Chapter 1 : Factors of Production (4 Factors)

What Factors Affect the Communication Process? There are various factors that can affect the communication process, like stress, the usage of nonverbal signs and whether the parties are listening to each other. Communication can be a very important tool, especially in a business setting where people.

Knowledge Base Software Summary: Knowledge Management Best Practices This section offers an overview of the main points discussed thus far in the knowledge management processes and knowledge management strategy sections. First, let us take a step back and look at the enablers of knowledge management KM. According to Botha et al these are: One which is supportive of knowledge management, and the processes it implies - particularly knowledge sharing. Support systems, teams, structures, and collaboration. Developing a process and design for managing change. Can offer great advantages, particularly with the management of explicit knowledge, as a collaboration tool, and as an expert locator. However, technology should not be misused â€" it is just one important component of a KM strategy. According to the authors, these aspects are what make KM possible. For instance, KM initiatives implemented in a company with a competitive culture that shuns knowledge sharing are doomed to fail from the start. I would not go as far as to call technology an enabler, but it is an important aspect nonetheless and an unavoidable part of any modern knowledge management best practices. With this in mind, I will now recap the main KM processes. The knowledge management best practices summary below will cover all the categories mentioned above. Knowledge Discovery and Detection: Refers to the processes of identifying existing knowledge sources, as well as discovering hidden knowledge in data and information. This knowledge resides both inside the organization and externally, in customers, suppliers, partners, etc. Document management, intelligence gathering, data mining , text mining etc. IT has a more indirect role here. Embedded knowledge Includes observation, analysis, reverse engineering, and modeling tools to identify knowledge stored within procedures, products, etc. The process of mapping, categorizing, indexing, and evaluating organizational knowledge assets. This is heavily supported by IT, which can use complex categorization and retrieval mechanisms to organize knowledge assets in multiple ways. Tactical Knowledge Management Best Practices: Perhaps the most important process in KM, it plays a determinant role for both knowledge reuse and knowledge creation. The factors below summarize the key considerations with the exception of cultural issues, which are discussed further down. IT systems and content management are extremely important in this process. This depends on socialization, particularly within informal networks. Culture is particularly important in this area. Tacit knowledge can rarely be effectively codified without losing the essence that makes it so valuable to begin with, so the focus should be on supporting work relationships. IT has a secondary supporting role in this context, primarily as an expert finder and as offering support in the socialization process e. IT has a role in mapping, modeling, creating simulations, and as an embedded knowledge repository. Involves three roles, the knowledge producer, intermediary, and consumer Markus , which are involved in creating, preparing, and actually reusing the knowledge. Two keys elements here are culture and cost - particularly relating to tacit knowledge where indexing the source rather than the knowledge itself is often more viable. Markus identifies four reuse situations: Shared work producers Expert seeking novices Miners of secondary knowledge Knowledge Creation: This process depends upon knowledge sharing as defined above , collaboration, and access to relevant information and data. Cook and Brown suggest that knowledge creation is an interplay between knowledge and knowing, or in other words, putting knowledge into practice. The role of management in this process was identified as: As above Creating suitable work related environments: The focus here is on unstructured work environments where experimentation, trial and error, and theory in use are promoted. Self-organizing, semi- or fully-autonomous project teams are identified as one useful tool in this endeavor. Providing access to collaborative IT systems: Groupware applications can be used for this purpose. These must support and not interfere with the ideal work environment. Providing access to relevant data and

information: From information systems, data warehouses, data mining , etc. These can act as building blocks in the knowledge creation process. The firm can acquire knowledge externally from customers, suppliers, competitors, partners, and mergers. The role of KM varies in each process as does the type of available knowledge , but at its core its function is to establish the right channels to transfer relevant knowledge from existing partnerships into the firm, and to integrate this knowledge as best as possible. To do so, KM can use a wide range of tools including:

Chapter 2 : Pareto's Formulation of Logical and Non-Logical Actions of Human

"IntroductionAnthropomorphism and truthThe realistic character of knowledgeCertain non-logical factors in the process of knowledgeThe nature of memory-knowledgeThe function of emotion in the consciousness of the realThe significance of philosophical scepticismThe place of philosophy in human natureScience and the.

These systems featured data structures for planning and decomposition. The system would begin with a goal. It would then decompose that goal into sub-goals and then set out to construct strategies that could accomplish each subgoal. However, the amorphous problem definitions for systems such as GPS meant that they worked only for very constrained toy domains e. In order to tackle non-toy problems, AI researchers such as Ed Feigenbaum and Frederick Hayes-Roth realized that it was necessary to focus systems on more constrained problems. It was the failure of these efforts that led to the cognitive revolution in psychology and to the phase of AI focused on knowledge representation that resulted in expert systems in the s and 80s, production systems , frame languages , etc. Rather than general problem solvers, AI changed its focus to expert systems that could match human competence on a specific task, such as medical diagnosis. Expert systems gave us the terminology still in use today where AI systems are divided into a Knowledge Base with facts about the world and rules and an inference engine that applies the rules to the knowledge base in order to answer questions and solve problems. In these early systems the knowledge base tended to be a fairly flat structure, essentially assertions about the values of variables used by the rules. A frame is similar to an object class: It is an abstract description of a category describing things in the world, problems, and potential solutions. Frames were originally used on systems geared toward human interaction, e. Frames were good for representing the real world, described as classes, subclasses, slots data values with various constraints on possible values. Rules were good for representing and utilizing complex logic such as the process to make a medical diagnosis. Integrated systems were developed that combined Frames and Rules. KEE had a complete rule engine with forward and backward chaining. It also had a complete frame based knowledge base with triggers, slots data values , inheritance, and message passing. Although message passing originated in the object-oriented community rather than AI it was quickly embraced by AI researchers as well in environments such as KEE and in the operating systems for Lisp machines from Symbolics , Xerox , and Texas Instruments. At the same time as this was occurring, there was another strain of research which was less commercially focused and was driven by mathematical logic and automated theorem proving. This reasoner is called the classifier. In this way the classifier can function as an inference engine, deducing new facts from an existing knowledge base. The classifier can also provide consistency checking on a knowledge base which in the case of KL-ONE languages is also referred to as an Ontology. One of the first realizations learned from trying to make software that can function with human natural language was that humans regularly draw on an extensive foundation of knowledge about the real world that we simply take for granted but that is not at all obvious to an artificial agent. Basic principles of common sense physics, causality, intentions, etc. An example is the frame problem , that in an event driven logic there need to be axioms that state things maintain position from one moment to the next unless they are moved by some external force. In order to make a true artificial intelligence agent that can converse with humans using natural language and can process basic statements and questions about the world, it is essential to represent this kind of knowledge. Cyc established its own Frame language and had large numbers of analysts document various areas of common sense reasoning in that language. The knowledge recorded in Cyc included common sense models of time, causality, physics, intentions, and many others. Currently one of the most active areas of knowledge representation research are projects associated with the semantic web. The semantic web seeks to add a layer of semantics meaning on top of the current Internet. Rather than indexing web sites and pages via keywords, the semantic web creates large ontologies of concepts. Searching for a concept will be more effective than traditional text only searches. Frame languages and automatic classification play a big part in the vision for the future semantic web. The automatic

classification gives developers technology to provide order on a constantly evolving network of knowledge. Defining ontologies that are static and incapable of evolving on the fly would be very limiting for Internet-based systems. The classifier technology provides the ability to deal with the dynamic environment of the Internet. The Resource Description Framework RDF provides the basic capability to define classes, subclasses, and properties of objects. The Web Ontology Language OWL provides additional levels of semantics and enables integration with classification engines. The justification for knowledge representation is that conventional procedural code is not the best formalism to use to solve complex problems. Knowledge representation makes complex software easier to define and maintain than procedural code and can be used in expert systems. For example, talking to experts in terms of business rules rather than code lessens the semantic gap between users and developers and makes development of complex systems more practical. Knowledge representation goes hand in hand with automated reasoning because one of the main purposes of explicitly representing knowledge is to be able to reason about that knowledge, to make inferences, assert new knowledge, etc. Virtually all knowledge representation languages have a reasoning or inference engine as part of the system. The ultimate knowledge representation formalism in terms of expressive power and compactness is First Order Logic FOL. There is no more powerful formalism than that used by mathematicians to define general propositions about the world. However, FOL has two drawbacks as a knowledge representation formalism: First order logic can be intimidating even for many software developers. Languages which do not have the complete formal power of FOL can still provide close to the same expressive power with a user interface that is more practical for the average developer to understand. The issue of practicality of implementation is that FOL in some ways is too expressive. With FOL it is possible to create statements e. Thus, a subset of FOL can be both easier to use and more practical to implement. This was a driving motivation behind rule-based expert systems. The history of most of the early AI knowledge representation formalisms; from databases to semantic nets to theorem provers and production systems can be viewed as various design decisions on whether to emphasize expressive power or computability and efficiency. It is a set of ontological commitments, i. In what terms should I think about the world? It is a fragmentary theory of intelligent reasoning, expressed in terms of three components: It is a medium for pragmatically efficient computation, i. One contribution to this pragmatic efficiency is supplied by the guidance a representation provides for organizing information so as to facilitate making the recommended inferences. It is a medium of human expression, i. Knowledge representation and reasoning are a key enabling technology for the Semantic web. Languages based on the Frame model with automatic classification provide a layer of semantics on top of the existing Internet. Rather than searching via text strings as is typical today, it will be possible to define logical queries and find pages that map to those queries. Classifiers focus on the subsumption relations in a knowledge base rather than rules. A classifier can infer new classes and dynamically change the ontology as new information becomes available. This capability is ideal for the ever-changing and evolving information space of the Internet. The Resource Description Framework RDF provides the basic capabilities to define knowledge-based objects on the Internet with basic features such as Is-A relations and object properties. What is the underlying framework used to represent knowledge? Semantic networks were one of the first knowledge representation primitives. Also, data structures and algorithms for general fast search. In this area, there is a strong overlap with research in data structures and algorithms in computer science. In early systems, the Lisp programming language, which was modeled after the lambda calculus , was often used as a form of functional knowledge representation. Frames and Rules were the next kind of primitive. Frame languages had various mechanisms for expressing and enforcing constraints on frame data. All data in frames are stored in slots. Slots are analogous to relations in entity-relation modeling and to object properties in object-oriented modeling. The most well known example is Prolog, but there are also many special purpose theorem proving environments. These environments can validate logical models and can deduce new theories from existing models. Essentially they automate the process a logician would go through in analyzing a model. Theorem proving technology had some specific practical applications

in the areas of software engineering. For example, it is possible to prove that a software program rigidly adheres to a formal logical specification. This is also known as the issue of reflection in computer science. It refers to the capability of a formalism to have access to information about its own state. An example would be the meta-object protocol in Smalltalk and CLOS that gives developers run time access to the class objects and enables them to dynamically redefine the structure of the knowledge base even at run time. Meta-representation means the knowledge representation language is itself expressed in that language. For example, in most Frame based environments all frames would be instances of a frame class. That class object can be inspected at run time, so that the object can understand and even change its internal structure or the structure of other parts of the model. In rule-based environments, the rules were also usually instances of rule classes. Part of the meta protocol for rules were the meta rules that prioritized rule firing. Traditional logic requires additional axioms and constraints to deal with the real world as opposed to the world of mathematics. Also, it is often useful to associate degrees of confidence with a statement. This was one of the early innovations from expert systems research which migrated to some commercial tools, the ability to associate certainty factors with rules and conclusions. Later research in this area is known as fuzzy logic. Universals are general statements about the world such as "All humans are mortal". Facts are specific examples of universals such as "Socrates is a human and therefore mortal". In logical terms definitions and universals are about universal quantification while facts and defaults are about existential quantifications. All forms of knowledge representation must deal with this aspect and most do so with some variant of set theory, modeling universals as sets and subsets and definitions as elements in those sets. Non-monotonic reasoning allows various kinds of hypothetical reasoning. The system associates facts asserted with the rules and facts used to justify them and as those facts change updates the dependent knowledge as well. In rule based systems this capability is known as a truth maintenance system.

Chapter 3 : Studies in human nature, - CORE

The resources (input) used to produce final products (output) are termed as factors of production. In economic terms factors of production can be defined as inputs that are used for the production of goods or services with the aim to make economic profit.

The globalization of business, the shift from production-based to a knowledge-based economy, the growth of information communications technology ICT , the strive to become learning organizations and the emergence of the needs for knowledge workers have made knowledge management practice a must today across all types and levels of firms Chong, However, because the concept is so new, there exist different views among practitioners and even researchers on how a knowledge management program can be designed and implemented in organizations. This paper posits that knowledge management consists of critical enablers such as employee training, employee involvement, teamwork, employee empowerment, top management leadership and commitment, organizational constraints, information system infrastructure, performance measurement, egalitarian culture, benchmarking, and knowledge structure that are critical to the success of a knowledge-based organisation. These critical factors will provide a greater understanding to the researchers and practitioners of the enablers of a successful knowledge management program. Introduction Society has recognized the value of knowledge for centuries. Intellectual reflection on knowledge has been pursued for as long as records of human activities are available. It has been studied by philosophers and has been practiced for centuries Chaw et al. For hundred of years, owners of family members have passed off their commercial wisdom to their children, master craftsmen have painstakingly taught their trades to apprentices and workers have exchanged ideas and know-how on the job Hansen et al, However, the terminology of knowledge management was not widely used until the middle of the nineties Chaw et al. In the nineties, the characteristics of the business environment have changed. As Drucker has predicted, knowledge has become the key economic resource and the dominant source of competitive advantage today. This is evident that few big businesses that already practiced knowledge management are the ones that top the Fortune list and the few small ones top the Inc. According to a survey by Covin et al. However, it is only recently that companies have finally realized the importance of managing their organizational knowledge for competitive advantage, hence, searching for knowledge management best practices all over. The main objective of this paper is to identify the best practices that would make knowledge management program works in an organization. To accomplish this, various knowledge management models presented by various researchers and practitioners are reviewed. This paper posits that successful deployment of knowledge management program depends on eleven critical enablers such as employee training, employee involvement, teamwork, employee empowerment, top management leadership and commitment, organizational constraints, information system infrastructure, performance measurement, egalitarian culture, benchmarking, and knowledge structure. The paper proceeds to discuss the definitions of knowledge management. How the key success factors emerged from the literature is then explored. The propositions of how the presence of these key success factors influence the successful implementation of knowledge management in organizations are then discussed. Recommendations are presented at the end of the paper. No Consensus On Universal Agreeable Definition Knowledge management is a broad subject with many facets ranging from databases to patents, from the Intranet to the mentor, from coldly technical to warmly personal concepts. The idea of managing knowledge is recent, but the language used to describe it is still in its infancy Shaw, The processes and terminology associated with knowledge management often sounds abstract. However, it is concrete, practical and profoundly important Leonard-Barton, Based on the review of the literatures presented by many academics and practitioners, it can be concluded that there is not yet a common consensus on the definition and concept of knowledge management Earl, despite a great deal of interest on the subject. For example, management information systems researchers and practitioners tend to define knowledge management as an object that can be

recognized and controlled in computer-based information systems. Thus, different perspectives on the concepts of knowledge can lead to different definitions of knowledge management. However, in the simplest term, knowledge management means exactly that: It can be extended to management of organizational knowledge for creating business value and generating a competitive advantage. It consists of the processes required to effectively manage knowledge. Knowledge management is essential for enterprises to determine where they are going and for organizational survival in the long run, given that knowledge creation is the core competency of any organisations Leonard-Barton, It is a key requirement to future successful enterprises and is rapidly being recognized by firms to be of major strategic importance Dyer, If the above statement is true, then it is extremely important that an efficient knowledge-intensive process must be established to meet the demands of improved enterprise performance Quinn et al. It is this area that provides the setting for the paper to discuss the various critical factors to successful knowledge management implementation. Knowledge Management Success Factors Digman asserts that the critical success factors is useful for structuring environmental analysis because there is an important link between environmental analysis and critical success factors leading to organizational success. The analyses of these factors provide an important meaning to knowledge management through the identification of core processes that are critical to successful knowledge management implementation, as elucidated by Quinn et al. Thus, a knowledge management program needs to identify critical performance indicators of success factors to gauge its performance Choi, In achieving this, various knowledge management models have been reviewed so that a unified framework of knowledge management can be developed. From the analyses of the models, it was found that several studies have proposed several key variables for successful implementation of knowledge management. For example, Davenport et al. Ryan and Prybutok propose five success factors such as 1 an open organizational culture; 2 senior management leadership and commitment; 3 employee involvement; 4 teamwork and 5 information systems infrastructure. Perhaps the most comprehensive list of success factors has been presented by Moffett et al. Ten key components to successful knowledge management were identified: However, except for Moffett et al. Many studies are narrowly scoped although they identified some critical success factors Choi, , Chong, For example, a considerable number of research have yet to initiate the removal of organizational constraints as one of the important factors in ensuring successful knowledge management implementation. In addition, little attempt has been made to integrate all the success factors proposed by the knowledge management researchers. As such, there is an absence of unifying theories on what critical factors that influence knowledge management implementation success. In line with the trend toward examining fully integrated models of knowledge management success factors, a set of variables taken solely from one perspective might explain only a small proportion of how well the success factors contribute to the successful knowledge management implementation in organizations. The following section discusses the propositions between the critical success factors and their influences on successful knowledge management implementation that have garnered impressive empirical or theoretical support. Salleh and Goh insist that if a company wants to become a truly knowledge-based organization, it must start with quality training. This is true because in virtually every market, customers are demanding high quality, lower costs and faster cycle times. To meet these requirements, firms must continually improve their overall organizational performance. Rapid advances and technology and improved processes have been important factors helping businesses meet this challenge. However, the most important competitive advantage to any firm is its workforce â€" one that must remain competent through continuous training and development efforts. Training provides employees and managers the skills and information to fulfil their responsibilities. Improved performance is a strategic goal for organizations in order to achieve the bottom line purpose through training and development. For the same reason, a number of organizations have become or are striving to become learning organizations. This is because one of the reasons for the failure in effective work behaviors would be insufficient training to support knowledge management principles. Such learning organizations view training as a strategic investment rather than a budgeted cost Mondy et al. The importance of training capabilities for any organizations is well recognized, especially for

those agents concerned with preserving intellectual capital Carneiro, Greco claims that one of the key elements of successful knowledge management is education to help employees recognize what knowledge is valuable, and therefore merits sharing. Unless people in organizations possess the learning capability to use knowledge creatively, a well-developed knowledge management system cannot be directed at sustaining profitability Hwang, In addition, it is not surprising that one of the most recent and popular training tools for knowledge management is a corporate university â€" educational organizations established and run by companies to provide total education to their workforce. It was found that approximately 40 percent of Fortune companies have implemented such programs Sunoo, Since then, there have been more corporate universities being established all over the globe to support organizational learning efforts. Thus, timely and appropriate employee training is one of the key success factors for knowledge management implementation. As a result, it is posited that Proposition 1 â€" Employee training is critical to successful knowledge management implementation Employee involvement in making organizational decisions is a well-researched area. Corporate leaders are realizing that employee knowledge is a critical resource for competitive advantage, so they are encouraging employees to share this knowledge Choi, According to Lawler , creating a high involvement organization involves making choice about organizational design that creates a world in which individuals know more, do more and contribute more. Employee involvement is an array of techniques aimed at sharing information, knowledge, rewards and authority Steinecke, It is thus the right way to gather knowledge from various levels of management and essential for an organisation to survive. According to Hall , knowledge creates knowledge when it is shared. Problems faced by organizations can be resolved through knowledge management where employee involvement and commitment is emphasized. According to Binney , the focus of business and knowledge management application is on providing an environment in which knowledge workers of various disciplines can come together and create new knowledge. By agreeing on common presumptions and analytical frameworks, employee can co-ordinate diverse sets of activities and solve organizational-wide complex problems Bhatt, Employee involvement has been a focal point of other management fields as well. It has been viewed as one of the most effective problem-solving and process improvement principles of total quality management Silos, Employee involvement is important in successful knowledge management implementation because since employees must share the nature of knowledge creation and sharing, many knowledge management activities are unthinkable without employee involvement Choi, Companies around the globe are discovering that teams potentially make more creative and informed decisions and coordinate work without the need for close supervision. As such, teams are replacing individuals as the basic building blocks of organizations Choi, Many researchers have recognized teamwork as one of the critical factors for successful knowledge management implementation Choi, ; Civi, ; Geraint, ; Greengard, ; Haas, ; Mohrman et al. According to Demarest , effective dialogue within a knowledge management team is essential if knowledge is to be embodied and disseminated. Teams are the units that actually carry out the work in many knowledge-intensive organizations Mohrman et al. They are the ones that must access and apply distributed knowledge effectively Haas, Teamwork is an essential source of the knowledge generation process Choi, A well-staffed team is crucial for successful implementation of knowledge management Civi, By creating teams, it allows organizations to apply diverse skills and experiences towards its processes and problem-solving Choi, After all, the focus of business and knowledge management application is on providing an environment in which knowledge workers of various disciplines can come together and create new knowledge Binney, Phillips believes this can be developed by creating trusting and meaningful relationships within the team. This is because organizations with team oriented employees who trust one another are more successful at sharing knowledge than those who are merely technologically superior Geraint, Thus, fostering a spirit of teamwork based on trust is an essential factor for the successful implementation of knowledge management in organisations. It is hereby anticipated that Proposition 3 â€" Open and trustworthy spirit of teamwork is critical to successful knowledge management implementation Empowerment refers to a feeling of control and self-efficacy that emerges when people are given power in a previously powerless

situation. Empowered employees are given autonomy â€" the freedom, independence and discretion â€" over their work activities. They are assigned work that has high levels of task significance â€" important to themselves and others. Empowered employees also have control over performance feedback that guides their work and also a feeling of self-efficacy; that is, they believe that they are capable of successfully completing the task. Verespej claims that the real advantages of knowledge management implementation could not be realized without truly empowering the employees. Without the appropriate knowledge and skills, it is almost impossible for employees to perform their jobs effectively Lawler,

Chapter 4 : A Review of Models of the Teaching/Learning Process

information that is formed around intangible factors resulting from an individual's experience, and is personal and content-specific. Knowledge Management The process of identifying, capturing, organizing, and using knowledge assets to create and sustain competitive advantage.

Definition of Case Management There is no one standardized or nationally recognized and widely accepted definition of case management. An Internet search for the definition of the term case management will result in thousands of references. Such results are confusing for case managers and others who are interested in case management. You may be unable to discern which definition is most credible or relevant. Despite the large search outcome, experts would agree that there are no more than twenty or so definitions of case management considered appropriate. These definitions are available in peer-reviewed professional case management literature or on Web sites of case management or case management-related organizations, societies, and agencies. It is characterized by advocacy, communication, and resource management and promotes quality and cost-effective interventions and outcomes. Case management is not a profession unto itself. Rather, it is a cross-disciplinary and interdependent specialty practice. Case management is guided by the principles of autonomy, beneficence, nonmaleficence, and justice. Case managers understand the importance of achieving quality outcomes for their clients and commit to the appropriate use of resources and empowerment of clients in a manner that is supportive and objective. Case managers approach the provision of case-managed health and human services in a collaborative manner. Professionals from within or across healthcare organizations e. The healthcare organizations for which case managers work may also benefit from case management services. They may realize lowered health claim costs if payor-based , shorter lengths of stay if acute care-based , or early return to work and reduced absenteeism if employer-based. All stakeholders benefit when clients reach their optimum level of wellness, self-care management, and functional capability. These stakeholders include the clients themselves, their support systems, the healthcare delivery systems including the providers of care, the employers, and the various payor sources. Case management helps clients achieve wellness and autonomy through advocacy, assessment, planning, communication, education, resource management, service facilitation, and use of evidence-based guidelines or standards. They do so while ensuring that the care provided is safe, effective, client-centered, timely, efficient, and equitable. This approach achieves optimum value and desirable outcomes for all stakeholders. You might also not interpret the terms in the way the knowledge developers â€" who are case management experts â€" thought of them. To get the most out of the knowledge these experts have shared in the CMBOK, take the time to review the following terms. Caregiver The person responsible for caring for a client in the home setting and can be a family member, friend, volunteer, or an assigned healthcare professional. Case Management Program Also referred to as case management department. An organized approach to the provision of case management services to clients and their support systems. The program is usually described in terms of: Case Management Plan of Care A comprehensive plan of care for an individual client that describes: Payor The person, agency, or organization that assumes responsibility for funding the health and human services and resources consumed by a client. The organization or agency at which case managers are employed and execute their roles and responsibilities. The practice of case management extends across all settings of the health and human services continuum. Also refers to the professional background â€" such as nursing, medicine, social work, or rehabilitation â€" that case managers bring with them into the practice of case management. Knowledge Domain A collection of information topics associated with health and human services and related subjects. Examples of case management knowledge domains are Principles of Practice and Healthcare Reimbursement. It refers to the presence or absence of illness, disability, injury, or limitation that requires special management and resolution, including the use of health and human services-type intervention or resource. Health and Human Services Continuum The range of care that matches the ongoing needs of clients as they are served over time by the

Case Management Process and case managers. It includes the appropriate levels and types of care â€" health, medical, financial, legal, psychosocial, and behavioral â€" across one or more care settings. The levels of care vary in complexity and intensity of healthcare services and resources, including individual providers, organizations, and agencies. Level of care may vary from least to most complex, least to most intense, or prevention and wellness to acute care and services. Community Services and Resources Healthcare programs that offer specific services and resources in a community-based environment as opposed to an institutional setting i. These programs either are publicly or privately funded or are charitable in nature. Benefit Programs The sum of services offered by a health insurance plan, government agency, or employer to individuals based on some sort of an agreement between the parties e. Benefits The type of health and human services covered by a health insurance plan sometimes referred to as health insurance benefits, health benefits, or benefits plan and as agreed upon between an insurance company and an individual enrollee or participant. The Case Management Process The Case Management Process consists of nine phases through which case managers provide care to their clients: The overall process is iterative and cyclical, its phases being revisited as necessary until the desired outcome is achieved. Client Source Before looking more closely at the phases of the Case Management Process, first consider what triggers the process. It begins with the identification of a client. Without a client found to be in need of case management services, there is no need to launch the Case Management Process. An acute care setting-based case manager may implement the process for a client after referral from any of the healthcare team members, including the physician, primary nurse, social worker, consultant, specialist, therapist, dietitian, or manager.

Chapter 5 : Knowledge representation and reasoning - Wikipedia

IntroductionAnthropomorphism and truthThe realistic character of knowledgeCertain non-logical factors in the process of knowledgeThe nature of memory-knowledgeThe function of emotion in the consciousness of the realThe significance of philosophical scepticismThe place of.

Since the organizational factors are one of the most important determinants of successful projects, by understanding their impact and identifying them it can help planning a systematic IT implementation. In this cross-sectional descriptive study middle managers were chosen from teaching hospitals. Structured questionnaire was used for the data collection. There was a significant relationship between organization resource, organizational knowledge, process, management structure and values and goals with implementation of information technology. Findings showed that organizational factors had a considerable impact on implementation of information technology. Top managers must consider the important aspects of effective organizational factors. Organizational factors, Information technology, Managers, Implementation 1. With such aggressive perspective, organizations should be adaptable in order to maintain the competitive market conditions, increase productivity and re-configure due to changing workforce, the global business environment and e-commerce development. Studies indicate that one of the most important reasons that differentiated organizations from each other is the degree of information technology application in their organizational activities 1. Accordingly, the organizations that use widespread and optimized information technology have sustainable competitive advantages, and in the view of stakeholders are more distinguished than the other organizations. Based on a research conducted between companies between and the average cost to implement the changes has been estimated to be a million dollars 2. It is believed that IT can increase the capabilities of organizations 4. Furthermore, Health system is not excluded from these changes, and many countries utilize Information Technology in order to enhance the health level and to improve the outcomes. Research shows that application of information technology in different countries brings various benefits to the health systems such as improving service delivery, reduction of medical errors, it supports the healthcare personnel in inpatient and outpatient units, enhances the effectiveness of healthcare by reduction of waiting times for the patients and improving patient care 5 - 6. Successful implementation and use of IT in health care systems and any other system is influenced by various factors like economic, political, social, cultural, etc. Identifying the factors resulting in increased use of information technology leads to enhanced accuracy and it accelerates the application of this technology 7. Attention to organizational factors is one factor in the application of information technology that plays an important role in health systems. Nowadays organizations live in an active and dynamic environment which is influenced by internal and external factors of the organization. Some external factors affecting the performance of organizations include economic, political, social, cultural, etc 8. Mostly 3 , failure to utilize and incompatibility with the needs of IT users were the reasons that IT projects failed The present study sought to examine the organizational factors affecting the application of information technology in hospitals. The study population included middle managers of the teaching hospitals of Tehran University of Medical Sciences hospital administrator, nursing services director, staffing and recruiting office, finance, medical records, laboratory and pathology, radiology and pharmacy. Total statistical population was middle managers that 89 people answered to the questionnaire. The questionnaire included an introduction at the beginning in order to show the goals of the research. The first section of the questionnaire was about demographic information of the population like age, sex, name of hospital, length of occupation, educational degree and organizational position. The second part consists of nine questions related to computer use. In the third part there are questions related to organizational factors and is composed of 5 parts: The second section is regarding the organizational knowledge. The third section is about organizational processes. The fourth one is about managerial structure and the last section is about values and goal of the organization. Overall, the degree of importance for each item was made and calculated. Also the data were analyzed using

SPSS 16 software. At the beginning of the research the ethical consideration authorization was obtained from the Deputy office of research in the university. Afterwards, the goal of the research was explained and people were assured that their information stays confidential and it is only for the sake of doing the research. Table 1 Open in a separate window In table 2 the results of Pearson correlation test is provided about the relationship of resources of the organizations, organizational knowledge, processes, managerial structure, values and goals with use of computer. It can be seen that between each of these variables and use of computer there is a meaningful relationship: Table 2 Open in a separate window In table 3 Linear Regression was used for mass observation of the organizational factors about Information technology application. Table 3 Open in a separate window 4. Identifying these factors will result in faster implementation of the technology since they play a significant role in information technology application in health systems. Some factors to name are economic, social and cultural factors. Our goal in this study is to find and review the organizational factors affecting the information technology implementation in the teaching hospitals of Tehran University of Medical Sciences. This research shows that there is a significant and meaningful relationship between the sexes of users and using computer systems; thus, female middle manager show more utilization of the computer systems than male managers and this finding is consistent with the finding of Al-Gahtani, and Meade, et al. In this research between the age and the education level of the participants with computer usage system did not show any meaningful relationship 13 - 14 , while in the studies of Marchewka and Al-Gahtani it showed a significant relationship 11 , Therefore, it can be inferred however the organizational knowledge is not in a technology oriented category, information technology application is a necessity for knowledge management projects to succeed. Hence some organizations seek knowledge management systems for executing their organizational knowledge management projects. In this way they might become confused because of lack of deep and correct understanding of capabilities and abilities of the organizations and susceptible areas for knowledge technology products. Considering the main three factors of knowledge management individuals, contents, processes an organization should identify the proper technology for itself. Accordingly, the tools for knowledge management should be determined based on the needs of the organization. Thus, it can be generally stated that when organizational knowledge in an organizations is used properly, people tend to use more of information technology because it facilitates the access and management of this knowledge. Therefore, it can be concluded that in organizations in which processes are shorter and easier beside shorter organizational communication and fewer organizational levels, they show more flexibility in case of facing with environmental and technological changes. In other words, staff in organizations with horizontal structure can communicate with managers easier and they participate in decision makings more effectively. So, organizations with the least division of responsibilities and informal processes have an organic structure in which people tend to use information technology more 2. However management is similar to leadership, on the whole in any organization they have similar strategies and they can be different in some specifications. It is clear that although all managers cope with leading a small or large group for reaching determined goals, this trend can be performed through various methods which each of them counts as a specific kind of management style Results indicate that the managerial structure and leadership method that top managers practice can greatly effective in the level of using IT as one of high technologies of nowadays In turn, the results of this study is compatible with the previous studies of MarchewkaLiu and Jimmieson 15 , Any plan requires a goal which explains the philosophy of existence and it also elaborates the needs, the objectives and the final results in order to support the subordinate goals of the organization In fact, the goals create a kind of network or a hierarchy system. Values have great influence on career decision makings, directions, behaviors, relationships and the attitudes of the staffs CONCLUSION In order to improve the measures to successful implementation of information technology in health systems, identification of effective and various factors such as social factors, humanitarian factors, organizational culture, simplification of occupational relationships, enhancing the communication and reduction of bureaucracy, designing a strategic plan for implementation of information technology in the organization for its correct application is of a great importance. Bouwman H, van de

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Chapter 6 : Journal of Knowledge Management Practice,

Non-logical action is action guided by sentiments and other non- logical factors. In other words, in the category of non-logical actions fall all those which do not present the double characteristics of logical connection.

Form is the way in which the phenomenon presents itself to the human mind. It is something subjective. Reality involves the actual existence of the things. It is something objective. Likewise all the actions of individual whether it is personal or social, it has two parts. So every action is based on either logical action or non-logical action. If the actions are based on logic and experiment and if the means and ends are connected with each other, those actions are known as logical action. Behaviour, Pareto believed is logical both subjectively and objectively. Pareto defines logical actions are those if the end is objectively attainable and if the means employed are objectively united with the end within the framework of best knowledge available. For an action to be logical, the logical connection between the means and ends must exist both in the mind of the actor who performs the act and in objective reality. Logical action is the pure rational action as Weber calls it. In the calculation of means- end relationship; with the addition of the fact that it rested upon knowledge which was objectively true. Logical behaviour, wrote Pareto, consists of: This logical connection of means with ends must hold not only the subject performing them but also from the stand point of other persons who have a more extensive knowledge. So logical actions are those actions that are both subjectively and objectively logical. While, discussing subjective and objective end Pareto says that subjective ends are those which are liked by certain persons on account of their personal reasons. He adopts certain line of action which would ultimately lead to goals which serve his personal ends. On the other hand, an objective end is always arrived at by a process of empirically valid predictions and must be within the domain of observation. For an action to be logical, the means-end relation in objective reality must correspond to the means-end relation in the mind of the actor. Characteristics of Logical Action: All the actions personal or social that have a proper adjustment between means and the ends. The actions which are based on experiment and logic. Actions must be objective. Actions must be real. Actions must be accepted by the actor and must be defined objectively. These actions have no place in imagination or prejudices. Both the ends and the means must be scientific and justified. Social sanctions must be there behind such justification. There must be logical connection between means employed and ends attained. Logical actions must be rational in nature. Logical actions are motivated by reasoning. Non-Logical actions mean simply all human actions not falling within the scope of the logical actions. These are not logical-which does not mean that they are illogical. Non-logical action is action guided by sentiments and other non- logical factors. In other words, in the category of non-logical actions fall all those which do not present the double characteristics of logical connection. Subjectively and Of Correspondence between these two connections: According to Raymond Aron: Thus we can immediately draw up a table of non-logical actions which we shall call the second class of human actions.

Knowledge of the nature of the pupil's intellect is of considerable value in the guidance and the diagnosis of disability. The native capacity of the individual is of prime importance in determining the effectiveness of the, learning process.

Personal Success moving forward , success factors There are nine success factors that you must know in order to start moving forward in life. Each one of these success factors has been proven to be critical to the achievement of the best life possible for any given person. By systematically implementing one or more of these success factors into your life, you can put your foot on the accelerator of your own career and achieve the best life for yourself. Education The first of the nine success factors is education. In our society, the highest paid people are those who know more than the average. They know more of the critical facts, ideas and information than the average person in their field. As a result, they can make a more valuable contribution to a knowledge-based society and live the best life possible. They are valued more, respected more and ultimately paid more money and promoted more often. Skill The second of the nine success factors that you can use to achieve the best life possible is simply skill. Your level of ability in your field will determine the quality and quantity of your results. The better you get at what you do, the easier it is for you to start moving forward to get a particular level of results. As you increase your skill, through study and experience, you get better and better at doing the small things that increase the speed and predictability of your results. Find the central core to your existence so you can begin to live by your own personal code. Contacts The third success factor for moving forward and achieving the best life is by developing an ever-widening circle of contacts. You will find that every major change in your life is accompanied by a person or persons who either opens or closes doors for you. The possibility of the best life for you will be determined by the number of people who know you and like you and who are willing to help you. In order to broaden your network of contacts, you must network continually, at every opportunity. There seems to be a direct relationship between the number of people you know and how successful you are. Money Having money in the bank gives you greater freedom and the ability to take advantage of opportunities when they come along. If you are broke, or in debt, you have very few options open to you. One of the most important things I ever learned in life is that you are only as free as your options. If you have no options, you have no freedom. If you are stuck in a dead-end job that you cannot leave because you have no money set aside, you have put a brake on your potential. You are locked in place and have no option for moving forward. You can end up spinning your wheels and losing months and years of your time by the very fact that you have no choice but to accept whatever is being handed to you. Good Work Habits The fifth of the success factors that enables you to get far more done in a shorter period of time is simply good work habits. Developing good work habits requires that you think before acting. You make a list and set priorities on the list before you begin. Good work habits require that you consider the likely consequences, positive or negative of what you are doing. Positive Mental Attitude The sixth success factor for your career and life is to reduce the amount of time that it takes you to achieve your goals is by developing a positive mental attitude. A positive mental attitude is very much a decision that you make. Remember, you become what you do. If you engage in the same activities that positive, confident, optimistic people engage in, you will eventually become one of them and live your best life possible. Anyone can remain positive when things are going well. It is your ability to look for the good in every situation that you see positive and start moving forward in life. Positive Image The seventh of the success factors you can incorporate into your lifestyle, and one that can help you achieve the best life for yourself, is the development of a positive image. People judge you by the way you look on the outside, by the way you appear. The fact is that you judge everyone else by the way they look on the outside, as well. Taking time to present an attractive image in your person, your clothing, your grooming and your accessories can have an inordinate impact on the doors that open for you and the people who are willing to help you start moving forward in your life. Creativity Creativity is another wonderful way to start moving forward in life and to increase the speed at which you

achieve your goals. Creativity is something that requires that you continually look for better, faster, easier, cheaper ways to get the job done. Remember, one good idea is all you need to start a fortune. Character Perhaps the most important of the success factors to accelerating your life is your character. Self-discipline combined with honesty will open countless doors for you. Trust is the foundation of all relationships. When people know you and believe in you and are convinced that they can trust you to keep your word and do what you say you will do, they will feel that they are far more likely to get the things they want through you, to get the things they want, faster, sooner, easier and with greater certainty. Thank you for reading this article on moving forward and living the best life possible. Do you know of any other factors that can help you become successful and accelerate your career? Please share your thoughts and comment below! To learn how to form great habits that will lead you to success, check out my recent post 7 Goal Oriented Habits Of Successful People.

Chapter 8 : 7 Important Factors that May Affect the Learning Process

technologyâ€"the knowledge management systemâ€"that ultimately enables the organization's knowledge management practices. At the outset, the challenges of knowledge management may sound daunting and perhaps esoteric.

Some of the important factors which may affect the learning process are as follows: The term refers to the individual mental level. Success in school is generally closely related to level of the intellect. Pupils with low intelligence often encounter serious difficulty in mastering schoolwork. Sometimes pupils do not learn because of special intellectual disabilities. Psychology reveals to use that an individual possess different kinds to intelligence. The native capacity of the individual is of prime importance in determining the effectiveness of the, learning process. Factors owing to lack of mastery of what has been taught, faulty methods of work or study, and narrowness of experimental background may affect the learning process of any pupil. If the school proceeds too rapidly and does not constantly check up on the extent to which the pupil is mastering what is being taught, the pupil accumulates a number of deficiencies that interfere with successful progress. Likewise, failure in history may be due to low reading ability or weakness in English. Similarly, because of faulty instruction, the pupil may have learned inefficient methods of study. Many other kinds of difficulty which are directly related to learning factors may interfere with progress. Under this group are included such factors as health, physical development, nutrition, visual and physical defects, and glandular abnormality. It has been demonstrated that various glands of internal secretion, such as the thyroid and pituitary glands, affect behavior. The health of the learner will likely affect his ability to learn and his power to concentrate. Attitude falls under mental factors attitudes are made up of organic and kinesthetic elements. Attitudes are more or less of definite sort. They play a large part in the mental organization and general behavior of the individual. Among these attitudes aw interest, cheerfulness, affection, prejudice, -open mindedness, and loyalty. Attitudes exercise a stimulating effect upon the rate of learning and teaching and upon the progress in school. The efficiency of the work from day to day and the rapidity with which it is achieved are influenced by the attitude of the learner. A favorable mental attitude facilitates learning. The factor of interest is very closely related in nature to that of symbolic drive and reward. Emotional and social factors: Personal factors, such as instincts and emotions, and social factors, such as cooperation and rivalry, are directly related to a complex psychology of motivation. It is a recognized fact that the various responses of the individual to various kinds of stimuli are determined by a wide variety of tendencies. For some reason a pupil may have developed a dislike for some subject because he may fail to see its value, or may lack foundation. This dislike results in a bad emotional state. Some pupils are in a continuing state of unhappiness because of their fear of being victims of the disapproval of their teachers and classmates. This is an unwholesome attitude and affects the learning process to a considerable degree. Social discontent springs from the knowledge or delusion that one is below others in welfare. The way in which his personality interacts with the personalities of the pupils being taught helps to determine the kind of behavior which emerges from the learning situation. Strictly speaking, personality is made up of all the factors that make the individual what he is, the complex pattern of characteristics that distinguishes him from the others of his kind. Personality is the product of many integrating forces. Generally speaking, pupils do- not like a grouchy teacher who cannot control his temper before the class. It is impossible for a teacher with a temper to create enthusiasm and to radiate light and sunshine to those about him. Pupils love a happy, sympathetic, enthusiastic, and cheerful teacher. Effective teaching and learning are the results of love for the pupils, sympathy for their interests, tolerance, and a definite capacity for understanding. The teacher must therefore recognize that in all his activities in the classroom he is directly affecting the behavior of the growing and learning organism. Physical conditions needed for learning is under environmental factor. It cannot be denied that the type and quality of instructional materials and equipment play an important part in the instructional efficiency of the school. It is difficult to do a good job of teaching in a poor type of building and without adequate equipment and instructional materials. A school building or a classroom has no merit

when built without due regard to its educational objectives and functions.

Chapter 9 : Knowledge Management Best Practices

We use the term knowledge dialogues for the first type of (synchronous) knowledge communication, stressing the interactive and collaborative style of knowledge exchange in this communication mode (see Isaacs, , Nonaka et al.,).

The resources input used to produce final products output are termed as factors of production. In economic terms factors of production can be defined as inputs that are used for the production of goods or services with the aim to make economic profit. The factors, of production are the resources that include land, labor, capital, and enterprise. Land involves natural resources labor is associated with human resources, capital includes manmade resources, and enterprise combines all the three factor, to carry out the production process. Therefore, all the four factors of production are equally important for the production activity of an organization. This implies that the factors of production should be used in combination, so that the production target can be achieved. The factors of production can be used as complementary as well as substitute of each other. For example, if an organization has adequate capital only then it would hire labor for producing goods and services. Similarly, when skilled labor is available to produce goods and services, then only the organization would invest capital for production purpose. In such a case, land and capital are complementary to each other. On the other hand, if an organization has enough capital to purchase advance technology, then it would prefer to reduce the number of labor. However, if the organization has shortage of capital, then it would use more labor instead of investing on advance technology and machines. In such a case, capital and labor act as substitute of each other. In literary sense, land is regarded as soil. However, in economics, land, a factor of production, has a much wider scope. It is a useful factor of production, but is available in limited quantity. Certain facts about land are as follows: Perceived as a gift of nature to man. Considered to be available in fixed quantity; therefore, does not have a supply price. This implies that the change in price of land does not affect its supply. Regarded as a permanent input having certain inherent properties, which are original and indestructible. Considered as an immobile factor of production. Considered to have infinite variation in terms of fertility. This leads to variation in the prices of land. Labor constitutes one of the important factors of production. This factor involves human services and efforts for the production of goods or services. Labor is commonly thought of a group of unskilled labor working in factories. However, in economic terms, a work, physical or mental, carried out for monetary purpose is called labor. A work that is undertaken by an individual for the sake of interest and pleasure, then the individual would not be regarded as labor in economics. This peculiarity of labor differentiates it from rest of the factors of production. Some of the peculiarities of labor are as follows: Labor cannot be separated from laborer. Labor is defined as the perishable factor of production that has no reserve price. Labor is considered as the weakest commodity in terms of bargaining power. Change in the price of labor would affect the supply of labor. In case of other commodities, supply rises with the rise in prices. In case of labor, supply of labor decreases with an increase in prices wages and vice versa. For example, if the wage of a worker reduces, then other family members of worker start working to meet up the requirements of their family. Adjustments in supply and demand of labor is difficult because it is difficult to increase or decrease labor instantly. Production is organized on the basis of division of labor. Let us discuss about division of labor in detail. He stated that division of labor plays a vital role in increasing the productivity of labor. According to him, division of labor is the dynamic instrument for economic growth and development. For explaining the importance of division of labor, he cited an example of pin making in an organization. The pin making function of an organization involves 18 processes. If these 18 processes are performed by a single worker, it would not be possible to complete the whole function or it may take much time to produce a single pin. Therefore, if these tasks are divided among a number of workers, then it would be easier to produce large number of pins in a day. There are different types of division of labor, which are explained as follows: Simple Division of Labor: Refers to the division of labor on the basis of their skills and occupations, such as carpenters and blacksmith. It is also referred as functional division of labor.

Complex Division of Labor: Refers to the division of labor on the basis of business processes and sub-processes. For example, most of the organizations have different names for their processes, such as marketing process, manufacturing process, and distribution process. These processes are delegated to different groups of labor depending on their skills and abilities. Territorial Division of Labor: Refers to the division of labor on the basis of geographical locations. In this type of division of labor, the processes are performed by specific cities or towns that are specialized in it. For example, in India, Kashmir is famous for its carpets and shawls, whereas Punjab is popular for agriculture. Advantages and Disadvantages of Division of Labor: Division of labor is useful for an organization in many ways. Some of the advantages of division of labor are as follows: Refers to one of the main advantage of division of labor. Consequently, the productivity of the organization would be affected. If the process is divided among a number of workers, they would be able to perform it efficiency and in less duration of time. While explaining the importance of division of labor with respect to productivity, Adam Smith has used an example of manufacturing of a pin. There are 18 processes require to manufacture a single pin. In a day, ten workers can make 48, pins. This is possible if those 18 processes delegated among a number of workers. Otherwise, it is hard to make a single pin by one worker performing all the 18 processes. Increasing Dexterity and Skills: Implies that repetitive working on the same process makes workers expert of that process, which leads to reduction in errors. Implies that division of labor leads to innovation of new ideas because the work becomes mechanical rather than mental. Therefore, workers can freely think and generate innovative ideas. Brings positive impact on the functioning of an organization. If tasks are specified, workers need to perform the same task again and again, which make them efficient in that particular task. This ultimately results in reducing time. Implies that if workers are divided as per their skills and efficiency to perform different tasks, this would lead to an increase in the number of jobs. Implies that division of labor helps in increasing the quality and quantity of product. This motivates producers to increase the level of production. However, division of labor is not free from disadvantages. Some of its disadvantages are as follows: Implies that performing the same task again and again makes the work less interesting, which results in decrease in the motivation level of workers. This further affects the productivity of labor. Refers to the fact that job affects the mental and physical growth of an individual. A monotonous work makes the individual think in the same direction. This may discourage individuals to think freely and generate ideas. Refers to one of the major adverse effects of division of labor. By division, labor gets specialized in making only a part of the process and not the whole process; therefore, loses the skill to make the whole product. Implies that increase in number of employment opportunities through division of labor also involve the employment of women and children. Involvement of women affects their personal lives and employment of children causes deterioration of their future. Refers to the fact that division of labor leads to establishment of more and more industries. This may result in imbalance of environment and create a number of problems, such as air pollution, water pollution, and global warming. Capital is not considered as original factor of production. In economics, the term capital is associated with capital goods, such as plant, raw materials, fuel, and machinery. Among capital goods, raw material and goods under process are temporary because these goods are repurchased after a period of time. However, plant and machinery are goods that are permanent and are purchased only once. Apart from this, land cannot be regarded as capital because of the dissimilarities between the characteristics of land and capital. For example, land is natural, permanent, immobile, and fixed.