4.2. Business rules	Any system requires business rules to control the operation of the system.
4.3. Transformation	What transformation does this system bring about? (What are the inputs and what transformation do they go through to become the outputs?). There should be a transformation mode identified:
4.4. Integration	Does the KMS need to integrate with any other system?
4.5. Tailoring	A KMS should sense the response of the client to the user of the KMS and preferably be able to adjust the mode, complexity, order and extent of the interaction being experienced by the client.
4.6. Administration	What administration is required in order to support the KMS?
4.7. Reporting	What reporting is required to support the management of the KMS?
4.8. Procedures	What processes need to be documented into procedures to be able to apply appropriate controls and guidance to support the KMS?
4.9. Content Management	What content management functionality is required to support the management of the KMS?

5. Delivery	Any KMS requires the delivery or facilitation of knowledge or a knowledge management service.
5.1. Mode	Synchronous Technique - Same Time, Same Place Asynchronous Technique (AT) - Different Time, Same Place Distributed Synchronous Collaboration (DSC) - Same Time, Different Place Distributed Asynchronous Collaboration (DAC) - Different Time,
5.2. Facilitation	A KMS must have an interface where people interact with the system. This could be a facilitator or utilise technology via Visual, Audio or Experiential/tactile modes to facilitate the interaction of the user/client with the system.
5.3. Style	The effectiveness of a KMS can be enhanced through the adoption of a style that is consistent with the culture of an organisation. Style sends important messages to a client about the KMS.
5.4. Techniques	Delivery of a KMS may require the application of skills and techniques in order to be successful.
5.5. Access Control	A KMS should identify and target clients to enable appropriate personnel and lock out inappropriate personnel.
5.6. Accessibility	A KMS needs to be accessible to people with physical restrictions or a disability
5.7. Personalisation	A KMS should be able to be personalised to suit the client
6. Content	Some KMS will hold content to enable the system to function.
6.1. Lifespan	Content may be static, dynamic or compiled on the fly (mash-up)
6.2. Authoring	The content within a KMS needs to be effectively authored/prepared in a form that is usable to the client
6.3. Publishing	A publishing process and model needs to be in place to authorise and control release of content
6.4. Validation and referencing of Source	Content needs to be obtained from authentic sources and the sources need to be identified and verifiable.

6.5. Stewardship of the content	Ownership/stewardship of the content is important as a management process to ensure the effective delivery and utilisation of the KMS.
6.6. Review and update	Any content held by a KMS should be subject to a review and update protocol.
6.7. Security	Any classified content held by a KMS must be adequately protected.
6.8. Taxonomy	Content held by a KMS may need to be sorted into an appropriate structure to enable easy discovery and use.
6.9. Catalogue	Any content held by a KMS may require cataloguing in order to better manage the information.
6.10. Version Control	Any content held by a KMS should be subject to version control.
6.11. Disposal	Any content held by a KMS that is no longer relevant or valued should be disposed of.
7. Continuous improvement	A KMS should be regularly reviewed to ensure that it is meeting the objectives identified in the strategy and requirements.
7.1. Feedback	Feedback on the utility of a KMS is important to identify issues that need to be addressed.
7.2. Performance management	A Performance Management sub-system should include: Indicators, Levels/Measures, a collection process, analysis and reporting.
7.3. Review and Audit	Third party review or audit of the effectiveness of a KMS may be appropriate.
7.4. Benefits Realisation	Management of the KMS is required in order to ensure that the benefits are being realised and the organisation is achieving the objectives it set out to meet in the development and implementation of the KMS.
Project manager	For clarity, project managers will always be referred to in the male gender (he, him, himself or his) but it is clearly understood that the female gender would equally apply (she, her, herself or hers).
Statement of work	A document which defines the procurement requirements of the project in sufficient detail to enable potential suppliers to determine if they are able to meet those requirements

Supplier contract	An agreement between the Project Team and an external supplier for the acquisition of a defined set of products to meet the procurement requirements of the project
Tender document	A formal document included during the tender process which outlines the information required to provide the Project Team with the confidence that a supplier can meet the procurement needs of the project. The RFI and RFP are both examples of Tender Documents
Tender management	The process by which interested suppliers are identified, evaluated and selected for the supply of products (goods or services) to the project. This process entails formalising the procurement requirements and tender documentation, receiving tender responses and selecting a preferred
Terms of reference	A document which outlines the purpose of the project, the manner in which the project will be structured and how it will be successfully implemented
The labour, equipment and materials used to undertake a project	The process of identifying the resources required completing the project. This includes a list of the types of resources required and a schedule providing the use of, and activities undertaken by each resource
Time Management	The process within which time spent by staff undertaking project tasks is recorded against the project