



THE HONG KONG  
POLYTECHNIC UNIVERSITY

香港理工大學

Department of Industrial  
& Systems Engineering



# Master of Science in Knowledge Management Online Information Session

***Professor Eric Tsui***



## Foresight



Economic, industry and corporate trends

A report from the Economist Intelligence Unit sponsored by Cisco Systems

Which of the following areas of activity offer the greatest potential for productivity gains over the next 15 years? Select up to three activities. (% respondents)



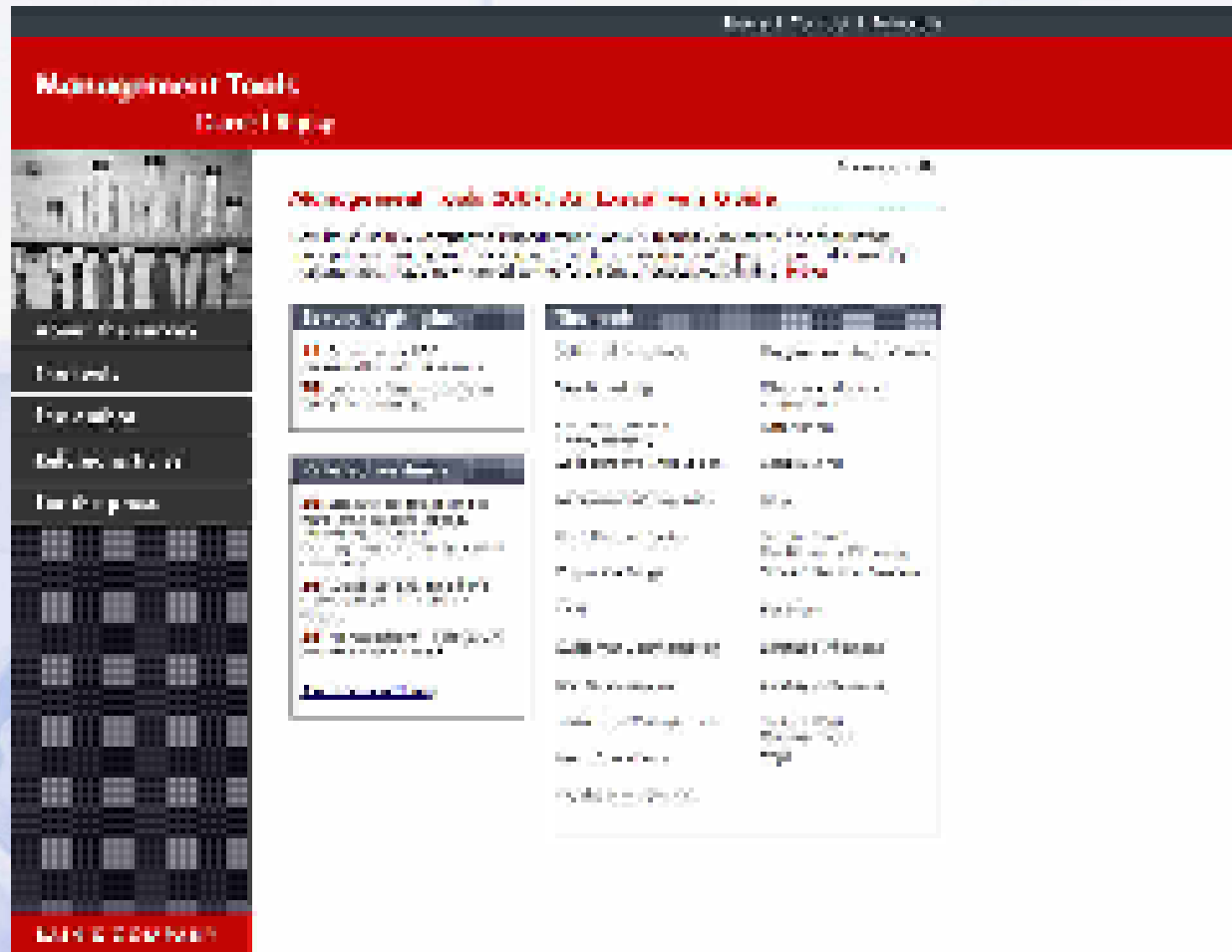
Source: Economist Intelligence Unit survey, 2005.

**The human touch will become more central to competitive advantage.** A large majority of executives expect simpler tasks, such as airline check-in procedures or processing expense claims, increasingly to be handled by machines. As production processes and these routine transactions become ever more commoditised and automated, value will lie in hard-to-replicate personal relationships between employees, customers and suppliers. The vast majority of executives think that knowledge workers will be their most valuable source of competitive advantage (compared with other roles) in 2020, whether in outward-facing functions such as sales or inward-facing ones such as knowledge management.

**5 Knowledge management.** Running an efficient organisation is no easy task but it is unlikely on its own to offer lasting competitive advantage. Products are too easily commoditised; automation of simple processes is increasingly widespread. Instead, the focus of management attention will be on the areas of the business, from innovation to customer service, where personal chemistry or creative insight matter more than rules and processes. Improving the productivity of knowledge workers through technology, training and organisational change will be the major boardroom challenge of the next 15 years.

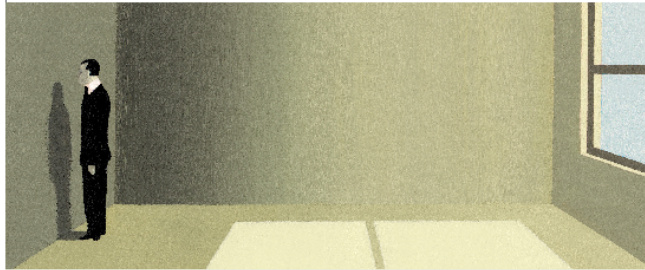


# Management Tools Survey 2007 (Source: Bain & Company)



# McKinsey Survey on Global Trends 2007 (Source: McKinsey & Company)

## Acting on global trends: **A McKinsey Global Survey**



Business executives around the world agree that knowledge and technology trends, as well as those linked to economic growth in emerging markets, will have a positive impact on the profitability of their companies, the latest *McKinsey Quarterly* survey shows.

But there is a gap between the impact that executives assign to these trends and the extent to which they have taken active steps to seize the opportunities.

Their responses to questions about 14 macroeconomic, political, social, environmental, and business trends also reveal that executives view some—including geopolitical instability and a social backlash against corporate activity—more as risks than as opportunities.

*The McKinsey Quarterly*



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*Department of Industrial & Systems Engineering*





# *One definition of KM*

## **Knowledge Management (KM)**

*is a cross disciplinary practice that enables organizations to improve ways to create, adopt, validate, diffuse, store and use knowledge in order to attain goals faster and more effectively.*



# ***KM is appealing to organizations that***

- engage in knowledge-intensive tasks (all industries)
- have a geographically dispersed or mobile workforce that needs to engage in collaborative work
- require collaborations across organizational boundaries
- require a high concentration of customer knowledge
- have grown or contracted significantly in a short period
- derive a lot of core knowledge from project-based work
- learning is a key business driver for maintaining competitiveness
- are about to conduct, conducting or recently completed a BPR
- that are involved in a Merger, Acquisition or Divestment
- are public-listed companies with an emphasis on shareholder value

# Examples of Knowledge-based Industries

- Engineering
- Research & Development
- Financial Services
- Marketing
- Public Relations, Media
- Education
- Healthcare
- Recruiters (Personnel agencies)





理大籌辦知識管理碩士



香港理工大學知識管理碩士課程總監

「知識管理」是21世紀的「核心技術」。香港理工大學知識管理碩士課程總監... 課程內容包括知識管理策略、知識管理工具、知識管理文化...

B7 管理智庫



知識管理與傳統的電腦技術、電子化企業管理... 知識管理(Knowledge Management, KM)是為提高組織效能...

貿易商管理

軟件由理大開發

香港理工大學研發中心最近推出「理大知識管理系統」... 該系統由理大的知識管理專家與本地軟件公司合作開發...



企業戰略

知識管理 增強企業競爭力 Enhancing Enterprise Competitiveness with Knowledge Management... 知識管理已成為企業競爭力的重要組成部分...

SINGTAO 星島特刊 SUPPLEMENT 高等學府深造課程特刊 市場渴求專業管理人才 針對需要開辦嶄新碩士課程

香港經濟面對大轉變、亞洲經濟、工業經濟、服務經濟... 企業對知識管理的需求日益增加，市場渴求專業管理人才...

知識管理在企業中應如何實施... 知識管理不是一項單純的技術工作，而是一項系統性的管理工程...

亞太區首個 網上知識管理碩士課程... 課程內容包括知識管理策略、知識管理工具、知識管理文化...

有效管理三步驟... 1. 明確目標 2. 建立團隊 3. 有效溝通

SINGTAO 進修升學 STUDY 知識管理強化公司戰鬥力... 大家可能透過這種情況：其中一個同事或下屬離職，公司有份工作便無法處理...

知識管理強化公司戰鬥力 (續)... 第一是制定明確的工作目標與進行知識管理；第二是建立知識管理文化...







# Knowledge Management Research Centre (KMRC)



# Core activities of the KMRC

- Teaching
  - Certified Knowledge Professional (CKP), Custom design in-house training
  - Undergraduate Final Year Projects (FYPs)
  - Postgraduate Diploma in KM, M.Sc. in KM
- Research
  - MPhil
  - PhD
  - Doctor of Engineering
- Consultancy
  - Project-based, Strategic Planning, Assessments, Advisory, Contract Research
- Events
  - Seminars, Workshops, Conferences, HK MAKE etc.









# PolyU introduces Global MAKE Award to HK

Dr. Lui Sun Wing, Vice President of The Hong Kong Polytechnic University (PolyU) said in his welcoming speech at MAKE Award Presentation Ceremony on October 28 that in Hong Kong, as a knowledge-based economy, knowledge is the key factor to organizational productivity, competitiveness and sustainability. Only those organizations that can fully utilize the knowledge of their staff and stakeholders are able to turn knowledge into important assets of the company and be able to prosper and grow in the market age.



Dr. Lui Sun Wing, Vice President of PolyU said only organizations that fully utilize the knowledge of their staff and stakeholders can prosper and grow in the market age.

PolyU has paved the way for local enterprises to be listed among the world's most successful organizations in Knowledge Management through organizing the Hong Kong award of the Global MAKE (Most Admired Knowledge Enterprise) Award, which is organized for the first time by the University's Knowledge Management Research Centre (KMRC).

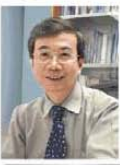
An award presentation ceremony was organized yesterday with Ir Dr Don Sze-man Tam, Wu Ho, 18 member of the Legislative Council, Mr Stanley Ho, Deputy Government Chief Information Officer of HKSAR Government, Mr Stephen Kelly, Director of Intellectual Property Department of HKSAR Government and Mr Charles Wong, Director of Construction Industry Council as the officiating guests.

The Global MAKE award was launched in 1998 by KNOW Network, an international web-based professional knowledge sharing network and Talent, a research firm specializing in knowledge management (KM). It aimed to recognize the organizations which effectively transform enterprise knowledge and intellectual capital into superior products or services, which has become an international benchmark of best practice knowledge management.

The awards have been categorized into global, regional and national levels. The winners

are all through the portal of the award website. Knowledge has been Hong Kong's most important competitive edge. PolyU KMRC is a leading research center.

## Knowledge as a powerful competitive edge in info



W. B. Lee, Chair Professor and Director of Knowledge Management Research Centre of PolyU

The global financial tsunami may be causing a headache to many companies. While some respond by layoffs and cost cuts, others adopt a long term approach by transforming themselves into knowledge enterprises.

Times have changed. "Traditionally, companies compete on physical resources such as cutting down the cost of land, labor and raw materials. But now knowledge has become the most visible and intangible asset," said Prof. W. B. Lee, Chair Professor and Director of Knowledge Management Research Centre of the Department of Industrial and Systems Engineering, PolyU.

In a knowledge enterprise, the most important factor is not the land nor the machinery, but the people. "If the staff walks away, the knowledge is carried away," he explained. "Textbooks used to regard employees as cost, but a compa-

ny's staff is the source of knowledge owned by the staff themselves, not by the company."

Examples are professionals in industries such as accounting, healthcare, creative industry, consultancy, education and IT. Their knowledge, experience and knowhow become their own asset. "A common feature is that they don't have a sense of belonging to the company; they belong to their own profession," he added.

The challenge for knowledge management lies not only on retention of human capital, but also to motivate the staff to share the knowledge that they have (i.e. their personal assets), codify or document that knowledge into manuals or videos to become the company's assets. The company needs to fully utilize that knowledge to maintain its competitiveness.

"The most important thing is to turn the company into a learning organization and build good teamwork," he said. "This is an interdisciplinary and complex area of study which would require understanding of information systems, management science and industrial psychology."

### Expanding the knowledge horizon

Knowledge enterprises are not limited to the service industry. Adding value is a way to boost competitiveness through knowledge. Prof. Lee cites two examples: while a local cafe may earn a profit by selling its coffee above its cost price, Starbucks created an atmosphere called

the "Starbucks experience" that adds enormous value to its coffee.

In the same way, a power utility company isn't just producing and selling electricity also offers total solution in installations as even energy saving applications. "Success companies use their expertise to create customer value. They need to create a basic information and organization structure on which knowledge can be built," commented Prof. Li.

Compared to Europe and the US, Ho Kong is lagging behind in knowledge management, but Hong Kong can still act as an example for mainland Chinese companies. One of that needs improvement is managing knowledge asset.

A relatively new concept to Hong Kong the value of knowledge asset is overlooked by many companies. For instance, intangible knowledge asset is often not shown in the balance sheet of a company. But from the point view of knowledge management, it is an invaluable intellectual capital.

"Knowledge is the key to productivity. Do not forget, knowledge is an inexhaustible resource. Managing knowledge, unlike managing a factory, is dynamic and challenging," stressed Prof. Lee.

### Raising the benchmark in Hong Kong

To raise awareness of knowledge management, the Most Admired Knowledge Enterprise

Tuesday, October 28, 2008



## Hong Kong Most Admired Knowledge Enterprise (MAKE) Award 2008

The Standard

SUPPLEMENT 19

Organizer Knowledge Management Research Centre  
THE HONG KONG POLYTECHNIC UNIVERSITY  
香港理工大学 KMRC 知識管理研究中心

## Winners tell the secrets of success



(From left) Alvin CC Ko, Project Manager, Knowledge Management; Eric Cheung, Head of Customer Services



(From left) Lourdes Kwok, Customer Relations Officer; K.C. Wong, Manager - Asset Management, Power Systems

### CLP Power Hong Kong Limited

#### Marketing and Customer Services Business Group (MACS)

Knowledge management (KM) saved a significant amount for MACS last year. When customers call to ask for on-site meter checking, most cases are found invalid, yet labor cost incurred.

MACS shared the knowledge of instructing clients to identify the real problem, and the total number of field inspections fell by about 5,000. Using more graphics enables the KM portal site more appealing, over 60,000 hits were recorded on average per month and all staff normally begin their work with reading the news in KM portal. Each year, customer service officers have to handle over two million enquiries of all kinds, with a single portal to access the information, the staff now gain confidence to handle their job well.

#### Power Systems Business Group (PSBG)

PSBG has abundant knowledge and experience

in design, construction, operation and maintenance of the electricity transmission and distribution networks.

To strengthen its competitive edge, PSBG developed a KM culture in the organization in order to best utilize its knowledge assets.

PSBG also conducted a knowledge audit to systematically examine and evaluate the health status of organizational knowledge. An in-depth knowledge elicitation process and KM techniques such as After Action Review, Narrative Circles and Community of Practices were used to capture staff experience in important disciplines. PSBG encouraged staff to participate in the annual quality circle convention, thus necessitating an innovative culture within the business group.

A recent KM survey indicated that a collaborative culture has been developed in PSBG, which facilitates the organization to attain better performance and to add value for customers and shareholders.



Geoff Trotter, Partner - Chief Knowledge Officer

### Ernst & Young

Ernst & Young, with 135,000 staff globally, assigns a knowledge leader to work with knowledge management professionals in the Center for Business Knowledge (CBK).

These "Knowledge Managers" identify the content to be captured and implement a process to capture it. Once submitted, an experienced member of the team reviews the content to identify its relevance and stores it in a reusable format. All staff have remote access so that they have access to knowledge anytime, anywhere. A dedicated team of industry analysts in the CBK also creates content to build on the firm's industry-specific knowledge.

By using knowledge resources and technology, EY professionals can take advantage of the insight of their colleagues every day. This allows EY professionals to achieve potential of their own and their clients.



(From left) Stanley To, Chief Executive Officer; WF Yau, Assistant Director

### Integrated Call Centre, Efficiency Unit, HKSAR Government

In the past, many Hong Kong citizens have the experience that they cannot reach the right government department to raise a question or have their opinion heard, being told to try another number.

Since the launch of the integrated government enquiry hotline "Citizen Easy Link" 1823 in 2001, a team of nearly 400 full-time and part-time staff handle queries of all kinds round the clock.

These Mr. and Ms. Know-it-alls might not have driver license but are able to tell you the calculation of the license fee. They know which department will take action for air pollution created by caterers, which department you should call for trees near your home. The computer archive system partners with the medium to serve the general public with accurate and timely information which touches people's lives.

### Orient Overseas Container Line Limited



Miranda Lou, General Manager, Corporate Administration

Customer focus is one of OOCL's core values and core competencies. Through our culture - "People, People, People," we encourage employees to pursue continuous advancement of oneself through learning, which is also part of our Quality Core Value that promotes innovation and continuous improvement.

Our philosophy is that employees are accountable for their development and learning, while the company provides the environment, resources, and support. Management team, including CEO, take the lead to share knowledge through a systematic approach, and recognize efforts of employees and contributors. Also, the company offers different training programs to support employees' continuous learning.

The environment is created through the positioning of Knowledge Management (KM) as part of organizational strategy, therefore, it is not a stand-alone effort or program - it is sustainable since the company launched its global intranet platform to facilitate knowledge sharing 12 years ago.

### Winner list

(listed in alphabetical order)

CLP Power Hong Kong Limited - Marketing & Customer Services Business Group; Power Systems Business Group

ERM - Hong Kong, Limited

Ernst & Young

Integrated Call Centre, Efficiency Unit, HKSAR Government

Langham Place Hotel Hong Kong

Orient Overseas Container Line Limited

### Merit Award

(listed in alphabetical order)

adidas Sourcing Ltd.

Cathay Pacific Airways Ltd.



Dr. Bonnie Cheuk, Global Head of Knowledge & Information

### ERM - Hong Kong, Limited

Environmental Resources Management is a leading environmental consultancy with 3,500 staff in 14 offices in 11 countries.

Over 60% of their clients are Global Fortune 500 companies, and they all expect a consistent and high quality environmental consultancy.

Both the Chairman and CEO, recognizing that knowledge sharing helps support the business growth and can make ERM a great and exciting place to work, are committed to this with the establishment of a dedicated global knowledge sharing team.

ERM uses an intranet with a range of features such as wikis and blogs to support sales team collaboration, to connect technical experts to co-create solutions for clients and to facilitate dialogue between employees and the management.

ERM captures insights from top sales people about client needs and analysis of patterns and trends in order to identify action items for change, and staged a global knowledge sharing award to recognize colleagues who collaborate and share knowledge.

### Langham Place Hotel Hong Kong

Langham Place, Mongkok, Hong Kong is the world's first to reposition HR to an Intellectual Capital and Quality (IC&Q) Department, which unleashes the full potential of stakeholders and business. We encourage colleagues to think broadly and make good decisions as we believe brain development plays a very important role.

The hotel is able to identify knowledge areas which need to be developed. For example, the hotel identified gaps in hotel's standards and procedures (S&P) and sourced new computer software, allowing all colleagues to access all S&P.

To accommodate different learning styles, the hotel applies a variety of training methods in a blended approach, e.g. self-study, games, competitions, etc. The colleagues will share their new learning with their teams to ensure that the learning is applied.

## LANGHAM PLACE MONGKOK, HONG KONG

# THANKS TEAM

Langham Place is proud to be Hong Kong's winner of the Most Admired Knowledge Enterprise (MAKE) Award in 2008. A huge thanks to everyone at Langham Place!

**SHAUN CAMPBELL**  
GENERAL MANAGER

AUCKLAND, BEIJING (2), GUANGZHOU, HONG KONG, KSH LANTA, PHUKET, PUNE



# Career Opportunities



**HONG KONG POLICE FORCE  
(Non-Civil Service Vacancy)**  
Knowledge Management Officer

**HKSAR GOVERNMENT**  
NON-CIVIL SERVICE VACANCY  
CENSUS AND STATISTICS DEPARTMENT  
**KNOWLEDGE MANAGEMENT OFFICER**

Assistant Technical Analyst - Information Management

Knowledge Management Manager



Customer Knowledge and CRM  
Research and Development Officer  
Hang Seng Bank

**I-TECH SOLUTIONS LIMITED**  
Document Management Consultant

**EASTWOOD CONSULTANTS LIMITED**



**Regional Head of Knowledge  
Management, Hong Kong  
(Ref: 155178KM)**

This is an truly exceptional opportunity to join one of the world's leading law firm's in a key role.

They are looking for an experienced knowledge manager to co-ordinate knowledge strategy and implementation across their six Asian offices. You will need to be a qualified lawyer, preferably with transactional experience, and have at least two years working in a law firm as part of the knowledge management function.

**Figure Heads**  
Assistant Manager/ Manager  
(Knowledge Management)



**The Hong Kong Jockey Club**  
Welcome to the family of champions

*It's not about giving. It's about caring and sharing.*

**Knowledge Management Specialist (Ref: DKMS) /  
(JDB Ref: JDB069543721)**



**KM job titles include Chief Knowledge Officers, Chief Learning Officers, Innovation Managers, Knowledge Managers, KM consultants, KM Specialists, KM Officers, Organizational Change Consultants etc.**



THE HONG KONG  
POLYTECHNIC UNIVERSITY  
香港理工大學

Department of Industrial & Systems Engineering



# Sample KM job titles in HK

**GENERALI**  
Assicurazioni Generali Sp.A.  
忠利保險有限公司

GENERALI ASIA

Manager – Human Capital

Asia Regional Office - 35/F., Shell Tower, Times Square.

中電科技研究院  
CLP Research Institute

Knowledge Specialist

193 Prince Edward Road West  
Kowloon, Hong Kong

**Deloitte**  
德勤

Deloitte Touche Tohmatsu  
4/F Three Pacific Place  
1 Queen's Road East  
Hong Kong

Tel: +852  
Fax: +852

Assistant Manager  
National Knowledge Management Office

@deloitte.com.hk  
www.deloitte.com/cn

Member of  
Deloitte Touche Tohmatsu

**LANGHAM PLACE**  
MONGKOK, HONG KONG

DIRECTOR  
KNOWLEDGE MANAGEMENT

555 SHANGHAI STREET  
MONGKOK, KOWLOON  
HONG KONG

T (852) M (852)  
DL (852) DF (852)

@LANGHAMHOTELS.COM  
HONGKONG.LANGHAMPLACEHOTELS.COM

**Paul Weiss**

KM Manager

PAUL, WEISS, RIFKIND, WHARTON & GARRISON  
Solicitors and International Lawyers  
12th Floor, Metropole Square

**ENVIRONMENTAL PROTECTION DEPARTMENT**  
Knowledge Management Unit

Senior Environmental Protection Officer

Gloucester Road,  
Wanchai, Hong Kong  
Website: <http://www.epd.gov.hk>

Tel: (852)  
Fax: (852)  
E-mail: @epd.gov.hk

**SGS**

Managing Director Office

SGS Hong Kong Ltd.  
7/F., Metropole Square  
2 On Yiu Street, Siu Lek Yuen  
Shatin, N.T., Hong Kong  
[www.hk.sgs.com](http://www.hk.sgs.com)

Knowledge Management Executive

t (852)  
f (852)  
e @sgs.com

**ERNST & YOUNG**

Partner  
Center for Business Knowledge - China & Far East Area

Ernst & Young Limited

Two International Finance Centre  
8 Finance Street, Central  
Hong Kong

General:  
Direct:  
Fax:  
Dir. Fax:  
@hk.ey.com  
www.ey.com/china

**Asia Intellectual Capital Alliance**

Hong Kong Science Park, Shatin, N.T., Hong Kong  
香港新界沙田香港科學園科技大道西五號九座六樓

Tel: (852)  
Fax: (852)  
Direct Line: (852)  
Email:

**Asia**  
Intellectual Capital Alliance

**醫院管理局**  
HOSPITAL  
AUTHORITY

Executive Manager  
(Knowledge Management)

Knowledge Management Unit  
Hospital Authority Building,  
147B Argyle Street,  
Kowloon, Hong Kong  
Telephone (852)  
Facsimile (852)  
Email @ha.org.hk

**THE HONG KONG  
POLYTECHNIC UNIVERSITY**  
香港理工大學

Department of Industrial & Systems Engineering

**HONG KONG  
cyber.U**

# Sample KM job titles in HK



Head of Innovation  
Global IT, Region Asia Pacific  
adidas Services Limited

香港小童群益會  
The Boys' and Girls' Clubs  
Association of Hong Kong

R.S.W.  
Knowledge Development Officer

**LANGHAM PLACE**  
MONGKOK, HONG KONG

DIRECTOR, INTELLECTUAL CAPITAL AND QI

555 SHANGHAI  
MONGKOK, K  
HO  
T (852) F (852)  
DL (852) DF (852)  
@LANGHAMHC  
HONGKONG.LANGHAMPLACE.HK



Office of the Government Chief Information Officer  
The Government of the  
Hong Kong Special Administrative Region

Manager, Knowledge Management

Wan Chai, Hong Kong



Knowledge Management Manager  
Human Resources  
Marketing & Sales Division

adidas Sourcing Limited  
Region Asia Pacific

@adidas.com.hk



Project Manager - Knowledge Management  
Asset Management Department  
Power Systems

Shamshuipo Centre  
215 Fuk Wa Street, Kowloon, Hong Kong  
Tel (852)  
Fax (852)  
Email @clp.com.hk  
Website www.clpgroup.com

CLP Power Hong Kong Limited



Knowledge Management Manager  
Administration Department

Schick Asia Limited  
An Energizer Company  
Cityplaza One, 1111 King's Road,  
Taikoo Shing, Hong Kong  
Tel (852)  
Email: @clp.com.hk



THE HONG KONG  
POLYTECHNIC UNIVERSITY  
香港理工大學

Knowledge Management Specialist  
Department of Industrial and Systems Engineering

Hung Hom Kowloon Hong Kong  
Tel (852) Fax (852)  
Mobile Email @polyu.edu.hk  
Website www.polyu.edu.hk



Knowledge Management Manager 知識管理組  
Global Information Strategy and Solution De  
- Knowledge Management Division  
環球資訊策略及解決方案部 - 知識管理

Direct Line: (852)  
Mobile: (86)  
E-mail: @leo.com.hk

of Companies: Leo Paper Bags Manufacturing Ltd. Leo Paper Products Ltd. Leo Reprograph



CLP Power Hong Kong Limited  
7/F, Shamshuipo Centre  
215 Fuk Wa Street, Kowloon, Hong Kong  
Tel (852)  
Fax (852)  
Mobile (852)  
Email @clp.com.hk  
Website www.clpgroup.com

Knowledge Development Officer  
Customer Services & Technology  
Applications

China Light & Power, since 1901



THE HONG KONG  
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香港理工大學

Department of Industrial & Systems Engineering





# Sample KM job titles in HK



**PricewaterhouseCoopers**  
 22/F, Prince's  
 Central, Hong  
 Kong  
 Tel : (852)  
 (852)  
 Fax : (852)  
 (852)

Global Retail & Consumer Knowledge Manager



**Johnson Stokes & Master**  
 Lawyers  
 Knowledge Management Specialist

16th-19th Floors, Prince's Building,  
 10 Chater Road, Central, Hong Kong  
 Tel : (852) Direct Tel : (852)  
 Fax : (852)  
 E-mail: @jstm-law.com  
 Website: www.jstm-law.com



**Census and Statistics Department**  
 Hong Kong Special Administrative Region

Knowledge Management Officer  
 Information Technology Branch (2)

Rm. 1617, 16/F., Wanchai Tower, 12 Harbour Rd  
 Wan Chai, Hong Kong, China.  
 Tel. : (852) Fax : (852)

E  
 W

Senior Manager, Knowledge Solutions  
 Center for Business Knowledge

Direct tel: +852  
 Main tel: +852  
 Direct fax: +852  
 Main fax: +852  
 @hk.ey.com  
 www.ey.com

**Ernst & Young**  
 4/F Hutchison House  
 10 Harcourt Road  
 Central, Hong Kong



Vice-President, Human Resources &  
 Knowledge Management

adidas Sourcing Limited  
 Marketing & Sales Division



Director  
 Knowledge and Information Technology  
 @principleone.com

Hong Kong · Singapore · Tokyo



Knowledge Management

**PricewaterhouseCoopers Ltd.**  
 33/F, Cheung Kong Center  
 2 Queen's Road Central  
 Hong Kong  
 Tel : (852) (Main)  
 (852) (Direct)  
 Fax: (852) (Main)  
 (852) (Direct)  
 @hk.pwc.com  
 www.pwchk.com

Manager



Knowledge Management Executive

5th Floor  
 Alexandra House  
 18 Chater Road  
 Central  
 Hong Kong  
 Telephone +852  
 Facsimile +852  
 @deacons.com.hk

Direct +852



Knowledge Manager

www.clsa.com

**CLSA Limited**  
 18/F, One Pacific Place  
 88 Queensway, Hong Kong  
 Tel: (852) 2600  
 Fax: (852) 2845  
 Direct Line: (852)  
 E-mail: @clsacom



Knowledge Management Projects Administrator

**DLA Piper Hong Kong**  
 Bank of China Tower  
 1 Garden Road, Central  
 Hong Kong

T +852 2103  
 D +852 2103  
 F +852 2810  
 E @dlapiper.com

www.dlapiper.com  
 DLA Piper Hong Kong is  
 part of DLA Piper, a global  
 legal services organisation.



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 POLYTECHNIC UNIVERSITY  
 香港理工大學

Department of Industrial & Systems Engineering



# Sample KM job titles in HK

**香港特別行政區政府 知識產權署**  
The Government of the Hong Kong Special Administrative Region Intellectual Property Department  
Intellectual Capital Management Consultant  
24/F., Wu Chung House, 213 Queen's Road East, Wanchai, Hong Kong.  
Tel. : (852) 2961 @ipd.gov.hk  
Fax. : (852) 2155  
E-mail :  
Home page : <http://www.ipd.gov.hk>

**International Association of Project and Program Management - Greater China Chapter**  
Operated by International Project Management Limited  
CPM, PMP, MS:  
**Senior Vice President**  
(Certification & Knowledge Development)  
*Bridging where you are to where you want to be!*  
Times Square, 1 Matheson Street, Causeway Bay, Hong Kong  
Web: <http://www.iappm.org.hk>  
Mobile: +852  
Fax: +852  
Email: @iappm  
China, Hong Kong, Macau, and Taiwan

**LLOYD'S REGISTER ASIA**  
Suite 3501, China Merchants Tower, Shun Tak Centre  
168-200 Connaught Road Central, Hong Kong  
Tel +852 2287  
Dir +852 2287  
Mob +852  
Fax +852 2845  
Email  
Web [www.lr.org](http://www.lr.org)

**THE HONG KONG POLYTECHNIC UNIVERSITY**  
香港理工大學  
Knowledge Management Officer  
Knowledge Management Research Centre  
Department of Industrial and Systems Engineering

**HONG KONG POLICE FORCE**  
Police College Research Centre  
BBA(Hons), MSc(KM)  
Knowledge Management Officer  
Police Headquarters  
No. 1 Arsenal Street  
Wanchai, Hong Kong  
Tel  
Fax  
E-mail :

**香港特別行政區政府 知識產權署**  
The Government of the Hong Kong Special Administrative Region Intellectual Property Department  
Senior Manager  
Intellectual Capital Management / Marketing Division  
25/F., Wu Chung House, 213 Queen's Road East, Wanchai, Hong Kong.  
Tel. : (852) 2961  
Fax. : (852) 2155  
E-mail : @ipd.gov.hk  
Home page : <http://www.ipd.gov.hk>

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T +852 Direct T +852  
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# KM-related jobs advertised in HK

-  Senior Project Executive (April 2007)
-  Senior Property Specialist CLP (March 2007)
-  Senior Property Specialist KM CLP (April 2007)
-  Senior Research Officer (June 05)
-  Senior SA FujiXerox (March 2007)
-  Senior Secretary (Dec 2006)
-  Senior Software Specialist (Nov 2006)
-  Senior Training and Development Officer (June 2007)
-  Senior Training Specialist (E-Learning Channel & Upskill training) (June 2007)
-  Senior Training Specialist E-Learning (July 2007)
-  Solution Specialist (November 2005)
-  Staff Performance Improvement Specialist (April 2007)
-  Strategic Procurement Manager (April 2007)
-  Supervisor - Research KM (Jan 2007)
-  Supervisor Research KM (Aug 2006)
-  Swiss Privilege Relationship Manager (Oct 2006)
-  System Analyst (Lotus Notes) (Nov 2006)
-  System Analyst KM (April 2007)
-  System specialist (July 2006)
-  System Specialist (Nov 2006)
-  Technica HelpDesk Analyst (June 2007)
-  Technical Help Desk Analyst (July 2007)
-  Technical Program Manager (E-Learning)
-  Technical Program Manager (E-Learning) (June 2007)
-  Technologist (ITC) (March 2006)
-  Television Broadcasts Limited jobs, for Visual Executive, Hongkong, at monster.com.hk
-  Term Education Development Officer (April 2007)
-  The HK Jockey Club KM Specialist (September 2005)
-  Theory of knowledge coordinator (December 2005)
-  Training Manager (March 2007)
-  Training Manager (March 2007)
-  Training Manager (Oct 2006)
-  Training Manager E-Learning (June 05)
-  WP - Learning & Development (Nov 2006)

-  REGIONAL HEAD OF KNOWLEDGE MANAGEMENT, HONG KONG (July 2005)
-  Regional IT Architect AXA (March 2007)
-  Registration Project Officer LR (April 2007)
-  Research Assistant (April 2007)
-  Research Assistant (June 2007)
-  Researcher (June 05)
-  SA KM (April 2007)
-  SA KM (Sept 2006)
-  SA KM Framework (Jan 2007)
-  SA KM Framework OGCIO (Sept 2006)
-  SA KM Technology EPD (Sept 2006)
-  SA PT (April 2007)
-  Sales Executive (March 2007)
-  Sales Manager Information Portal (Nov 2006)
-  SDM Outsourcing (Dec 2006)
-  Search Engine Optimisation Specialist (June 2007)
-  Search Marketing Analyst (July 2007)
-  Securities Knowledge Manager (July 2007)
-  Seismo Pty Ltd jobs, for Practice Director @ IT Consulting, Hongkong, at monster.com.hk
-  Senior Account Manager (Nov 2006)
-  Senior Administration Officer (July 2007)
-  Senior Administration Officer (June 2007)
-  Senior Administration Officer (May 2007)
-  Senior Consultant (June 05)
-  Senior HR Manager (Dec 2006)
-  Senior Manager China Tax KM (June 2007)
-  Senior Manager, Customer Service (July 2007)
-  Senior Manager\_Manager-China Tax-Knowledge Management\_Technical Function (KM) (June ...
-  Senior Officer (Nov 2006)
-  Senior Officer, HR (Nov 2006)
-  Senior Officer, Performance Management PwC (March 2007)
-  Senior Officer, Performance Management HR (March 2007)
-  Senior Operation Manager (June 2007)
-  Senior Programmer (July 2007)



# KM jobs advertised in HK (cont.)

-  Lawyer Jobs - PSL\_ Hong Kong (Jan 2007)
-  Lecturers in KM (May 2006)
-  Legal Counsel (April 2007)
-  Management Trainees (March 2007)
-  MANAGER - J2EE PROJECTS (July 2005)
-  Manager CRM & Customer Segmentation (April 2007)
-  MANAGING DIRECTOR - Kaplan International (June 2007)
-  Marketing Officer (Nov 2006)
-  MRI Worldwide jobs, for Manager CRM & Customer Segmentation & Analysis (April 2007)
-  Multimedia Designer (July 2007)
-  Multimedia Designer (June 2007)
-  OGCIO SA (KM Framework) (Sept 2006)
-  OmniTech Associate Consultant (Mar 05)
-  OOCL Training & Development Specialist (Oct 2006)
-  Operations Manager (July 2007)
-  Operations Manager AIU (April 2007)
-  PC - Platform Project Consultant (June 2007)
-  Pre-Sales Consultant (June 2007)
-  Product & KM (March 2006)
-  Program Support Officer (July 2007)
-  Programmer (June 2007)
-  Project Associate - Portal for construction organization
-  Project Associate (E-Learning) (June 2007)
-  Project Consultant (June 2007)
-  Project Manager (Nov 2006)
-  Project Officer II (Nov 2006)
-  Proposal Manager (July 2007)
-  PwC KM (May 05)
-  PwC KMRC Officer (May 2006)
-  PwC Senior KM Manager (November 2005)
-  Quality Surveyor (KM) (Sept 2006)
-  Regional Head of KM, HK (Apr 05)
-  Regional Head of KM, HK (February 2006)
-  Regional Head of KM, HK (Mar 05)

-  KM (June 2007)
-  KM Administrator (March 2006)
-  KM Assistant (April 2006)
-  KM Assistant (July 2007)
-  KM Executive (April 2007)
-  KM Executive (January 2006)
-  KM Executive (June 2006)
-  KM Executive (March 2006)
-  KM Executive (SGS) (February 2006)
-  KM Law Alliance (July 2007)
-  KM Lawyer (June 2007)
-  KM Lawyer (June 2007)
-  KM Lawyer HK (June 2007)
-  KM Manager (August 2005)
-  KM Manager (Jan 2007)
-  KM Manager (July 2005)
-  KM Manager Leo Paper Group (September 2005)
-  KM Officer (August 2005)
-  KM Specialist (November 2005)
-  KM Specialist OOCL (March 2007)
-  KM Training Officer (November 2005)
-  KMO (C&SD)
-  KMO PwC (December 2006)
-  KM-related posts in Feb 05
-  KM-related posts in SCMP
-  Knowledge Associates (Ernst & Young)
-  Knowledge Associates (Sept 2006)
-  Knowledge center officer (Nov 2006)
-  KNOWLEDGE MANAGEMENT RESOURCES ASSISTANT (April 2007)
-  Knowledge Manager (E&Y, Jan 2007)
-  Knowledge Manager (Ernst & Young)
-  Knowledge Manager (Jan 2007)
-  Knowledge Manager E&Y (Nov 2006)
-  Knowledge Manager Ernst & Young (Nov 2006)



# KM jobs advertised in HK (cont.)

- Financial Controller (June 2007)
- Google\_ Technical Account Manager - Hong Kong - HK-HKI-Hong Kong (Oct 2006)
- Hang Seng Bank KM DB Manager
- Higher Education Consultant (April 2007)
- HIT Analyst Product & KM (Sept 2006)
- HK Classified Post Online (June 05)
- HK Police Force KM Officer
- HK-HKI-Hong Kong Island-Director of Human Resources (Jan 2007)
- HK-HKI-Hong Kong Island-Knowledge and Information Officer (Professional Support Lawyer) (...)
- HK-HKI-Hong Kong-Application System Analyst (Sept 2006)
- HK-HKI-Hong Kong-Architect, China (Feb 2007)
- HK-HKI-Hong Kong-Architect, China (Jan 2007)
- HK-HKI-Hong Kong-International Technical Support (December 2006)
- HK-HKI-Hong Kong-International Technical Support (Feb 2007)
- HK-HKI-Hong Kong-Java Web Developer - Search Engine development (Oct 2006)
- HK-HKI-Hong Kong-Practice Director û IT Consulting (Jan 2007)
- HK-HKI-Hong Kong-Senior Practice Director, APAC Consulting (Oct 2006)
- HK-HKI-Hong Kong-Senior Practice Director, APAC Consulting (Sep 2006)
- HK-HKI-Hong Kong-Sr Director, Services Operations - APAC (Oct 2006)
- HK-HKI-Nationwide-Publishing Specialist (based in Manila, Philippines) (Oct 2006)
- HK-HKI-Wan Chai-Client Services Consultant (Sept 2006)
- HK-Hong Kong Island-Knowledge Manager û HONG KONG (Jan 2007)
- HK-Hong Kong Island-PC Hardware Business Development Manager (Dec 2006)
- HK-Hong Kong Island-Senior Recruitment Consultant (Sept 2006)
- HK-Hong Kong Island-System Analyst (Lotus Notes) (Sep 2006)
- HK-KLN-Hong Kong-Training Manager (Oct 2006)
- HK-Kowloon-Bank - New Product Development Manager \_ Market Intelligence (Research) Man...
- Hongkong - Staff Performance Improvement Specialist (April 2007)
- HSBC Marketing Development Manager (Mar 05)
- Instructional Design Specialist (June 2007)
- Instructor (June 2007)
- Instructors ABRIS Management & Technology Institute (April 2007)
- Internet Solution Analyst (Nov 2006)
- KM (Jan 2007)
- KM (Jan 2007)
- Business Knowledge Manager (November 2005)
- C&SD KM Officer (September 2005)
- Chief of Staff (June 2007)
- City University HK Job Advertisement
- CLP Customer Operation Support Officer (Oct 2006)
- Community Manager eBay (February 2006)
- Content Developers (June 2007)
- Content Manager eBay (June 2007)
- Contract AP (ASL) (March 2007)
- Contract KM Manager (ASL) Sept 2006
- Contract SA (June 2007)
- Contract SA iv KM (April 2007)
- Contract System Analyst (June 2007)
- Contract Systems Analyst (Nov 2006)
- Corporate Professional Support Lawyers (June 2007)
- Corporate Training Manager (July 2007)
- CRM Data Mining Consultant, Hongkong, at monster.com.hk
- CUHK Information Services Manager (June 2006)
- Customer Information Coordinator SGS (March 2007)
- Customer Knowledge & Analytics (March 2006)
- Customer Knowledge Management Specialist (July 2007)
- Cyberport Marketing Manager (Jan 2007)
- Deputy Manager KM (December 2005)
- Director of Information & Knowledge Technology (March 2007)
- Director of HR & CA OXFAM (March 2007)
- E&Y Researcher (June 05)
- EA KM HK Police
- EBS Account Manager (June 2006)
- eBusiness Analyst (Product & KM) (August 2006)
- E-Learning Developer (June 2007)
- Engineer, Industrial Management (March 2006)
- Event Manager (November 2005)
- Executive Assistant (December 2006)
- Executive Officer (June 2007)

# KM jobs advertised in HK (cont.)

- Senior Property Specialist KM CLP (April 2007)
- Senior Research Officer (June 05)
- Senior SA FujiXerox (March 2007)
- Senior Secretary (Dec 2006)
- Senior Software Specialist (Nov 2006)
- Senior Training and Development Officer (June 2007)
- Senior Training Specialist (E-Learning Channel & L
- Senior Training Specialist E-Learning (July 2007)
- Solution Specialist (November 2005)
- Staff Performance Improvement Specialist (April 2007)
- Strategic Procurement Manager (April 2007)
- Supervisor - Research KM (Jan 2007)
- Supervisor Research KM (Aug 2006)
- Swiss Privilege Relationship Manager (Oct 2006)
- System Analyst (Lotus Notes) (Nov 2006)
- System Analyst KM (April 2007)
- System specialist (July 2006)
- System Specialist (Nov 2006)
- Technica HelpDesk Analyst (June 2007)
- Technical Help Desk Analyst (July 2007)
- Technical Program Manager (E-Learning)
- Technical Program Manager (E-Learning) (June 2007)
- Technologist (ITC) (March 2006)
- Television Broadcasts Limited jobs, for Visual Executive, Hongkong, at monster.com.hk
- Term Education Development Officer (April 2007)
- The HK Jockey Club KM Specialist (September 2005)
- Theory of knowledge coordinator (December 2005)
- Training Manager (March 2007)
- Training Manager (March 2007)
- Training Manager (Oct 2006)
- Training Manager E-Learning (June 05)
- VP - Learning & Development (Nov 2006)
- VTC PT KM Lecturer (December 2005)
- Web Designer - Information Portal (Oct 2006)
- WebSphere Portal Developer (August 2007).PDF
- Web Developer (August 2007).pdf
- Web Designer - Personal FS (September 2007).PDF
- Web 2.0 User Interface Designer (August 2007).PDF
- Web 2.0 Senior Application Developer (August 2007).PDF
- Web 2.0 Developer2 (August 2007).PDF
- Web 2.0 Developer (August 2007).PDF
- VP Learning & Development (September 2007).PDF
- VP Learning & Development (July 2007).PDF
- VP - Learning & Development (Private Banking) (August 2007).pdf
- Training Specialist (August 2007).PDF
- Training Manager (September 2007).PDF
- Training Manager (August 2007).PDF
- Training Development Officer (September 2007).pdf
- TRAINING DEVELOPMENT OFFICER (August 2007).pdf
- Training Consultant (July 2007).PDF
- Training & Development Manager (July 2007).pdf
- Technical Manager (September 2007).PDF
- Systems Analyst IV PRINCE (August 2007).PDF
- Systems Analyst Azeus (October 2007).PDF
- Systems Analyst (September 2007).jpg
- Systems Analyst (October 2007).PDF
- Systems Analyst - PRINCE (August 2007).PDF
- System Engineer (August 2007).PDF
- Solution Architect (August 2007).PDF
- Software Engineer (October 2007).pdf
- Service Account Manager (August 2007).PDF
- Senior Training Specialist (E-Learning) (July 2007).PDF
- Senior Training Specialist (E-Learning Channel & Upskill Training) (September 2007).PDF
- Senior Training Specialist (E-Learning Channel & Upskill Training) (October 2007).PDF
- Senior Training Specialist (E-Learning Channel & Upskill training) (August 2007).pdf
- Senior Operations Manager (September 2007).PDF
- Senior Operation Manager (August 2007).PDF



# KM jobs advertised in HK (cont.)

- Senior Customer Knowledge Manager (September 2007).PDF
- Senior Customer KM Asia Pacific Commercial Banking (August 2007).pdf
- Senior Consultant (September 2007).PDF
- Senior Analyst Programmer (August 2007).PDF
- Securities Knowledge Manager (September 2007).pdf
- Securities Knowledge Manager (August 2007).PDF
- Sales Manager (August 2007).pdf
- Sales Executive (August 2007).PDF
- Sales Development Coordinator (August 2007).PDF
- Research Associate (September 2007).PDF
- Proposal Manager (July 2007).pdf
- Proposal Manager (August 2007).PDF
- Project Manager (September 2007).pdf
- Project Manager (July 2007).pdf
- Project Manager (August 2007).PDF
- Project Assistant (July 2007).pdf
- Program Support Officer (July 2007).pdf
- Principal Consultant (September 2007).PDF
- Principal Consultant (July 2007).PDF
- Portal Administrator (September 2007).PDF
- Part Time Instructors (October 2007).PDF
- Part Time Instructor (August 2007).pdf
- Operations Specialist - Document Management (August 2007).PDF
- Operations Head (July 2007).PDF
- Marketing Officer Senior Marketing Officer (August 2007).PDF
- Manager Customer Knowledge Commercial Banking (September 2007).jpg
- Manager Customer Knowledge Commercial Banking (August 2007).pdf
- Manager Customer Knowledge (September 2007).PDF
- Management System Trainer (July 2007).PDF
- KM Lawyer (September 2007).PDF
- KM Lawyer (August 2007).PDF
- KM Executive (September 2007).pdf
- KM Consultant (August 2007).PDF



- KM (1-3 years) (September 2007).PDF
- Java Web 2.0 Developers (August 2007).PDF
- Intranet Manager (August 2007).PDF
- Internet Administrator (September 2007).PDF
- Instructional Design Specialist (July 2007).pdf
- Intranet Portal Consultants (August 2007).PDF
- Information Officer KM (September 2007).PDF
- Information Officer (KM) (September 2007).pdf
- Information Officer (September 2007).PDF
- HR Manager (September 2007).PDF
- Head of KM (September 2007).pdf
- Head of KM (September 2007).jpg
- Head of HR Change & KM (September 2007).pdf
- Graphic Designer (August 2007).pdf
- Financial Services Analyst (July 2007).pdf
- FileNet Consultant (July 2007).PDF
- Executive Assistant to Director of IC & Quality (August 2007).PDF
- E-Learning Developer (July 2007).PDF
- E-Learning Developer (August 2007).pdf
- Education & Training Consultant (August 2007).pdf
- Document Management System Business Analyst - Workflow (July 2007).PDF
- Document Management Specialist (July 2007).PDF
- Document Management Service Associates (August 2007).PDF
- Document Management Associate (September 2007).PDF
- Document Management Associate (August 2007).PDF
- DMS Support Engineer (October 2007).PDF
- Director of Education (July 2007).PDF
- Customer Services Executive (August 2007).PDF
- Country Total Rewards Lead (August 2007).PDF
- Contract Systems Analysts (PRINCE & WEB) (August 2007).PDF
- Contract System Analyst (August 2007).PDF
- Contract Programmer (August 2007).PDF
- Consultant (August 2007).PDF

# KM jobs advertised in HK (cont.)

-  Tutor (January 2008).pdf
-  Training Officer (Dec 2008).pdf
-  Technical Manager (January 2008).pdf
-  Technical Manager (February 2008).pdf
-  Technical Manager (April 2008).pdf
-  Technical Consultant (January 2008).pdf
-  TECHNICAL BUSINESS ANALYST (March 2008).PDF
-  Systems Analyst - knowledge management development (February 2008).PDF
-  System Support Manager (e-Learning and Training) (April 2008).pdf
-  System Support Manager (E-Learning & Upskills training) (May 2008).pdf
-  System Support Manager (E-Learning & Training) (March 2008).pdf
-  System Analyst (Knowledge & Information Collaboration ) (January 2008).pdf
-  Speciality Software Sales Representative (February 2008).PDF
-  Software Sales (February 2008).pdf
-  Software Engineer (March 2008).pdf
-  SLA Lead (January 2008).pdf
-  Senior Training Specialist (February 2008).PDF
-  Senior Systems Analyst (August 2008).pdf
-  Senior Project Fellow (August 2008).pdf
-  Senior Operations Manager (April 2008).pdf
-  Senior Manager Lean Six Sigma (August 2008).pdf
-  Senior Manager KM (January 2008).pdf
-  Senior Manager - Lean Project (Circa HK\$800K) (July 2008).PDF
-  Senior Knowledge Management Officer (Dec 2008).pdf
-  Senior HR Consultant (August 2008).PDF
-  Senior Customer Knowledge Manager (May 2008).pdf
-  Senior Customer Knowledge Manager (August 2008).pdf
-  Senior Customer Knowledge Manager (August 2008).pdf
-  Senior Customer Knowledge Manager (April 2008).pdf
-  Securities Knowledge Manager (January 2008).PDF
-  Secretary Property Development (April 2008).pdf
-  SAP HR Functional Consultant (Dec 2008).pdf
-  Sales Manager (Knowledge Management Software) (Oct 2008).pdf
-  Sales Manager (January 2008).pdf
-  Sales Manager (E-Learning & KM Software) (Oct 2008).pdf
-  Research Officer (May 2008).pdf
-  Research Officer (January 2008).pdf
-  Research Associate-Assistant (January 2008).pdf
-  Research Associate (January 2008).pdf
-  Research Assistants E-Learning (January 2008).pdf
-  Research Analyst (September 2008).pdf
-  Research Analyst (April 2008).pdf
-  Regional Search Consultant - [KM] (March 2008).PDF
-  Regional Marketing & Communications Director (August 2008).pdf
-  Regional Manager Internal Communications (Asia Pac Region) (August 2008).pdf
-  Regional Knowledge Manager (March 2008).PDF
-  Regional Internal Communications Manager (March 2008).pdf
-  Records Management Officer (March 2008).PDF
-  Project Officer (October 2008).pdf

-  Project Manager (January 2008).pdf
-  Project Consultant (March 2008).pdf
-  Programmer Software Engineer (August 2008).pdf
-  Programmer (July 2008).pdf
-  Professional Support Lawyer (Nov 2008).pdf
-  Professional Support Lawyer (August 2008).pdf
-  Prof-AssoP-AP-L-Instructor KM (January 2008).pdf
-  Principal Consultant (May 2008).pdf
-  Pre-Sales Consultant (January 2008).pdf
-  Portal Intranet Developer (August 2008).PDF
-  Portal Administrator (February 2008).pdf
-  Personal Assistant to Director (March 2008).PDF
-  Outsourcing Project Manager, Investment Bank (July 2008).pdf
-  Organisational Strategy Change Management Consultant (October 2008).pdf
-  Operations Assistant (February 2008).pdf
-  Officer, Visitor Services (KM) (October 2008).pdf
-  Network System Engineer - KM, SMS, Portal (January 2008).pdf
-  National Industry Program (January 2008).pdf
-  Manager, Organisational Learning & Development (June 2008).PDF
-  Manager, IT & KM (April 2008).pdf
-  Manager, Information Technology & Knowledge Management (June 2008).PDF
-  MANAGER, CHANGE MANAGEMENT(Nov 2008).pdf
-  Manager KMS (June 2008).pdf
-  Manager IT Supplier Relationship (January 2008).pdf
-  Manager Employee Communications (May 2008).pdf
-  Manager E-Learning Development & Deployment (September 2008).pdf
-  Manager (Learning & Development) (April 2008).pdf
-  Manager (February 2008).pdf
-  Manager (Data Mining) (July 2008).pdf
-  Library Information Officer (Dec 2008).pdf
-  Librarian (September 2008).pdf
-  Legal Assistant Banking Finance Team (September 2008).pdf
-  Legal Assistant (Nov 2008).pdf
-  Legal Assistant (Dec 2008).pdf
-  Learning Technologies Officer (June 2008).PDF
-  Lean Six Sigma Manager (August 2008).pdf
-  Knowledge Management Officer Law firm (May 2008).pdf
-  Knowledge Management Officer (April 2008).pdf
-  KM Officer (May 2008).PDF
-  KM Officer (Litigation & Regulatory) (January 2008).pdf
-  KM Officer (April 2008).pdf
-  KM Officer C&SD (January 2008).pdf
-  KM Expert (February 2008).PDF
-  KM Consultant (February 2008).PDF
-  ITO - KM (September 2008).pdf
-  Interactive Marketing Manager (September 2008).PDF
-  Interactive Marketing Manager (August 2008).pdf
-  Instructors (July 2008).pdf
-  Information Officer, Knowledge & Information (May 2008).PDF



# Job duties listing KM skills



Category : Medical Support  
REF: 1708796

Posted on: 2007-08-31

ANALYST PROGRAM MER 1 (Knowledge Management)

Company



HOSPITAL AUTHORITY

Company descriptions

The Hospital Authority will collaborate with other health care providers and carers in the community to create a seamless health care system which will maximise health care benefits and meet community expectations. We value staff as our most important asset and offer rewarding, fair and challenging employment.

Descriptions

ANALYST PROGRAM MER 1 (Knowledge Management)

(REF: AP/HAHO/20735)

HOSPITAL AUTHORITY HEAD OFFICE

Pay  
HK \$36,535 to HK \$45,970 per month plus a Monthly Allowance.

- Job
1. Provide system analysis and design, programming support and supervise a team of programmers.
  2. Provide programming, system operation and maintenance support to existing eKG services.
  3. Supervise the administration of eKG application systems, including WebLogic Portal and Siebel servers.
  4. Coordinate with Information Technology Services (ITS) Teams and end users.
  5. Provide programming and technical support to eKG portal development.

- Requirements
1. A degree in computer science or related fields, or equivalent.
  2. A minimum of 6 years' relevant post-qualification experience in computer programming, system analysis and design.
  3. Proven experience in web based information system analysis and design, Java and XML programing for portal application.
  4. Experience in Siebel access management system development is highly desirable.
  5. Experience in project management and supervision of programmers is desirable.
  6. Good verbal and written communication in both Chinese and English.



Company Description

Set up in 1990, we are a well established and reputable executive search firm focusing on Financial Services, Information Technology and Telecommunications. We have direct operations covering Hong Kong, China and Taiwan, and affiliate offices in Korea, Singapore, Malaysia, Australia and New Zealand. Our successful track record together with our strong passion in offering the highest standards in quality results, have earned us a reputation as one of the best and most effective search firms in the region covering banks, security firms, IT, Telecommunications and the Internet.

PRINCIPAL CONSULTANT, KNOWLEDGE MANAGEMENT/INTERNAL PORTAL

Our client is a well-known international bank group. They are a talented individual to lead Knowledge Management and Internal Development in facilitating business intelligence sharing as well as maximizing the utilization of data asset in the regional data warehouse.

Key Responsibilities

- Report to Regional Head of Business Intelligence Unit, lead the development of Knowledge Management and Internal Portal design in the region
- Provide consultative advice to business stakeholders; plan, innovate and maintain knowledge management framework alignment with corporate goals and objectives
- Support each initiative via the strategic use of business intelligence
- Promote the effective use of centralized business intelligence repository across the enterprise; maximize the utilization of data asset in the regional data warehouse
- Establish and maintain strong working relationships with IT business units

Requirements

- University graduate with a degree in computer science, information systems or a related discipline
- At least 10 years' consulting or banking experience
- Expert knowledge of knowledge management subject-matter in financial services industry
- Experience in providing consultative advice to senior management on feasibility study, proposal, presentation and implementation of knowledge management and internal portal projects
- Exposure to business intelligence tools, ideally including SAS
- Strong interpersonal and presentation skills
- Excellent command of English; fluent Cantonese and Mandarin advantages

Please email a copy of your CV to Dawn Kung at dawnk@pacrim.com.hk:

Pacrim Recruiters (HK) Limited  
39th Floor, Jardine House,  
One Connaught Place,  
Central, Hong Kong  
Tel: 2899 2202  
Fax: 2882 1730  
Email: dawnk@pacrim.com.hk

(All data collected will be used for recruitment purposes only).

Qualification	Degree
Yr(s) Exp	6 year(s)
Job Category	Business Analysis / Data Analysis, Business Consultancy, Information Technology (I.T.) - Application Specialist
Job Location	Not Specified
Salary	\$50K - \$80K
Job Type	Full Time, Permanent
Quick Apply	Clipboard
Send To Friend	Print



The Hospital Authority will collaborate with other health care providers and carers in the community to create a seamless health care system which will maximise health care benefits and meet community expectations. We value staff as our most important asset and offer rewarding, fair and challenging employment.

Senior Manager (Knowledge Management) HOSPITAL AUTHORITY HEAD OFFICE (REF: SM(KM)/HAHO/10803)

Reporting to the Chief Manager, Statistics, Workforce Planning & Knowledge Management, the Senior Manager will be accountable for system-wide planning, management and continuous development of knowledge-based information and library services. He/She will lead a team of information scientists and librarians to organize and drive the use and sharing of knowledge-based information to enable clinicians and managers in clinical practice, management and professional development.

Job

1. Formulate and implement information strategy and knowledge organization.
2. Organize and disseminate clinical and management information to facilitate decision making and patient care.
3. Establish and implement policies on accessibility of patient care information and databases by healthcare professionals.
4. Plan and oversee development and continuous improvement of a centralized knowledge platform delivering information products and services.
5. Formulate library policies, standards and services profiles. Coordinate and monitor quality of library and information services in HA.
6. Manage the delivery of professional library services and centralized corporate support in operational systems and the development of Head Office Library.

Requirements

1. Tertiary education, with a relevant professional qualification in information science, information librarianship or a related discipline.
2. At least 10 years proven experience in the planning and management of information resources and services in health sciences.
3. Excellent understanding of the theory of and experience in the practice of knowledge management.
4. Good knowledge of health sciences information in Hong Kong and the world.
5. Demonstrate abilities to think strategically. Excellent interpersonal and communication skills with all stakeholders, with strong leadership and self-motivation in driving developments.

Our Offer

Successful candidate will be remunerated in accordance with qualification and experience. Annual total pay package may range from around HK\$1.34M to HK\$1.54M. Appointment will be on renewable contract terms for an initial period of 3 years. Up to 15% of the total basic salary as end-of-contract gratuity may be offered upon satisfactory completion of contract.



THE HONG KONG  
POLYTECHNIC UNIVERSITY  
香港理工大學

Department of Industrial & Systems Engineering



# Job duties listing KM skills

South China Morning Post  
Classified Post



## HANG SENG BANK

We seek high-calibre individuals to help us expand our business in a dynamic market. This is an opportunity to join a winning team that contributes to the Bank's success and offers good career potential.

### Assistant Knowledge Management Manager

COMMERCIAL BANKING DIVISION  
Sales Development Department

#### Assistant Knowledge Management Manager

The incumbent will initiate and implement various knowledge management initiatives and management information system projects to facilitate effective sales management of the commercial sales teams. He/ She will also participate in formulation of annual operating plan and business forecast update; compile regular or ad hoc management reports and sales tracking reports; perform various analyses on product profitability and business operating results, etc.

#### Requirements:

- University degree in Business Administration, Accounting, or a related discipline
  - Minimum of three years' experience in business/ financial planning, MIS and analysis
  - Sound knowledge of application software (such as Access, Excel, etc.) and business intelligence
  - Knowledge in commercial banking / experience in project management an advantage
  - Good communication, interpersonal and analytical skills
  - Proficiency in both English and Chinese
- 
- Strong project management and problem solving skills
  - Good communication and interpersonal skills
  - Proficiency in both English and Chinese

adidas

Orient Overseas Container Line Ltd



### Assistant Manager/Senior Officer - Planning & Infrastructure

Ref: AMFICADM/CT  
CT: 3019561-01#0003  
Posted on 18/07/2008

We are a leading international container transport and logistics service provider, operating from more than 230 offices in over 58 countries worldwide. Our modern and ever-expanding fleet, in addition to our extensive international facilities, link Asia, North America, the Mediterranean, the Middle East, Europe and Australasia. As a customer-focused organization we embrace quality standards and use the most advanced information technology and e-Commerce platforms in the industry.

OOCL has long been recognized as the industry leader in developing and providing IT solutions for both container transportation and logistics customers. We are also regarded as the pioneer in providing IT solutions for other industry players through our advanced systems and portals. CargoSmart, one such system, is one of the most advanced online application and integration service in the ocean container transportation industry. It has received 5 awards for its innovative use of leading technology.

At OOCL we recognize that people are our most important asset and would like to invite high-caliber candidates to join our global team.

### Assistant Manager/Senior Officer - Planning & Infrastructure

#### Accountabilities:

- Reporting to Assistant General Manager and assist to drive Knowledge Management and Quality Management on global basis
- To assist to design, develop & rollout KM infrastructure
- To plan and implement KM projects for various departments and regions

#### Requirements:

- University graduate in Business Administration or related disciplines
- 3-5 years' work experience
- Understanding/practical experience on knowledge management
- A general understanding of ISO 9001 is a plus
- Independent, strong commitment, dedication and achievement drive
- Team player with outstanding communication and presentation skill
- Good command of spoken and written English and Chinese; Putonghua is an advantage
- Proficient in MS Excel and Share Point with basic SQL skill
- Be culturally sensitive and willing to learn and work under pressure.
- Possess a university degree in Business or the above functional area.
- Have no more than 3 years full time work experience.



THE HONG KONG  
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# Projects in the KM Research Centre



EXPERIENCE. RESULTS.



**The Land Registry**

The Government of the Hong Kong Special Administrative Region



中華電力

CLP Power



**Office of the Government Chief Information Officer**

The Government of the Hong Kong Special Administrative Region



職業安全健康局

OCCUPATIONAL SAFETY & HEALTH COUNCIL

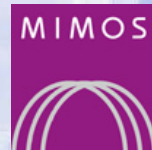


公務員事務局公務員培訓處  
Civil Service Training and Development Institute  
Civil Service Bureau



**Environmental Protection Department**

The Government of the Hong Kong  
Special Administrative Region



Census & Statistics  
Department



**CANOSSA HOSPITAL**

嘉諾撒醫院

(CARITAS)



AUSTRALIAN GOVERNMENT LIBRARIES INFORMATION NETWORK



Hong Kong Housing Authority



TAL Group  
Commitment to Value, Quality and  
Services



THE HONG KONG  
POLYTECHNIC UNIVERSITY

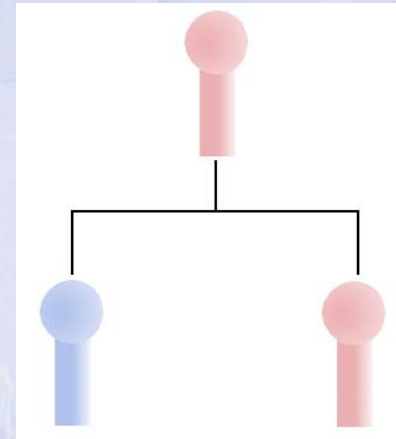
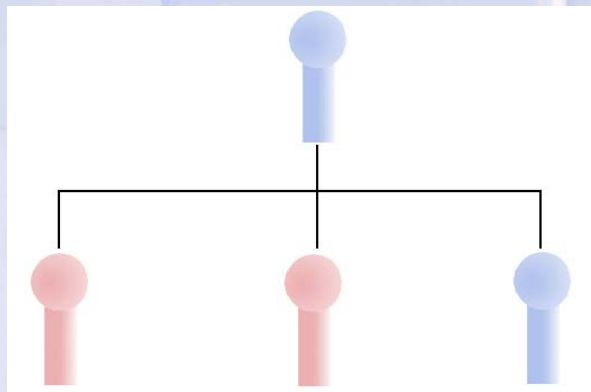
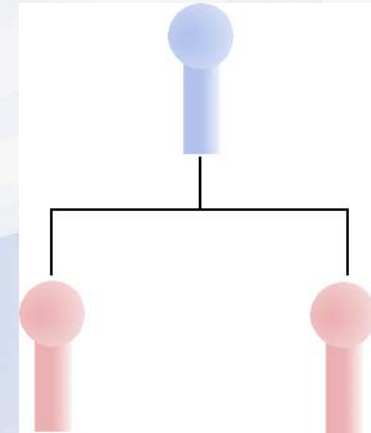
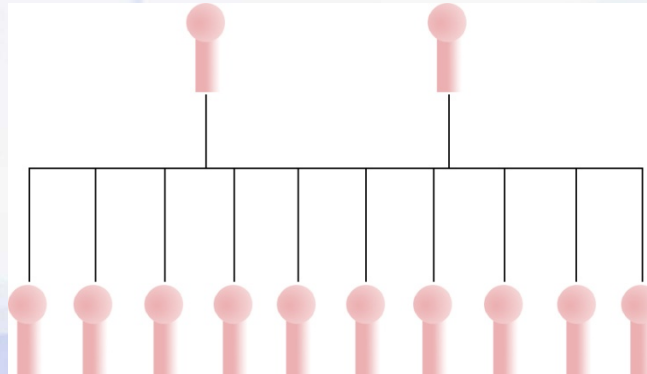
香港理工大學

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# KM Team Structure

- HK SAR Government Departments



Legend:



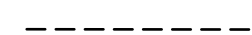
Full time



Part time



Direct Report



Coordination



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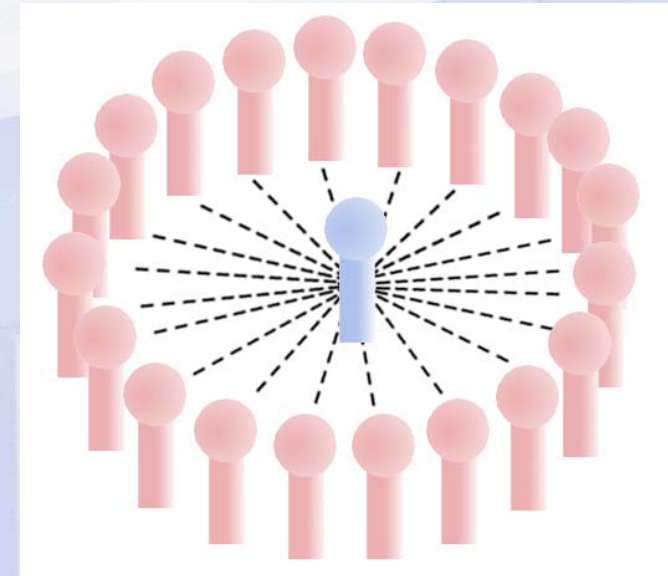
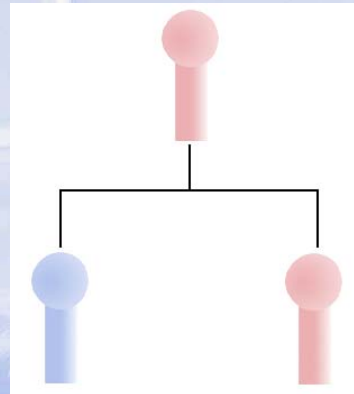
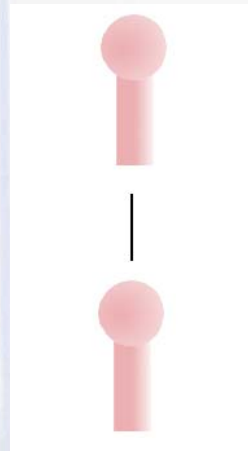
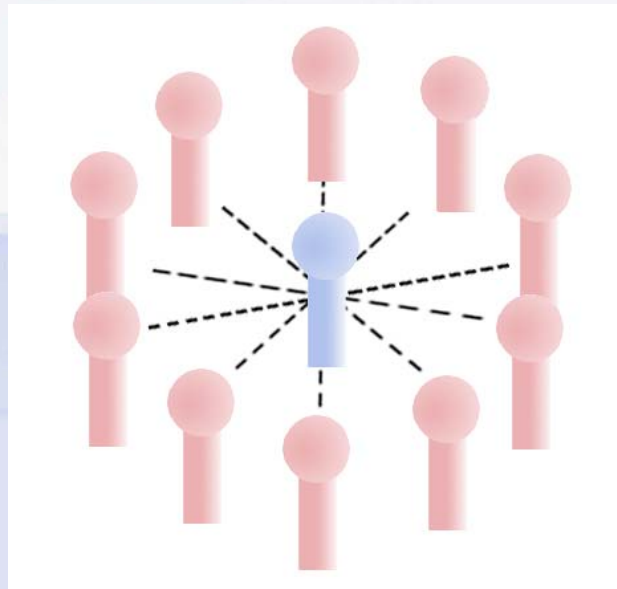
*Department of Industrial & Systems Engineering*





# KM Team Structure (cont.)

- **HK Private Sector**



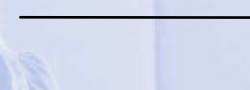
Legend:



Full time



Part time



Direct Report  
Coordination



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POLYTECHNIC UNIVERSITY  
香港理工大學

Department of Industrial & Systems Engineering



# Please refer to the project brochure

## Conducting KM projects in the Hong Kong Healthcare Services Sector

The Department of Industrial and Systems Engineering of The Hong Kong Polytechnic University has been actively engaged in research and scholarly activities in specific research areas of KM. The Department has pioneered research and practice of KM in various industrial sectors and prestigious companies. For details of the projects, please visit our website and/or contact our KM team.

### Knowledge Sharing and Management on Near Misses in The

This project aims at a structured multi-channel multi-media capture of Near Miss of healthcare services. Near Miss reporting and sharing is a very mature system. Nevertheless, it is a very new concept in the healthcare industry and various other encompass hospital services in both the public and private sectors in Hong Kong. Over 5,000 professionals (doctors, nurses, senior allied health professionals) of local hospitals will share the benefits of the Proactive benefits to a good cause. Staff's concern over a negative follow up/management communication/assurance. The promotion and cultivation of a positive attitude from mandatory Adverse Incident Reporting. Among other duties, the HKU survey, and the design and hosting of the online Web-based reporting mechanism, process and consolidate the reports submitted by the participating hospitals.

### An exit interview and a knowledge audit for the Canossa Hospital

This is a consultancy project between the KM group and the Canossa Hospital (pursuit of performance excellence in hospital healthcare services). In July 2004, Diagnostic Imaging (DI) of the Canossa Hospital (Canossa). The main object of knowledge audit, and to elicit the tacit knowledge of the Hospital. To network map was developed. A process flowchart, explicit knowledge inventory, developed. In-depth exit interviews were conducted in order to retain the know and operational issues, and further improvement of the DDI. Major findings and

### Mobile Dynamic Information Crisis Kit (MOBIDICK) in SuiChi

The implementation of the mobile technology into the social services provider is a major benefit. The primary benefit is eliminating the information gap resulted in their access to client database without time and geographic limitations. Additional benefit to be well prepared for the client visit, by reviewing the case message board and enhance the collaboration and between staffs, by sharing knowledge through the overview of all the staff's status. This project has been awarded the second run 2004, organized by Human Service Information Technology Applications (HUSIT)

### Building a Knowledge Case Library for Baptist Oi Kwan Social

This is an on-going project in collaboration with Baptist Oi Kwan Social Service. Knowledge Case Library for the acquisition, retention and leveraging of the local handle various types of social welfare cases. The system will help to pre-empt preventive action to be taken in advance.



## Conducting KM projects in the Transportation Sector in Hong Kong

The Department of Industrial and Systems Engineering of The Hong Kong Polytechnic University has been actively engaged in research and scholarly activities in specific research areas of KM. The Department has pioneered research and practice of KM in various industrial sectors and prestigious companies. For details of the projects, please visit our website and/or contact our KM team.

### Application of Narratives for Capturing Near-Miss Knowledge

This project aims at increasing the awareness of near misses so as to improve (SAFECO). A narrative approach had been adopted in this project. It provides a company the reporting of near miss cases rather than errors and adverse incidents. The reporting of near miss cases rather than errors and adverse incidents is learned from the causes of near misses. After the study, the pattern emerged of near misses, and "narrative" is the second most important contributing factor. The reporting and sharing of near miss cases helps to avoid and minimize the occurrence of near miss cases.

### Establishment of a Technical Information Centre at Hong Kong

KA's Engineering Services Department constantly need to manage a large amount of technical information. This information includes design drawings, and guidelines are required. A project HKUPolyU-KA team has been formed to establish the Technical Information Centre. The team solicits requirements from business users, defines critical System, assesses and ranks the submitted responses from vendors, and conduct the performance of the technical systems. It is related but separate project, it has helped to define the workflow processes for the TIC.

### Knowledge Audit and Portal Design for Hong Kong Dragon

The core business of KA is inventory management to supply chain integration keep inventory for maintenance or for the technical management of the fleet. negotiates contracts with subcontractors partners. There is a large amount of information available to the Engineering Department of KA in 2002. This purpose is to supply chain logistics for spare parts. A taxonomy of the knowledge assets will be for KA.

### A Knowledge Audit and a Study of the KM Strategy for the

The KM Group has undertaken a study of the KM strategy for the Operations Control Centre (OCC) to provide services on a central hub for Operation Control Centre (OCC) to provide services on a central hub for Operation Control Centre (OCC). These services include central monitoring and control of railway and responsive to that the transportation service provided is of high quality. It is possible for all operational staff at OCC to know everything about their jobs. The Systems Operation Unit, at OCC. The project focused on a feasibility study to requirements for the implementation of a knowledge portal as a part of the KM strategy.

To learn more about the PolyU KM Group, you may contact either of the

**Professor Eric Tsui**  
Department of ISE  
The Hong Kong Polytechnic University  
Hung Hom  
Kowloon  
HONG KONG  
Phone: +852 2766 6609  
E-mail: Eric.Tsui@polyu.edu.hk

**Ms Nicole By**  
Department of ISE  
The Hong Kong Polytechnic University  
Hung Hom  
Kowloon  
HONG KONG  
Phone: +852 2766 6560  
E-mail: Nicole.By@polyu.edu.hk

## Conducting KM projects in Departments of the Hong Kong SAR Government

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### Consultancy Service: A Knowledge Management Study in the Environmental Protection Department

PolyU has been appointed to carry out an assessment of the collaborative culture and knowledge sharing both and to formulate KM strategies for the department. Special attention has been paid to the various diverse KM being adopted by various divisions in EPD before the commencement of the study. The recommended initiative dependencies, level of impact, speed and cost of implementation, have been prioritized for deployment.

### Knowledge Management Strategy Development for the Census and Statistics Department of the HKSAR Government

This is a project of developing KM strategy as well as conducting knowledge gap analysis and knowledge sharing culture and knowledge sharing culture, a holistic Knowledge Management strategy is established.

### An audit of the OGCIO (Office of the Government Chief Information Officer) Knowledge Management Framework

This is a project to design and implement a Knowledge Management Audit. After the knowledge management recommendations were provided to OGCIO management on the development of the OGCIO portals, the Knowledge Management Framework, the sharing culture, knowledge management processes & tools, and knowledge sharing culture.

### Planning and Implementing a Knowledge Management Strategy in the Child Assessment Service (CAS) of the Department of Health (DH)

This is a project to develop and execute a KM plan for incorporating various aspects of knowledge initiatives, a Knowledge Audit, Strategy Plan, implementation of After Action Review, People Knowledge Community, Knowledge Capturing tool. Successful execution and completion of the plan will gradually transform CAS into a knowledge capturing tool.

### Provision of a Knowledge Management Framework for the Housing Authority of the HKSAR Government

After making a detailed analysis of the knowledge sharing culture, and an assessment of existing knowledge a KM team is developing a KM strategy as well as implementing selected pilot projects within the Housing Authority.

### Knowledge Discovery from a Database (KDD): A Data Mining System for Relationship Management in the Hong Kong Post Office (Air Mail Centre)

Customer Relationship Management (CRM) is a broad business approach that encompasses all aspects and relationships between the customer and the company. The Air Mail Centre of the Hong Kong Post Office (HK Post) is the customers of HK Post are all around the world. It is difficult to identify valuable customers and hence in this project, the managers in Hong Kong Post need to analyze their customers' behaviour and learn about it up a closer relationship with them. Data mining is a very useful technique for analyzing the behaviour of customer relationships that is hidden within the data. Online Analytical Processing (OLAP) was identified as the approach of the application of data mining for CRM was then introduced in Hong Kong Post. As a result, a prototype is successfully implemented.



To learn more about the PolyU KM Group, you may contact either of the persons on the right.

## Conducting KM projects in Hong Kong

The Department of Industrial and Systems Engineering of The Hong Kong Polytechnic University is actively engaged in research and scholarly activities in specific research areas of KM. The Department has pioneered research and practice of KM in various industrial sectors and prestigious companies. For details of the projects, please visit our website and/or contact our KM team.

### An Investigation into the Effectiveness and Performance of the Centre of Excellence (COE) System in Johnson Electric (JE)

This is a consultancy project between the KM group and Johnson Electric which focused on the performance measurement of the COE system in JE. The COE system in Johnson Electric provides a strong link not only for their enterprises activities but also for suppliers and customers who are able to share their expertise, knowledge, marketing information, assess competing vendors and clients, and use the knowledge they receive. The role of the COE system is to facilitate the sharing and exchanging of knowledge of company level, and to help members to learn how to create competences through COE collaboration. In this project, a knowledge management audit was conducted in order to evaluate the effectiveness of the performance of the Centre of Excellence (COE) system. Knowledge management strategies were recommended to effectively manage the COE system. As a result of the knowledge audit, the staff of JE can now better understand the current status of the COE system for knowledge management. Areas for improvement of the COE system have also been identified and problems in this area have been addressed. Hence, best practices for managing knowledge through the COE system can be established.

### Knowledge Audits for different processes in Johnson Electric

Several knowledge audit projects were undertaken in Johnson Electric (JE) in order to analyze the knowledge inventory, a knowledge map, and knowledge flow for the process of using the Centre of Excellence (COE) system, the Job and Qualities Requirement (JQR) system and the Component Architecture Technology Database (CATD). Knowledge gaps were identified, suitable KM strategies were formulated and recommended for JE which can leverage on the working knowledge of its existing processes so as to reduce the knowledge gaps, thereby facilitating further improvement of process.

### Provision for Consultancy services for Strategic Planning, Knowledge Audit and Knowledge Management Strategies to the Leo Paper Group

Our KM team has been working on a consultancy project for one of the leading printing companies, Leo Paper Group. The project involves studying their KM culture and re-engineering their strategies as well as their management system remaining information-based it will become knowledge-based. We developed the KM strategies, KM framework, and a roadmap for the KM programs as well as their KM re-engineering program. We also helped their staff to build, organize, manage and implement the KM programs, including a knowledge audit, inventory building, and a KM support system.

### Design and Development of a Knowledge Repository for a Supply Chain Integrator (Augus Electronics) based on Dynamic Taxonomy

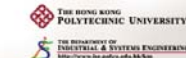
The proper management of unstructured knowledge assets, such as email, is vital for supporting knowledge-based work. However, the conventional way of categorization and management of unstructured knowledge assets is inadequate as the knowledge work and tasks become more complex, and change dynamically with time. The unstructured knowledge assets are also important for staff to share and effectively organize for re-use. The KM Group developed an intelligent knowledge work support system for Augus Electronics. The system provides multiple patterns of dynamic taxonomy to describe and access complex and heterogeneous information and knowledge bases. The dynamic taxonomies are automatically created by intelligent agents according to the user's task and the frequently used for searching. In addition, it provides more effective and efficient classification as well as better management of the unstructured knowledge assets through the use of various artificial intelligence techniques.

### Enterprise Portal deployment at the Ministry of Education, Government of Brunel Darussalam

Professor Eric Tsui is one party in a consortium of companies that designed and deployed an enterprise portal for the staff of the Ministry of Education (MCE) in Brunel. This project involves the evaluation of requirements, design of a portal interface, changes in management, and training. There are four themes in the MCE portal - Sharing team files for learning programs, capturing knowledge on planning conversations, asset management, and crisis management.

### Intranets and Electronic Document Management Systems (EDMS) for Jardine Matheson

The project involves background research into internet strategies and the adoption and evolution of intranets in an organizational context. Another focus in this project is on the evaluation, selection and deployment design of an Electronic Document Management System (EDMS) for members of Jardine IT Forum, a group comprising of the heads of IT from the various Jardine's companies in Asia Pacific.



To learn more about the PolyU KM Group, you may contact either of the persons on the right.

**Professor Eric Tsui**  
Department of ISE  
The Hong Kong Polytechnic University  
Hung Hom  
Kowloon  
HONG KONG  
Phone: +852 2766 6609  
E-mail: Eric.Tsui@polyu.edu.hk

**Ms Nicole By**  
Department of ISE  
The Hong Kong Polytechnic University  
Hung Hom  
Kowloon  
HONG KONG  
Phone: +852 2766 6560  
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Department of Industrial & Systems Engineering






# HKCyberU's M.Sc. in KM Programme



**THE HONG KONG  
POLYTECHNIC UNIVERSITY**  
香港理工大學


## Master of Science / Postgraduate Diploma in Knowledge Management

*"Leveraging Knowledge for Organisational Success"*



Department of Industrial and Systems Engineering

www.hkcyberu.com



### Master of Science / Postgraduate Diploma in Knowledge Management\*

Programme Code: 45801

*This programme is offered by the Department of Industrial and  
Systems Engineering of The Hong Kong Polytechnic University.*

#### INTRODUCTION

Knowledge Management (KM) is an interdisciplinary area that encompasses processes and techniques for the creation, collection, classification, distribution, evaluation and re-use of institutional knowledge. There is a lack of KM professionals in Hong Kong and the Asian Pacific region and this on-line MSc is the first programme of its kind to meet this need. The curriculum is co-developed by an international team of leading experts and consultants in KM (see back cover for their profile) and is recognised by the Knowledge and Innovation Management Professional Society (KIMPro) as a step towards the full status of Certified Knowledge Manager (CKM).

#### PROGRAMME AIMS

The programme is suitable for graduates from various disciplines (management, IT, engineering, social work, library science, health care, etc.) to acquire and develop expertise in the rapidly growing area of KM. Graduates of the programme with appropriate working experience, are expected to fulfil the roles of Chief Knowledge Officer, Chief Learning Officer, Director of Learning, Innovation Manager, Knowledge Manager, and consultants in various capacities to carry out knowledge audits and implement knowledge management programmes in companies and organisations. In addition to on-line learning, workshops and seminars will be organised for participants to network and meet KM experts.

#### PROGRAMME CURRICULUM AND MODE

The programme has a flexible structure in which participants can select one of the following two modes of study:

**Mode 1:** Participants are required to complete **FIVE** compulsory subjects in KM and **FIVE** elective subjects.

**Mode 2:** Participants are required to complete **FIVE** compulsory subjects in KM and any **TWO** elective subjects plus a Dissertation (this being equivalent to three subjects).

For the PgD award, participants have to complete **SIX** subjects including at least **FOUR** compulsory subjects.

\*Subject to the Senate approval

#### KM SUBJECTS

**Compulsory Subjects**

- Managing Knowledge
- Methods and Tools for Knowledge Management Systems
- Organisational Learning and Change
- Managing and Measuring Intellectual Capital
- Strategic Issues and Cases Studies in Knowledge Management

**Elective subjects**

(For participants taking the MSc, either FIVE elective subjects are required, or TWO elective subjects if they take the MSc Dissertation. For those taking the PgD, TWO electives are required)

- Management of Innovation and Technology
- Business Intelligence and Data Mining
- Enterprise Knowledge Portals
- Knowledge Communities
- E-Learning Technologies and Practices

(Note: These pools of compulsory and elective subjects will be later expanded to provide more choice for participants)

#### HOW DO I APPLY ?

<b>Normal Duration</b>	1 1/2 - 2 years (30 credits for MSc, 18 credits for PgD)
<b>Maximum Duration</b>	4 years (for PgD); 8 years (for MSc)
<b>Subject Delivery</b>	Mainly delivered via the Internet. Participants are able to communicate with their peers and lecturers using a web-based discussion forum as well as via email. The programme will be supported by tutorials, seminars, and presentations.
<b>Admission</b>	A bachelor's degree or a professional qualification, or equivalent is required. Consideration will be given to candidates with appropriate working experience.
<b>Application</b>	Participants will be admitted on a bi-annual basis (intakes in September and January). Online applications can be submitted at the HKCyberU website any time throughout the year.
<b>Tuition Fees</b>	HK\$2,500 per credit (Fees are subject to revision). Each subject carries 3 credits.

Participants may enroll for individual subjects instead of completing the full programme. Please visit the HKCyberU website for details on "Visiting Students".

Financial Assistance:

- No means Tested Loan Scheme
- SME Training Fund

Please visit our website for application and programme details.

Website: [www.hkcyberu.com](http://www.hkcyberu.com)

Tel: (852) 2882 0811 Fax: (852) 2882 0812 Email: [enquiry@hkcyberu.com](mailto:enquiry@hkcyberu.com)

Note: HKCyberU reserves all rights in all contents under all trade names, which is not under the liability of the programme within a year period.

# *Who should apply?*

This programme is suitable for graduates from various disciplines (management, financial services, IT, engineering, public service, education, fine arts, social work, healthcare, etc).



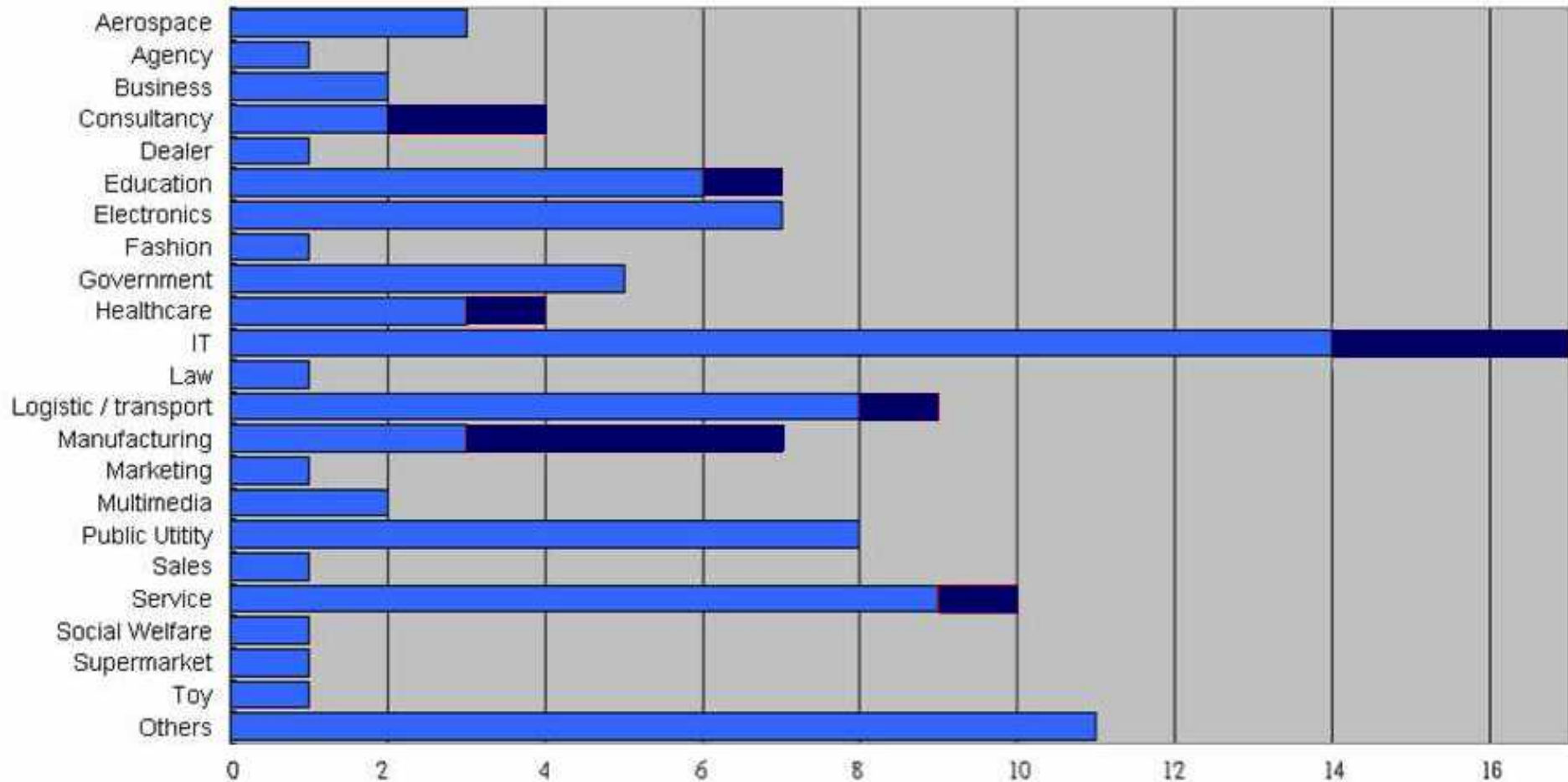
# Course application & duration

- Duration: 1 ½ - 2 years (30 Credits)
- Application: apply anytime online at the HKCyberU website, course commencements in September and January
- Requirement: a bachelor degree or a professional qualification, or equivalent
- Interview



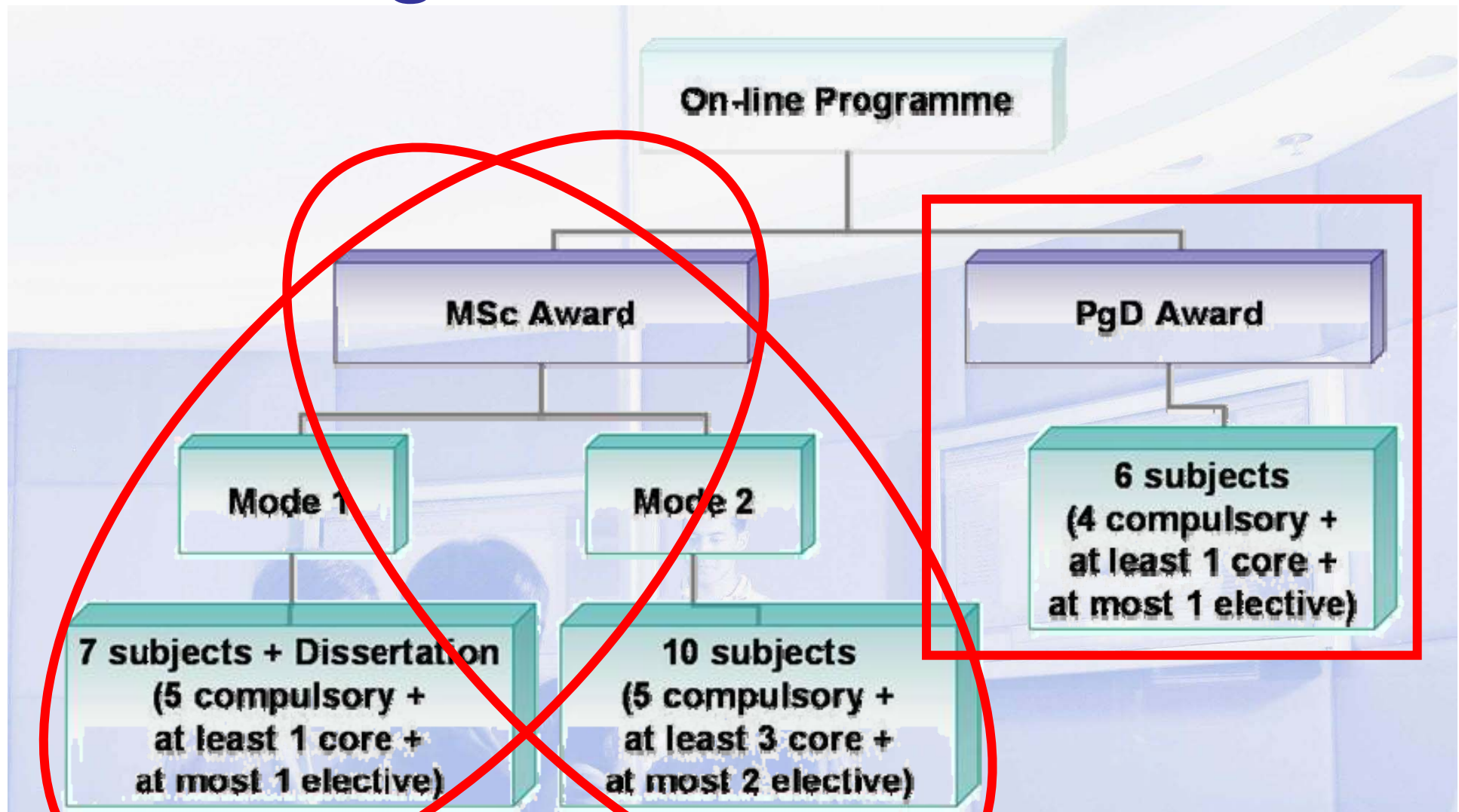
# Participants are from all kinds of industries

## Job Nature





# Programme Curriculum



# List of subjects

## Compulsory Subjects

Managing Knowledge

Methods and Tools for Knowledge Management Systems

Organisational Learning: Methods and Practices

Managing and Measuring Intellectual Capital

Strategic Issues and Cases Studies in Knowledge Management

## Core Subjects

Management of Innovation and Technology

Business Intelligence and Data Mining

Enterprise Knowledge Portals

Knowledge Communities

E-Learning Technologies and Practices

***ALL OF THE ABOVE ARE NEW SUBJECTS!!!***

*(Note: The subject pool will be later expanded to provide more choices for participants.)*



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Department of Industrial & Systems Engineering





## ***Objectives of the KM program and developed competencies of the graduates***

- 1. How to formulate a KM strategy, design and measure the success of a KM program**
- 2. How to manage human, information capital and organizational capital to align with organizational objectives and goals**
- 3. How to create and extract value from the knowledge assets, intangibles or intellectual capital**
- 4. How to foster personal and organizational learning**

# Course Delivery

Blended modes of on-line learning, face-to-face workshops and seminars



Face-to face seminar and workshops

**Guideline for Equipment Setting**

- Reduce Echo and adjusting mic volume  
Right click and select the "Settings".
  - By selecting the microphone tab, you may adjust the mic volume.
  - By "checking" the "Reduce Echo" option will give you a better handling of echo effect during the tutorial.
- Connection Speed  
At the top-right corner, please select the "Modem" for faster video and audio streaming.
- Request to Speak  
During the tutorial, student can click "Request to speak" to request for speaking with their microphone and webcam (optional).

**Users in Session**  
\* Dr Benny Cheung  
KM Student 1

On-line Tutorial System

**ISE542 – Managing Knowledge**

**Menu Bar**

- Course Menu
- Homepage
- Calendar
- Content Materials
- Self-evaluation
- Bulletin Boards
- Chat
- Mail
- Participant Homepage
- Feedback Anytime
- e-Learning Hub
- Our Experts

**Content Area**

- Introduction
- Subject Materials
- Experts
- Bulletin Board
- Mail
- Chat
- Calendar
- HOME

On-line Learning platform



# Collaborative Learning via an online tutorial

**Adjust the settings here for the best audio and video reception**

**Right click on the background then left click on Zoom in to enlarge this part of the screen**

**Download**

- [Voice recording of the ISE543 Kick-off session on 4th Sept 2004](#)
- [ISE 543 Online Tutorial Sept 2004](#)
- [Guidebook](#) (Revised on 22-09-04)

**Sample screen only. Please check the Web site for exact details.**

# Replay of recorded material

The screenshot shows a WebCT interface for a course titled "ISE5604 (2006/07 SEP) Strategic Issues and Case Studies in Knowledge Manage...". The page is viewed in an Internet Explorer browser window. The main content area is titled "Download" and contains a table of resources:

Date	Title	Type
18-09-2006 <b>NEW!</b>	Joseph Lam on ABC Company	Audio Recording
18-09-2006 <b>NEW!</b>	Percy Chan on XXX Company	Audio Recording
14-09-2006	Frankie Law on HAESL	Audio Recording
14-09-2006	Introduction to Client Project Briefing	Audio Recording
14-09-2006	<a href="#">HAESL presentation</a>	PDF
14-09-2006	<a href="#">Joseph Lam on ABC Company</a>	PDF
13-09-2006	<a href="#">Guidelines for the Narratives Assignment</a>	PDF
06-09-2006	<a href="#">Userguide of WebCT, HOTS and PIS</a>	PDF
05-09-2006	Walkthrough session (Audio Recording)	Audio Recording
02-09-2006	<a href="#">Guidebook</a>	PDF

The left sidebar contains a "Course Menu" with various navigation options such as "TA Links", "Manage Students", "Homepage", "Contemporary Issues", "Projects", "Bulletin Boards", "Mail", "Assignments", "Download", "Chat", "Calendar", "Participant Homepages", "Feedback", "PIS", "HOTS", "e-Learning Hub", "Expert", and "Introduction".



# Course Delivery

Blended modes of on-line learning, face-to-face workshops and seminars



Face-to face seminar and workshops

On-line Tutorial System

On-line Learning platform

# Seminars and Workshops



**Social Networking Event**  
for experience sharing



**Prof. Dave Snowden**  
delivers a seminar to  
the participants



**Dr. Robert Buckman**  
a World class KM expert delivers  
a seminar to the participants

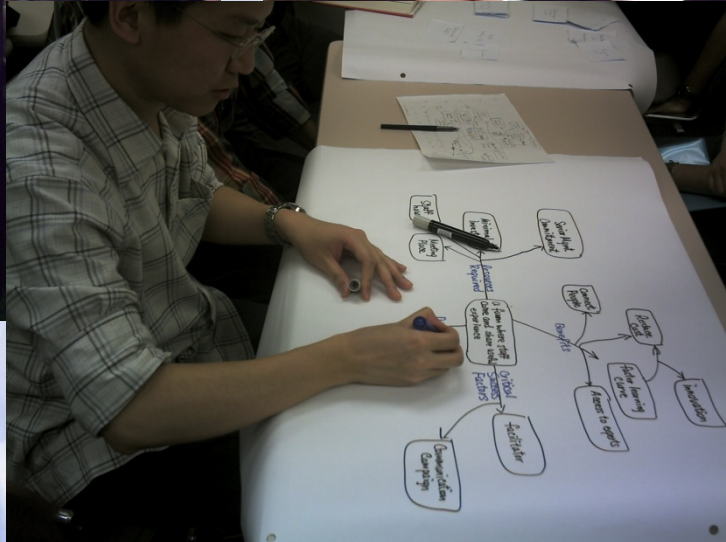


**Prof. Karl Wiig**  
delivers a lecture to the  
participants





# Group Discussions & In-class exercises



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Department of Industrial & Systems Engineering



# Course Delivery

Blended modes of on-line learning, face-to-face workshops and seminars



Face-to face seminar and workshops

**HONG KONG cyber.U** **KM Demo Session 1** \* Dr Benny Cheung Modem Out

### Guideline for Equipment Setting

- **Reduce Echo and adjusting mic volume**  
Right click and select the "Settings".
  - By selecting the microphone tab, you may adjust the mic volume.
  - By "checking" the "Reduce Echo" option will give you a better handling of echo effect during the tutorial.
- **Connection Speed**  
At the top-right corner, please select the "Modem" for faster video and audio streaming.
- **Request to Speak**  
During the tutorial, student can click "Request to speak" to request for speaking with their microphone and webcam (optional).

**KM lecturer:** This lesson discusses the Nonaka Cycle.

**Users in Session:** \* Dr Benny Cheung, KM Student 1

**Students in queue for audio/video:**

Buttons: Load, UnLoad, Clean Board, Play Video, Accept, Reject, Reset Student, Send, Clear, Save, Open URL, Send.

On-line Tutorial System

**WebCT** MYWEBCT | RESUME COURSE | COURSE MAP | LOGOUT | HELP

### ISE542 Managing Knowledge

**Industrial & Systems Engineering**  
**MSc in Knowledge Management**  
THE HONG KONG POLYTECHNIC UNIVERSITY

**ISE542 – Managing Knowledge**

**Menu Bar:** Course Menu, Homepage, Calendar, Content Materials, Self-evaluation, Bulletin Boards, Chat, Mail, Participant Homepage, Feedback Anytime, e-Learning Hub, Our Experts.

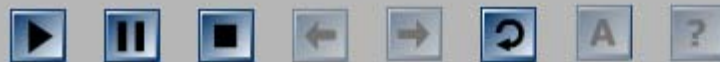
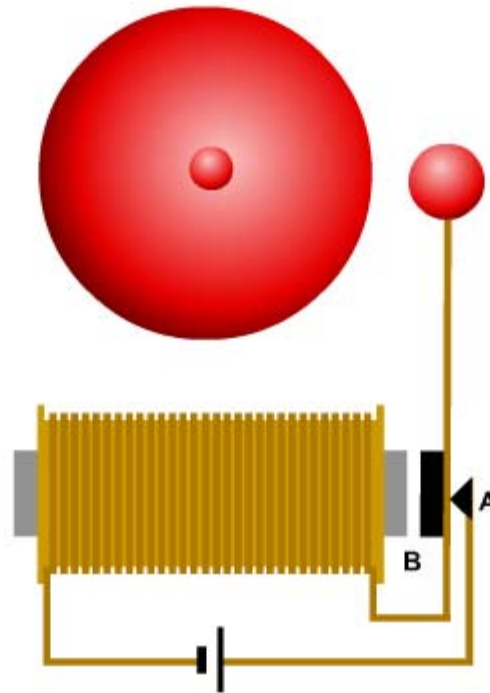
**Content Area:** Introduction, Subject Materials, Experts, Bulletin Board, Mail, Chat, Calendar.

On-line Learning platform



# Interactive Exercise – Cause & Effect

Please click the  button to start the animation.



# Interactive Exercise - Mental Model

How can we deduce reasoning from a mental model?

Please click the  button to start the animation.



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# Interactive Exercise – Building Portal Pages

**Portals Landscape Game** 3 Click to choose the 3 Columns to play

Place the correct answer into the right place. Click the box  click for explanation for details.

Suggested Solution: Choose   Tue Mar 3 10:23  
KM Portal

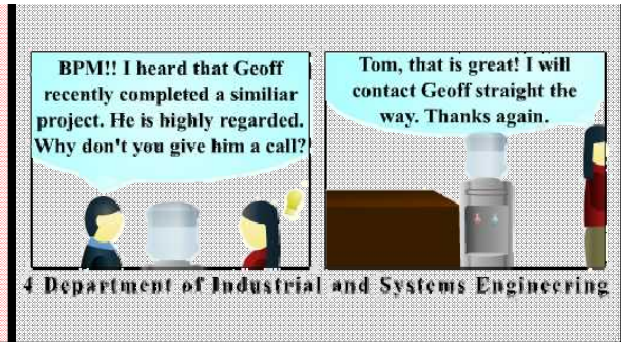
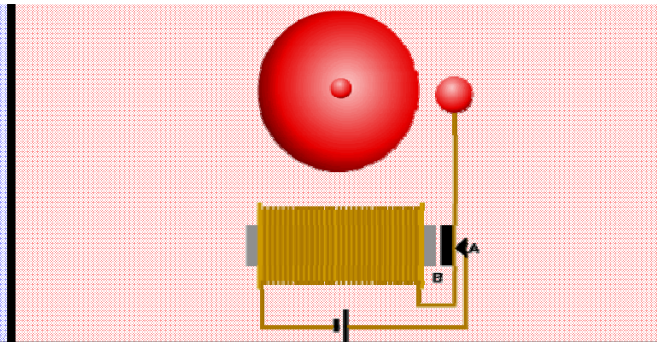
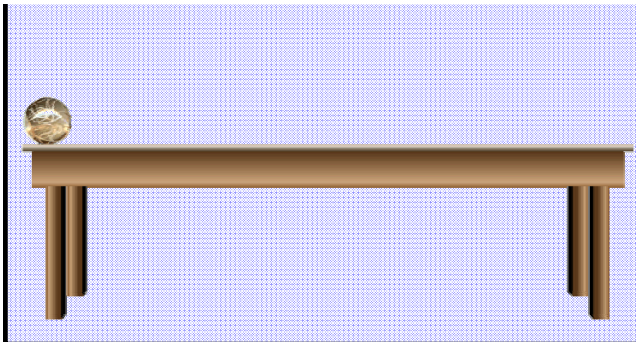
Marketing and Corporate Communications	Human Resources	Learning and Development	Product Development	Sales
--	-----------------	--------------------------	---------------------	-------

**General Portlets**

- Address Book 
- Search 
- Knowledge Map 
- Document Management 
- MySettings 

**Other Portlets**

Product Information 	Corporate News 	Customer Information System (CIS) 	Communities 
CRM 	Newsfeed 	LMS 	
Project and Design Templates 	Projects 	eForms 	<input type="checkbox"/> Click for explanation <input type="button" value="Refresh"/>



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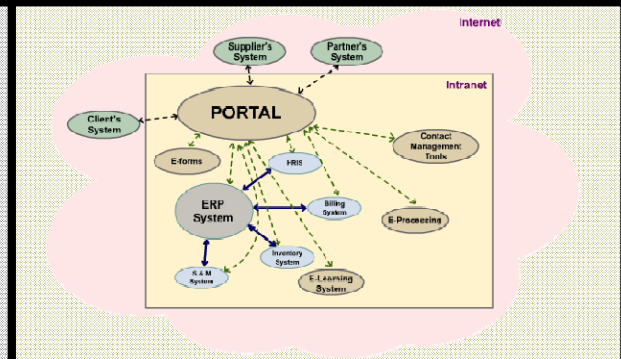
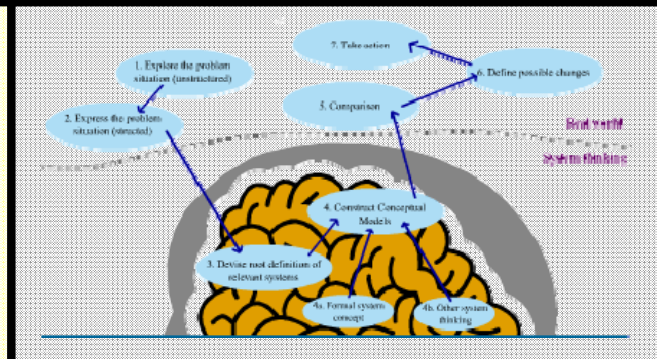
**Case I: Innovation process at Shell**

The innovation process is based on a complementary mix of both discipline and creativity. The problem is that most companies aren't set up to manage lots of new ideas. Most companies are organised like the old Soviet Union: there's a hierarchy and an idea fights its way up through various levels of scepticism until someone near the top decides whether or not to invest in it. A better way to get talent and cash behind promising new ideas is to adopt a market-based system that uses peer review and alternate sources of funding. At Shell, a process called Game-changer takes small or large groups of people through idea generation sessions which consider new opportunities in modern society. As well, it maps internal core competencies upon which these ideas can be built.

It then encour... out-of-the-box... made up of the... takes the inn... barbed with t... reviews, whic... market potent... access the seed... experiment arou... production). I... shell. Shell's... challenge for... groups when wo... peers, not by... more than... unconventional... systems that... ideas, talent... consider new oppo... well, it maps inter... which these ideas c...

Questions

Go to...



**The Concept of Knowledge**

Please Highlight the Picture for Details

Timeline: Greek Philosophers 800BC - 500AD  
 Definition of Knowledge: Knowledge is justified true belief  
 Knowledge model: Mathematics and logic  
 Important discovery: Geometry, astronomy, and Aristotelian logical evidence

**Comparison between tacit knowledge and explicit knowledge**

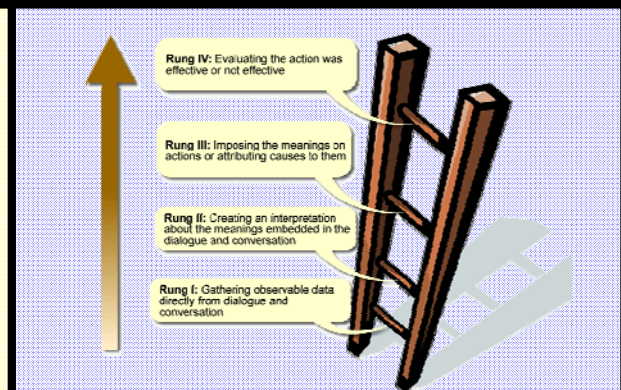
Please drag the items on the right hand side to the corresponding box.

**Structured Knowledge**

**Unstructured Knowledge**

**Tacit Knowledge**

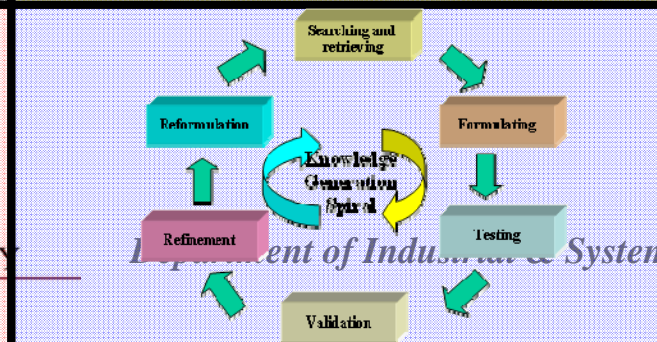
- Spreadsheet
- Emails
- Conversations
- Product specifications
- Work experience
- Shared drives
- Skill
- Video
- Intranet
- Record management
- Faxes
- SMS
- Judgment
- PDF



**Group the cells into two clusters**

Please click the button continue

Try to drag these cells into two categories. You can click the "MINI" button for details.



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 cyber.U



# Additional RSS feeds for subjects (on trial)

## "ISE543" VIA ERIC TSUI

### Amazing Portal Generator v1.05

via [20 Newest Free Software Downloads - Freeware Files.com](#) on 2/29/08

Design your own Web portal with the Amazing Portal Generator.

### Top 10 KM Myths

via [Knowledge Management and Semantic Desktop - Links from del.icio.us, mister-wong.de, mag.nolia.com, blinklist.com](#) on 2/24/08

### Strategic Knowledge Management Technology - Idea Group

via [Knowledge Management and Semantic Desktop - Links from del.icio.us, mister-wong.de, mag.nolia.com, blinklist.com](#) on 2/27/08

### Knowledge sharing factors

via [Knowledge Jolt with Jack](#) by Jack Vinson on 2/25/08

There is a promising-sounding article in the February 2008 Communications of the ACM, [Sharing Knowledge](#), by Peter Marks, Peter Polak, Scott McCoy, and Dennis Galletta.

How managerial prompting, group identification, and social value orientation affect knowledge-sharing behavior.

## "ISE5605" VIA ERIC TSUI

### Community tips for new leaders

via [Internet Time Blog](#) by Jay Cross on 2/25/08

Sad to say, many leaders cannot find time to read a book or even a lengthy article. Here, for the time-challenged, are the notes of an interviewer who chatted with me earlier this month.



Bullets

#### It's not about the technology.

- \* Boil learning down to its basics; *then* match up to Internet technologies.
- \* Learning is social – if you're raised by wolves you won't develop what makes us human.
- \* We learn through participation. Encourage people to start experimenting.




#### The added value of technology is then that it helps you make more connections, and potentially do more with them.

- \* Tools like wikis, when they hit a rich and latent seam in the organization, also have the scope to shoot through information silos.
- \* If people have burning issues to deal with, they will find a way to work and learn together, no matter what the technology infrastructure.

# Kick-off Session for a subject

Self-Learning  
Guide Book

MSc in  
Knowledge  
Management

ISE5605  
Knowledge Communities


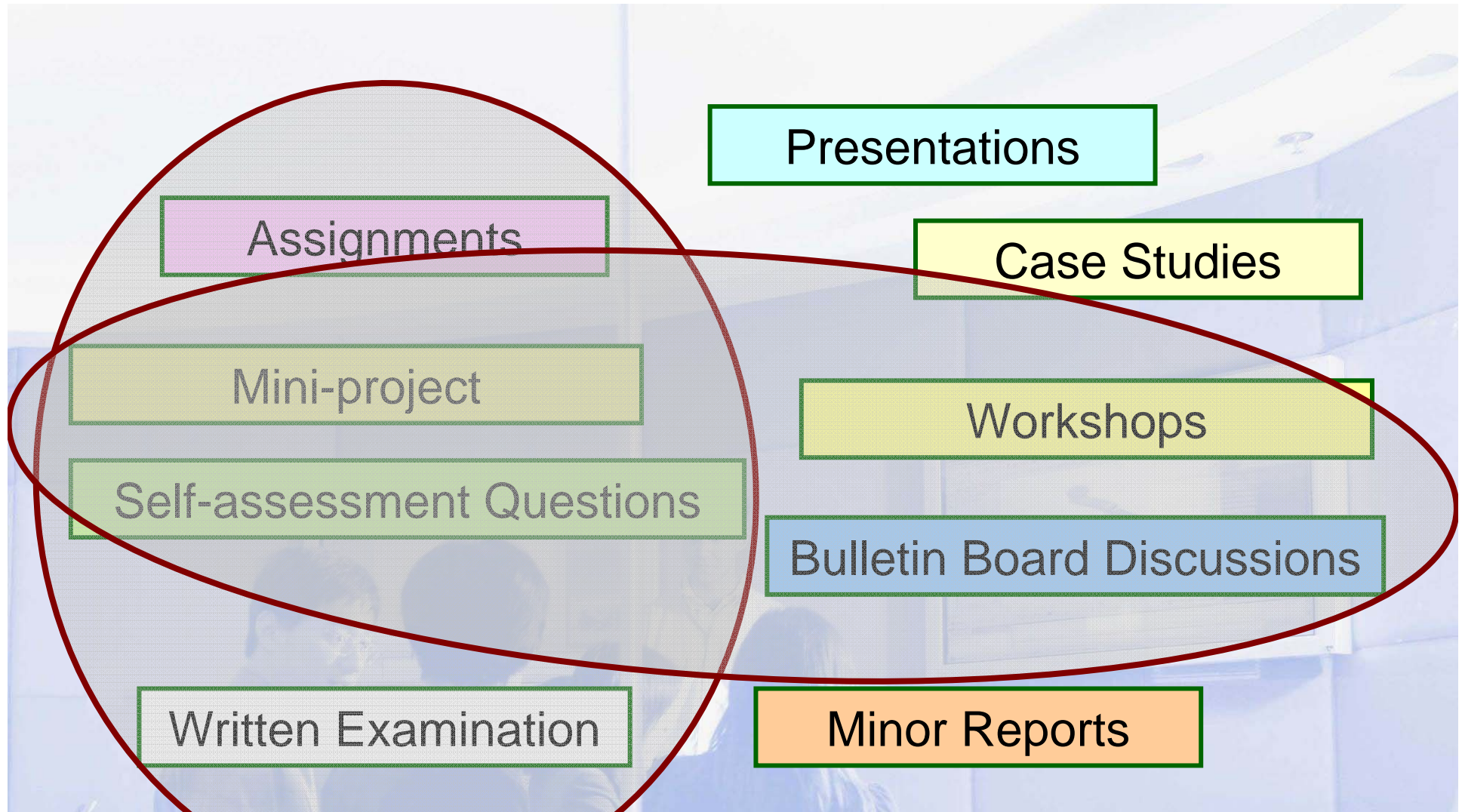
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Table 3 Assessment Methods and Criteria

Activities	Marking method	%	Submission	Turnaround time
Section check point	No marks are assigned.	-	-	-
Tutorial	Attendance is required. Tutorial exercises will be handed out in each tutorial session and they will be assessed by the facilitator. (Students can choose to tackle <b>EITHER</b> the Tutorial exercise <b>OR</b> the Workshop exercises.)	15	One week after the tutorial	At least 2 weeks
Face-to-Face Workshop	Attendance is required. Workshop exercises will be handed out in each workshop session and they will be assessed by the facilitator. (Students can choose to tackle <b>EITHER</b> the Tutorial exercise <b>OR</b> the Workshop exercises.)		In-class activities	At least 2 weeks
Bulletin board	Participants are strongly encouraged to utilize these resources to enhance learning effectiveness. Marks will be allocated for contributions to discussions and answering questions posted in the bulletin board and chat rooms.	15	Assessment will be based on evidence of consistent and constructive contributions to bulletin board discussions and chat rooms throughout the semester. Learners are expected to put out a consistent effort throughout the semester.	Ongoing feedback
Assignment	On-line submission via WebCT is required. Information on how to submit assignments via HKCyberU will be provided in due course.	25		At least 3 weeks
Examination	Three-hour open book examination	45	-	-



# Assessment Methods



# Assessment of compulsory & core subjects

(indicative only, may vary from semester to semester)

Subject	Assessment			
	Bulletin Board	Exercise / Assignment(s)	Project	Open Book Exam
<i>Managing Knowledge</i>	✓	✓	✓	✓
<i>Methods and Tools for Knowledge Management Systems</i>	✓	✓	✗	✓
<i>Organizational Learning: Methods and Practices</i>	✓	✓	✓	✗
<i>Managing and Measuring Intellectual Capital</i>	✓	✓	✓	✓
<i>Management of Innovation and Technology</i>	✓	✓	✓	✓ (Test)
<i>Enterprise Knowledge Portals</i>	✓	✓	✗	✓
<i>Strategic Issues and Case Studies in Knowledge Management</i>	✓	✓	✓	✗
<i>Knowledge Communities</i>	✓	✓	✓	✗
<i>Business Intelligence and Data Mining</i>	✓	✓	✓	✓
<i>E-Learning Technologies &amp; Practices</i>	✓	✓	✗	✓



# ***Examples of soft tools for organizational & peer-based KM***

## **Sharing expert knowledge & know-hows**

- Knowledge Communities (COI, CoPs, Know-How networks), Storytelling, Mind Mapping, After Action Review, Peer Assist, Mentoring, Podcasting, etc
- **Identification /evaluation of critical knowledge assets and experts**

Knowledge Audit, Knowledge Mapping, Intellectual Capital Reporting and Rating, Social Network Analysis, IP Management, etc.

- **Knowledge transfer and exchange**

Anecdote circles, Dialogue, Knowledge Cafe, Open Space Technology, Knowledge Market place, etc.

- **Methods and tools for Organizational Learning**

Systems thinking, Action Science, Group model building, Action learning, Single loop & double loop learning, Appreciative inquiry, cultural assessment, etc.

# ***KM technologies for organizational & peer-based knowledge sharing***

## **Knowledge capture and codification**

- Document Management Systems, Content Management Systems, ...

## **Knowledge Categorization & Navigation**

- Meta-data, Taxonomy Creation and Management, Content Management Systems, ...

## **Collaboration**

- Project Workspaces, Enterprise Portals, Knowledge Repositories, ...

## **Search and Retrieval**

- Search Engines, Peer-to-Peer Search, ...

## **Knowledge Discovery**

- Business Intelligence, Data Mining, Clustering and Text Mining systems ...

## **Knowledge Transfer**

- E-Learning, Web-Conferencing systems, ...

## **Knowledge Visualization**

- Enterprise Portals, Mind/Concept Mapping systems, ...

## **Process Enablement**

- Business Process Management Systems, Process Modelling



# Guided-project – “Simulated KM Consultancy”



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# Mini-project – “Simulated KM Consultancy”



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## ***Student Feedback on cases and scenarios***

***“Interaction with external invited guest speakers who showed us their companies’ real cases”***

***“Practical experiences in conducting in-depth interviews with project clients”***

***“Various discussion sessions conducting in the Group Project (Knowledge Sharing)”***

***“Client Project”***



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# Staff Expertise in KM



**Prof. Eric Tsui,**  
First Professor of Knowledge Management  
in Hong Kong  
*Areas: Technologies for KM, Personal KM,  
Peer-to-peer KM, E-Learning, Collaborative  
Technologies Enterprise Portals &  
Commercialisation of intelligent systems*



**Prof. WB Lee,**  
Chair Professor of Industrial &  
Systems Engineering Department  
*Areas: Knowledge Management  
Strategy, Knowledge Audit,  
Organisational Learning*



**Dr. Benny Cheung**  
BEng, MPhil, PhD, MIEE,  
MIEEE, MASME, CKM  
*Areas: KM Strategy, Taxonomy,  
Knowledge Audit, Knowledge,  
Portal & Collaborative Technologies,  
Artificial Intelligence in KM*



**Dr. Stephen Chu**  
MSc, MBA, PhD, CEng, MHKIE, MIM,  
CPEng, MIEAust, AdvDipEdn, CKM  
*Areas: KM Strategy, Learning  
Organisation, Cultural Aspects in KM*



**Dr. Henry Lau**  
MSc(Aston),  
PhD(Adelaide), CEng  
*Areas: Business  
Intelligence and Data  
Mining*



**Dr. Vincent Yeung**  
BSc, MBA, DBA, MASQC,  
MHKIE, MCMES, CKM  
*Areas: KM Application in  
quality control, E-learning &  
Management issues in KM*



**Dr. Adela Lau**  
MSc (HKU), PhD  
(CUHK)  
*Areas: IS/IT  
Adoption, E-business  
Systems and  
Strategies,  
Knowledge-enabled  
CRM*



**Dr. Ettie Luk**  
BSc, DMS, MSc, MHKIE,  
CEng, MIEE, CKM  
*Areas: Strategic issues in  
KM, & Design of KM info.  
System.*



**Ms Nicole Sy**  
MSc, B.Comm  
*Areas: KM  
Strategy, KM  
Audit, Cultural  
Aspects in KM*

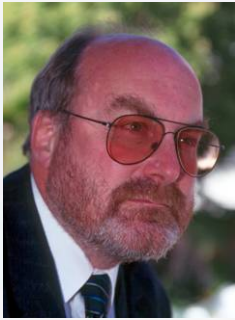


**Dr. Kathy Huang**  
B.Sc., MPhil, PhD  
*Areas: Text Mining, Data  
Mining, Machine Learning,  
Information Retrieval*





# Our International Experts



Dave  
Snowden  
UK



Karl Wiig  
USA



Patrick  
Lambe  
Singapore



Leif  
Edvinsson  
Sweden



Bonnie  
Cheuk  
UK



Karl-Erik  
Sveiby  
Finland



Hamid  
Noori  
Canada



Kim  
Sbarcea  
Australia



Usama  
Fayyad  
USA



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# **Staff resources for M.Sc. in KM subjects** **(2005-2006 Semester 2)**

<b>Subjects Name</b>	<b>Staff Resources</b>
- <b>Managing Knowledge</b>	- 1 subject leader, 2 online facilitators, 1 guest speaker
- <b>Methods and Tools for Knowledge Management Systems</b>	- 1 subject leader, 2 online facilitators, 1 guest speaker
- <b>Organizational Learning: Methods and Practices</b>	- 1 subject leader, 2 online facilitators
- <b>Managing and Measuring Intellectual Capital</b>	- 1 subject leader, 3 online facilitators, 1 guest speaker
- <b>Strategic Issues and Cases Studies in Knowledge Management</b>	- 1 subject leader, 3 online facilitators, 1 guest speaker
- <b>Enterprise Knowledge Portals</b>	- 1 subject leader, 2 online facilitators, 1 guest speaker
- <b>Knowledge Communities</b>	- 1 subject leader, 2 online facilitators, 1 guest speaker
- <b>E-Learning Technologies and Practices</b>	- 1 subject leader, 2 online facilitators, 1 guest speaker





# Balancing theory and practice

International panel of experts (academics & practitioners)

- Program Advisory
- Course Development
- Online facilitation

**Mainstream commercial software**

- Demonstrations
- Case Studies
- Training sessions

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Master of Science /  
Postgraduate Diploma in  
**Knowledge Management**  
"Leveraging Knowledge for Organisational Success"

www.hkcyberu.com

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# ***KM-related software available in the Enterprise Systems Centre***

- **Search Engine**
- **Taxonomy creation and maintenance**
- **Document Management and Workflow**
- **Collaboration**
- **Portal**
- **E-Learning**
- **Content Management**
- **Self-Service administration**

***EMC eRoom***

***MS Groove 2007***

***MS SharePoint Portal***

***Liferay Portal***

***Avant Werx Portal***

***TMS Intranet***

***Verity Search Engine***





# Other useful information

- ***This degree is awarded by The Hong Kong Polytechnic University***
- ***Participants have all the privileges and rights of a PolyU student, member of the KMRC and more***
- ***An international profile with participants from not only HK but also mainland China, Thailand, Canada, Australia, and Italy***
- ***This programme does not require any in depth computer knowledge; there is no machine-based assignment***
- ***Up to now, most text books are distributed free of charge to all participants***
- ***Extensive resource based provided***
- ***Articulation to other PolyU master awards***



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# Sample Degree Award



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# *PolyU has the most extensive KM resources among universities in HK*

## KM Resources in Universities in Hong Kong (as on 13 November 2007)

	PolyU	HKU	CityU	HKBU	CUHK	HKUST	Lingnan
<b>“Knowledge Management” as Subject</b>	1832	907	830	575	562	494	238
▪ Audio Visual	176	15	6	1	4	3	0
▪ Theses / Dissertations	498	25	13	1	13	3	3
▪ Conference proceedings	182	40	24	12	27	0	5



# Credit transfer to other degrees



Bachelor Degree

+ 10 Subjects



16 Months



Master of Science  
in Knowledge Management

6 subjects  
9 months



Master of Science  
in Technology Management

5 subjects  
9 months



Master of Science  
in Industrial Logistics Systems



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# Contact Details

## Professor Eric Tsui (Program Co-Leader)

Department of Industrial and Systems Engineering  
The Hong Kong Polytechnic University

**E-mail: [Eric.Tsui@polyu.edu.hk](mailto:Eric.Tsui@polyu.edu.hk)**

**Tel: (852) 2766 6609**

## Miss Maggie Choi (Program Officer)

Department of Industrial and Systems Engineering  
The Hong Kong Polytechnic University

**E-mail: [mfmaggie@inet.polyu.edu.hk](mailto:mfmaggie@inet.polyu.edu.hk)**

**Tel: (852) 3400 3156**