知识与智力资源管理研究

STUDY ON KNOWLEDGE AND INTELLECTUAL RESOURCES MANAGEMENT

沈阳师范大学知识科学与知识管理研究中心

王 前 夏 敏 金 福/主编

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智力资源管理注重通过人的管理及其外在环境或制度的创建，提高智力活动效能，开发、利用个体头脑中的知识，形成群体中的知识共享，挖掘组织的隐性知识，以达到为社会创造价值的目的。

“若夫人者，目击而道存，亦不可以容声矣。”
——摘自：中国古代典籍《庄子·田子方》中对意会性知识的论述

“日本管理方式的核心在于这样一种认识，即知识创新并不是简单地‘处理’客观信息，而是发掘员工头脑中的潜在想法、直觉和灵感，并综合起来加以运用。”
——摘自：日本知识管理大师野中郁次郎（Ikujiro Nonaka）在“知识创新型企业”（《哈佛商业评论》1991年11-12月号）中对智力资源管理的论述

“20世纪一个公司最宝贵的资产是它的生产设备,21世纪最宝贵的资产是它的知识工作者和他们的生产率”。“今后50年内，能最系统、最成功地提高知识员工生产率的国家将占据世界经济的领导地位。”
——摘自：管理大师彼得·德鲁克（Peter F. Drucker）在《21世纪管理的挑战》中对提高脑力劳动者生产率的论述

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序　言

最近几年来，无论在国外还是国内，都掀起了研究讨论知识经济的热潮。知识经济是建立在知识的创新、传播和使用基础上的经济，是继农业经济、工业经济之后的一个新的经济发展阶段，它将引起生产方式、生活方式以至思维方式的重大改革。

当今人类社会步入了一个经济结构加快调整的重要时期，科技竞争已成为国际综合实力竞争的焦点。科技进步促进了经济的发展，而经济反过来又推动科技进步，二者相互作用，促成知识经济的产生和发展。知识已经从书斋和实验室走入经济生活，成为重要的经济资源、生产要素和资本。

为了开展有关知识科学与知识管理的研究，沈阳师范大学与大连理工大学于2002年联合成立知识科学与知识管理研究中心。成立伊始，即围绕知识科学、知识管理理论、方法与技术以及高等教育管理等研究领域，开展了广泛的科学研究。

项目研究工作历时三年，经过参与者的共同努力，大家在知识管理领域进行了卓有成效的探索活动。一分耕耘，一分收获，参与研究的教师们围绕这些项目的研究主题，投入了极大的精力和热情，取得了宝贵的研究经验和相当数量的研究成果。如何将这些研究成果公诸于众，更好地总结阶段性成就，更好地促进研究成果的有效传播，积极推进国内知识管理研究工作，是摆在知识管理研究工作者面前的一项十分紧迫的任务。沈阳师范大学知识科学与知识管理研究中心的同仁们，为了进一步推进知识管理研究再上新台阶，凝聚知识管理方面有兴趣的学者，提供交流与学习的平台，培养稳定的学术队伍，于去年底决定正式出版知识与智力资源管理研究文集。经过主编的质量把关与层层筛选，共收录有关知识与智力资源管理方面论文41篇。

值得引起注意的是，本文集是比较早的以知识管理为题出版的学术论文集。这一文集中收录论文的主体是沈阳师范大学知识科学与知识管理研究中心研究项目的结题文章，另外还有一些大连理工大学知识科学与知识管理研究中心的博士生导师们及其博士生的文章。这些文章中有的已公开发表在一些管理类学术刊物上，具有一定的学术价值，但是编辑者认为尚有进一步传播的必要，这对于知识管理的研究及其方法的借鉴具有启迪作用；有的是一些围绕科研项目对知识管理进行的探索和研究，但还没有来得及发表；有的是在大连理工大学知识中心的博士生导师们的引领下，博士生连同其导师一起对有关知识管理研究领域中的一些问题的有益探索。

从这些文章的内容上看，涵盖了理论探讨、隐性知识研究（基于人的层面的知识管理）、智力资源管理对策研究、技术层面的知识管理、大学知识管理等五个方面。其中，以社会科学见长的沈阳师范大学知识中心的一些教师从教育学、心理学等视角切入进行知识管理方面的探讨，形成了一系列颇有特色、颇具见地的文章。一些来自大连理工大学的学者的文章，则反映出自

然科学与工程的特点，对从事知识管理研究有一定扩展思维的作用。另有一些文章，是沈阳师范大学的中青年学者在攻读博士学位期间，以及沈阳师范大学知识中心的中青年教师，在知识管理研究领域进行了一些有益探索。虽说这些文章看起来还有些不成熟，需进一步地斟酌与提炼，但是把它们发表出来，对于鼓励中青年人从事知识管理研究，对知识管理产生研究热情与兴趣，让他们迅速成长起来有一定的意义。

知识管理研究是刚刚兴起的交叉学科，沈阳师范大学知识科学与知识管理研究中心通过启动项目，形成了比较稳定的知识管理研究方向，并通过整合学校教师的智力资源，培养了一支稳定的知识管理研究队伍。这一研究队伍结合学校管理学、教育学、心理学、经济学等多学科交叉的特点，进行了卓有成效的跨学科探索和研究。从研究方法上看，这里面涉及了组织行为学的方法、实证分析的方法、系统科学方法、个体行为与心理的评测研究方法等，尤其形成了个体行为与心理评测研究方法，从个体知识问卷测量的方法揭示组织隐性知识共享的规律。这些方法的探索，为进一步研究知识管理的学者起到抛砖引玉的作用。但是我们应该看到，知识管理的许多研究方法还很不成熟，处于探索之中，相信这部文集的出版，能够引起对知识管理有兴趣的学者的注意，更加重视对知识管理研究方法的提炼，并逐渐完善知识管理学科体系的建构。

总之，该部文集的出版，为国内知识管理学界提供了一些研究信息，将有利于各方面的学者进行充分的交流。在知识经济的背景下，使知识管理的研究更好地为社会服务。相信知识管理研究活动会逐渐开展起来，形成管理学界的一朵奇葩，在我国管理学界的大花园中争奇斗艳。

中国工程院院士　大连理工大学教授　**王众托**

2007年1月5日

Preface

In recent years, an upsurge of studying and researching the knowledge economy has been caused at home and overseas. Knowledge economy, a new stage of economic following agricultural economy and industrial economy, is based on innovation, diffusion and application of knowledge, which will cause great changes in production, lifestyle, even the way of thinking.

Nowadays, our society has stepped into an important period of rapid adjustment of the economic structure. Competition in science and technology has become the focus of competition in international comprehensive strength. Progress in science and technology promoted economic development, and in turn, economy promoted the progress of science and technology. The interaction contributed to the e mergence and development of knowledge economy. Knowledge has already come out of the library and laboratory getting into economic life, and meanwhile, has become an important economic resource, production element and capital.

In order to carry out research on knowledge science and knowledge management, Shenyang Normal University cooperating with Dalian University of Technology co-established Research Center for Knowledge Science and Knowledge Management in 2002. From the beginning, the center conducted extensive research on some fields such as knowledge science, theories and methods of knowledge management, and management of higher education.

With the joint efforts of all participants, we carried out productive exploration activities in the field of knowledge management in the past 3 years. You reap what you sow. The teachers involved in the research projects have devoted a great deal of energy and enthusiasm and have gained valuable experience and a considerable number of research results. It is a pressing task for researchers in the field of knowledge management to make the research results known to the public, summarize the progressive achievements, promote the effective diffusion of the research results, and finally facilitate the national knowledge management research. At the end of last year, colleagues of Research Center for Knowledge Science and Knowledge Management of Shenyang Normal University decided to publish a corpus in the areas of management of knowledge and intellectual resources to push the knowledge management research into a new step, aggregate scholars who are interested in the field of knowledge management, provide a platform for communication and learning, and cultivate a stable academic team. Under the strict selection of editor-in-chief, the corpus embodied 41 papers related to management of knowledge and intellectual resources.

What deserves public attention is that the corpus is an earlier academic collection of papers on knowledge management. The major part of this collection is the articles of some research projects of Research Center for Knowledge Science and Knowledge Management of Shenyang Normal University. In addition, it also includes articles written by doctoral advisors and their doctoral students in Research Center for Knowledge Science and Technology (RCKS&T) of Dalian University of Technology (DUT). Some of these articles having academic values have already been published in academic journals on management; nonetheless, the editors think that it is necessary to further spread them in order to inspire the study of knowledge management and its methods. Some papers are exploration and research in research projects on knowledge management, but have not yet been released; others are useful explorations on certain problems in the field of knowledge management, which were made by doctoral advisors and their doctoral students in the RCKS&T of DUT.

From the aspect of content, these articles include theoretical exploration, studies on tacit knowledge (human-based knowledge management), and management strategies of intellectual resources, technology-based knowledge management, and knowledge management in universities. Among them, some teachers studying social sciences from Shenyang Normal University wrote a series of fairly distinctive, insightful articles on knowledge management from educational and psychological perspectives. While some articles written by scholars from Dalian University of Technology reflected characteristics of the natural sciences and engineering, which may expand the thinking on knowledge management research. Other articles are some useful explorations in the field of knowledge management written by the young and middle-aged scholars of Shenyang Normal University during their pursuing doctoral degree. Although some of these articles may still be premature and needed to be amend and wrestled, nevertheless, publishing these articles will encourage young and middle-aged scholars to engage in studies on knowledge management, inspire their enthusiasm and interest in studies on knowledge management, and make them grow up rapidly.

Although knowledge management is still a new cross-disciplinary science, Research Center for Knowledge Science and Knowledge Management of Shenyang Normal University formed a relatively stable research direction of knowledge management through projects, and cultivated a stable research team studying knowledge management by integrating intellectual resources of schoolteachers. The team conducted fruitful interdisciplinary exploration and research through integrating interdisciplinary characteristics such as school management, education, psychology, and economics. From the aspect of research methods, these articles involved research methods of organizational behavior, empirical analysis, systems sciences, individual behavior and psychology evaluation particularly, which revealed the law of organizational tacit knowledge sharing via questionnaire measurements of individual knowledge. The exploration of these methods played an important role for scholars to study knowledge management further. While we should realize that many methods of knowledge management are still immature and under exploration currently, we believe that the publication of this corpus can call the attention of scholars being interested in knowledge management, putting more recognition on methods of knowledge management, and improving the construction of the disciplinary system of knowledge management gradually.

To sum up, the publication of the corpus provides some research information for domestic

academia of knowledge management, which will be helpful for full communication between scholars, and enable knowledge management provide better social services on the background of knowledge economy. We believe that research on knowledge management will be carried out gradually, and become a fantastic flower in the garden of management academia in China.

Member of the Chinese Academy of Engineering
Professor of Dalian University of Technology
Wang Zhongtuo
January 5, 2007

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