

Knowledge Management in China: A Tale of Two Companies

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Agenda

- Background
- Overview
- Case A: JAC Motors
 - Building a learning organization
- Case B: Taobao.com
 - Cultivating companies of practice
- Discussions

Background

■ About Me

- Associate professor of Information Systems at UMass Boston, College of Management
- Teaching a graduate KM course
- Past KM-related research
 - Analyses of online communities of practice
 - Knowledge adoption in online communities
 - Acceptance of knowledge management systems
- Current KM-related research
 - Innovation
 - National/Organizational Culture and Knowledge Management
 - KM in outsourcing/offshoring projects

Background: About China

- The same size as US
- Population 1.33B
 - US 310M
 - 2010 College grad: 6.3M
- GDP 2009 \$4.9T
 - 8.7% growth
 - \$586B stimulus package
 - US GDP \$14.4T
- Multiple imbalances
 - Population distribution
 - Wealth distribution
 - Regional development



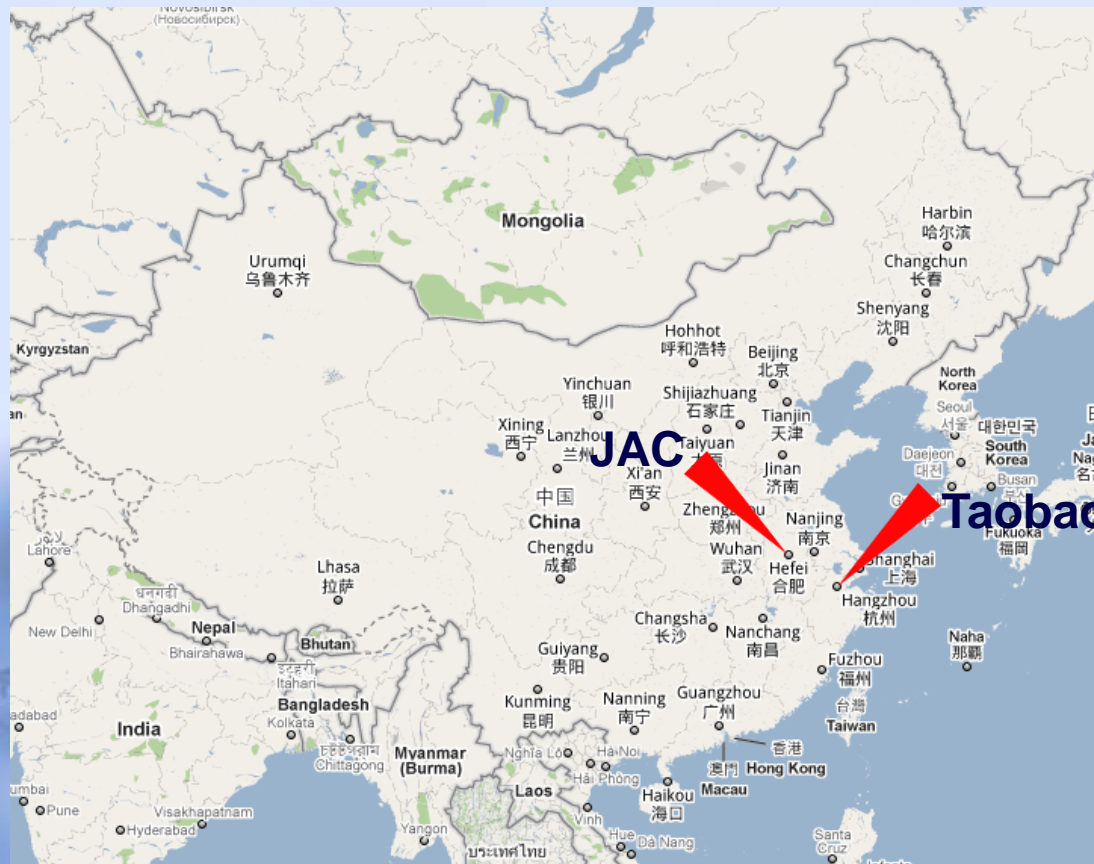
Background cont'd

- Chinese economy is in transitions
 - New challenges from domestic/global competition
 - From labor-intensive to investment-intensive/hi-tech
 - Biotech
 - IT: the Internet of Things
 - From resource-driven to innovation-driven
 - A new focus on green energies/technologies and sustainable growth
 - From coast provinces to inland/southwest China
 - Younger, more educated, well informed workforce

Background cont'd

- Knowledge Management in China
 - Learning and wisdom are central to Chinese history and culture
 - Strong collectivism culture
 - Economic motivations
 - Increasing competition
 - High turnover rate
 - Workforce/self development

A Tale of Two Companies



- Why
 - Theory?
- What
 - Actual practice
- How
- Observations
- Still to be critically analyzed

Compare-and-Contrast

■ Similarities:

- Inspired by organizational ambitions
- Influenced by organizational culture
- Both quite successful (though at different levels and different scopes)

■ Differences

- Top-down vs. bottom up
 - Motivation
 - Commitment
 - Participation
- Theory-guided vs. action-driven
- Use of IT

Future Research

- Immediate plan
 - More data and critical analyses for teaching cases
- Culture and KM
 - National Culture and organizational culture
 - The effects of top-down vs. bottom-up
 - Motivation, commitment, and participation
 - Effectiveness

Thank You!

- Comments? Questions?
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