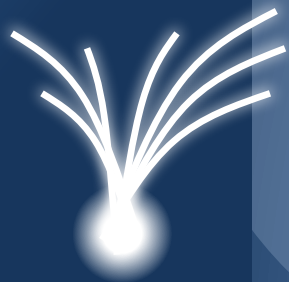


# Knowledge Management



2013

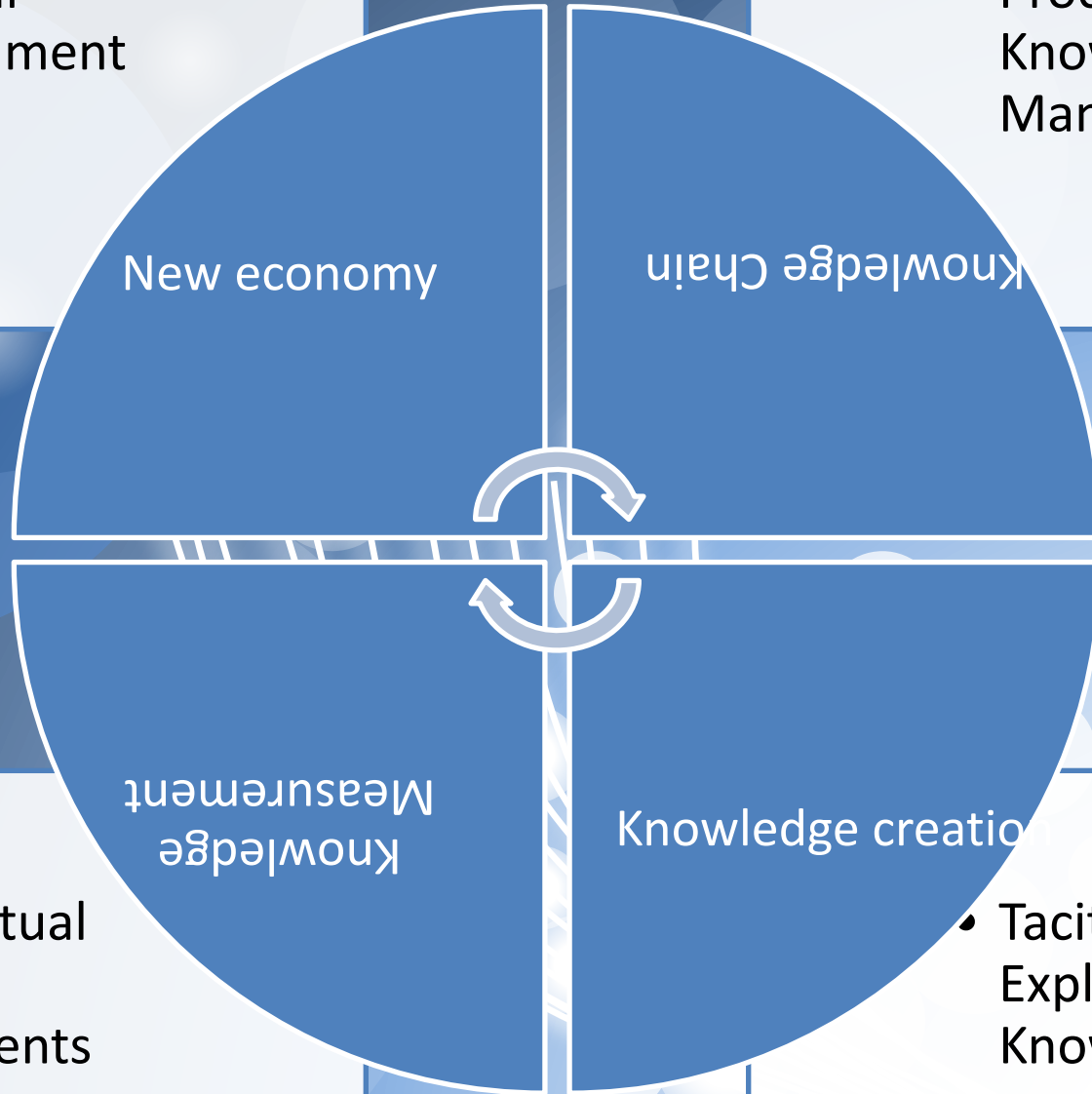
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MMOLODCHIK@HSE.RU



# Course structure

- External environment

- Processes of Knowledge Management



- Intellectual Capital Statements

- Tacit and Explicit Knowledge

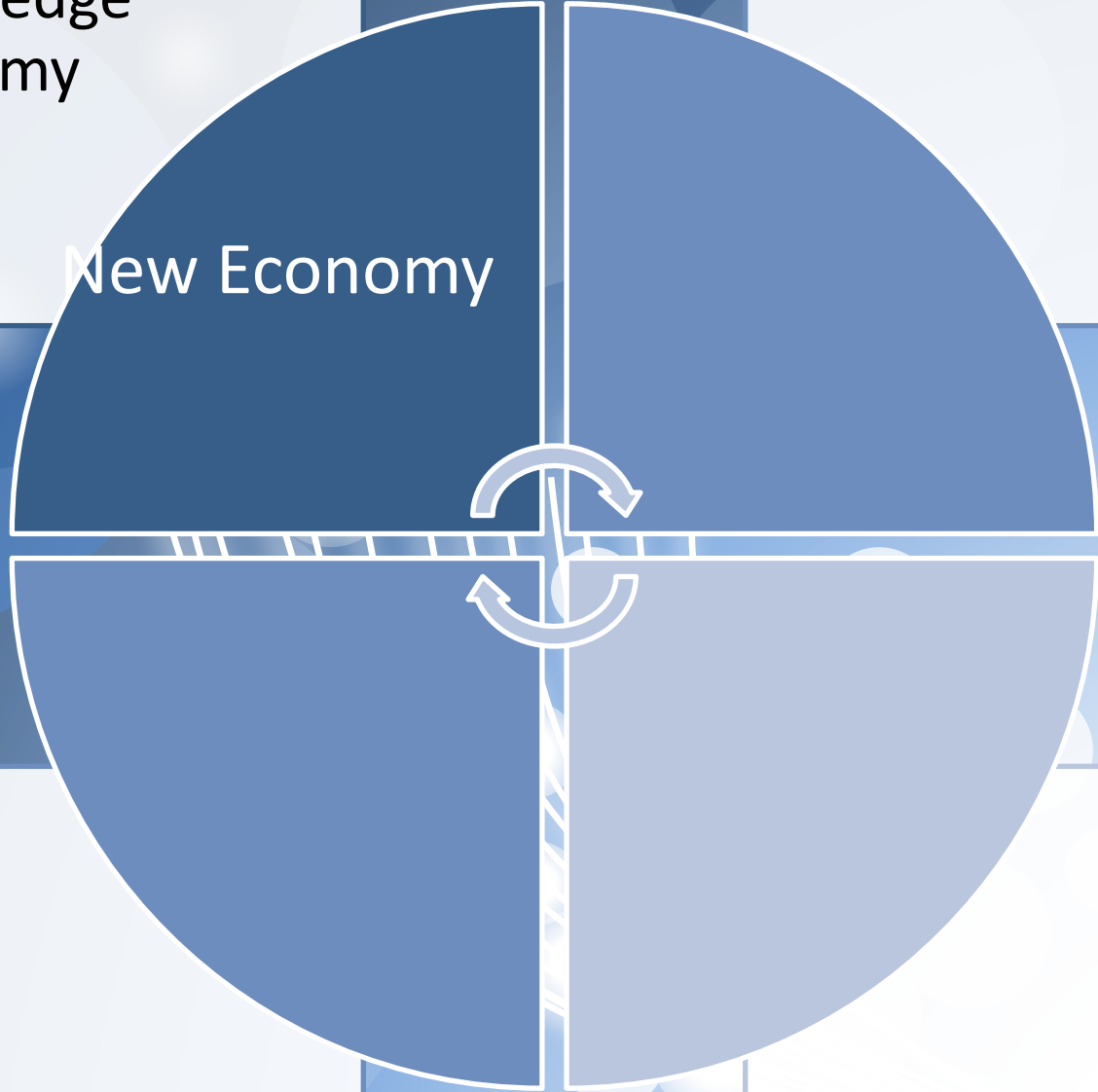


# 1. External

## Environment

- Knowledge Economy

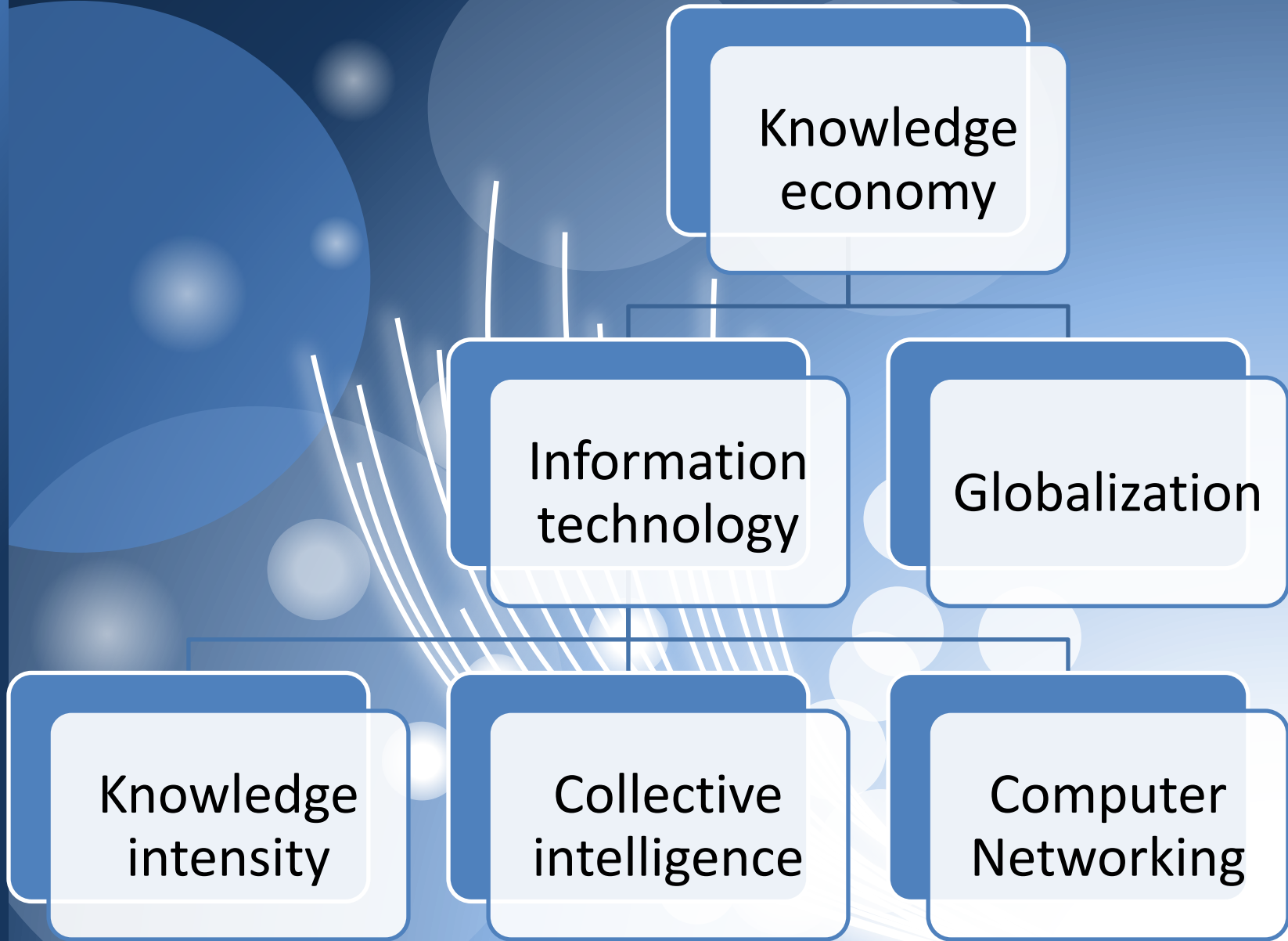
New Economy



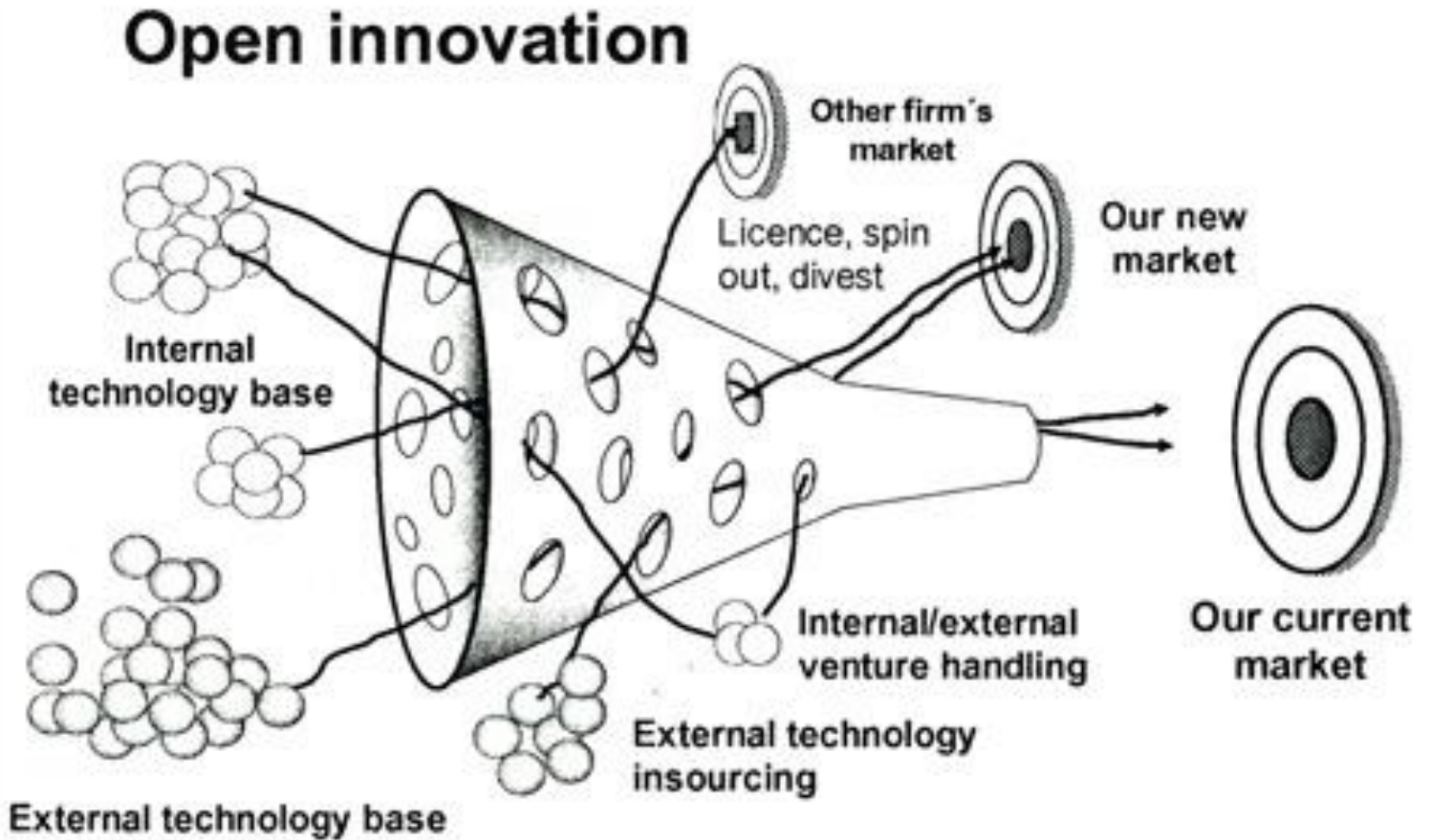
# Change is one constant in new economy



# Drivers of knowledge economy



# New sources of innovation

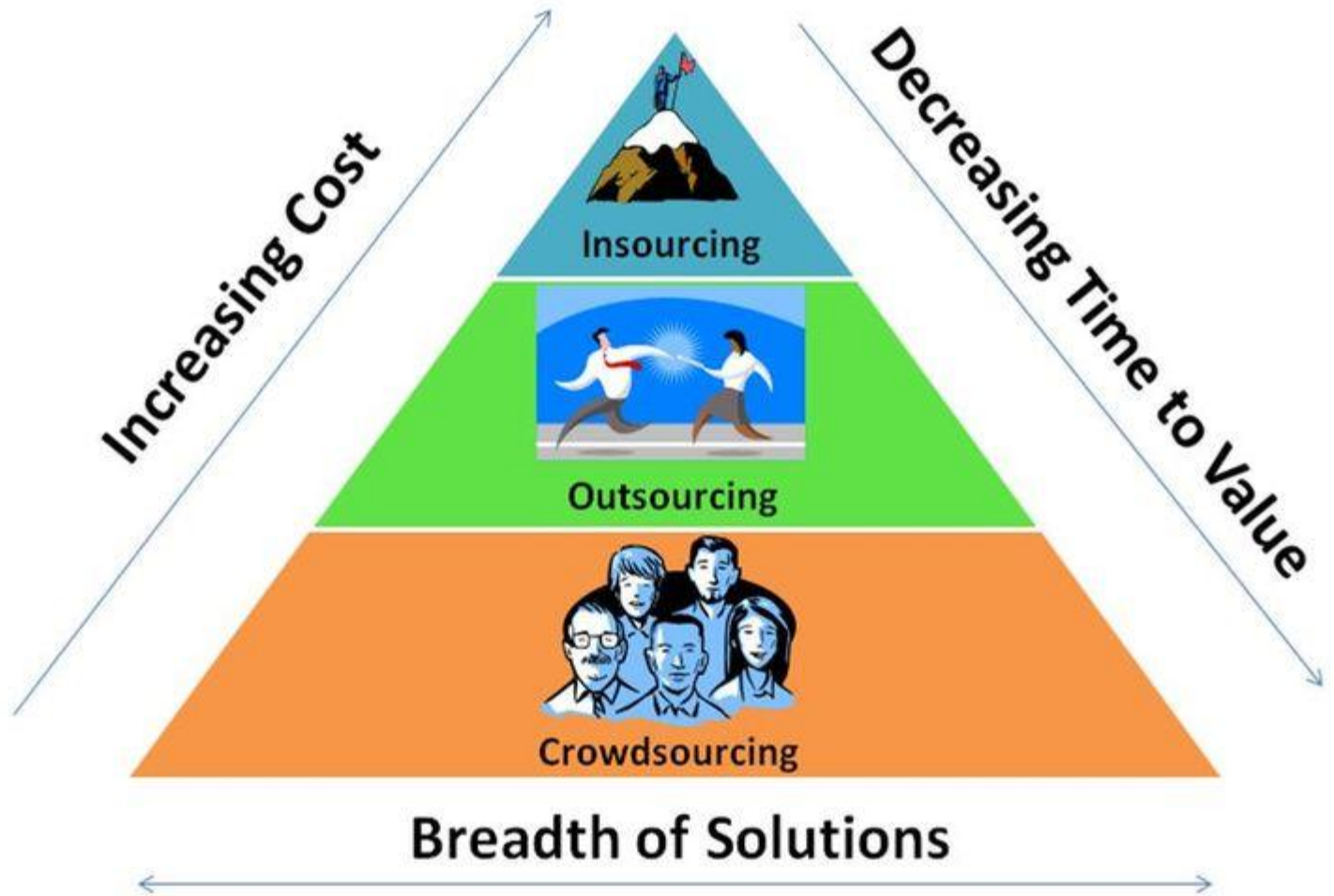


*Stolen with pride from Prof Henry Chesbrough UC Berkeley. Open Innovation: Renewing Growth from Industrial R&D, 10th Annual Innovation Convergence, Minneapolis Sept 27, 2004*



# New sources of solutions

## Comparing Service Delivery Paradigms

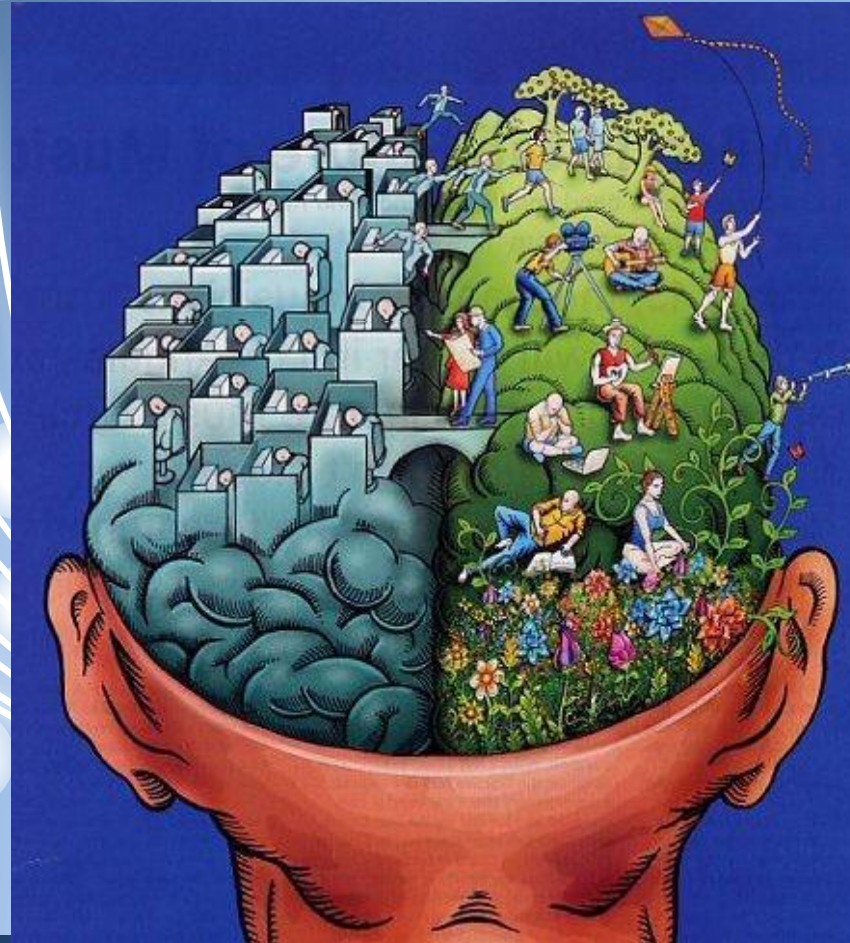


# Enhancing the both hemisphere

**IQ, EQ, SQ**

**Right hemisphere:**  
*Color, imagination,*

**Left hemisphere:**  
*Numbers, logic*





# Difference from

# traditional economy

Communication is increasingly being seen as fundamental to knowledge flows.

## Knowledge Economy

Pricing value depends heavily on context. The same information or knowledge can have vastly different value to different people, or even to the same person at different times.

Knowledge is often embedded into a system or process, or is a part of an individual, than it can "walk out of the door" in people's heads.

the economics are not of scarcity, but rather of abundance. Unlike most resources that become depleted when used, information and knowledge can be shared, and actually grow through

