



# 大学知识

# 管理研究

徐建培 著



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## 序

积极借鉴和吸收来自各方面的先进理论成果和实践经验，以提高大学管理活动的效率，是我国广大高等教育工作者和研究者的重要任务。20世纪90年代产生于西方国家的知识管理理论传入我国后，受到了我国企业界的高度重视，并产生了很好的实践效果。近年来，我国的一些高等教育工作者也对知识管理理论产生了浓厚的兴趣，对如何进行大学知识管理进行了认真的研究和实践探索。徐建培同志就是在我国最早进行大学知识管理研究和实践的探索者之一。据我所知，在2000年末，知识管理理论传入我国不久，建培同志就敏锐地意识到知识管理理论对大学管理的意义和作用，并进行了不懈的努力和探索。即将出版的这本《大学知识管理研究》就是对他近年来相关研究成果的系统总结。

建培同志长期以来一直工作在大学管理的一线，担任过不同类型高校的主要领导，有着丰富的大学管理经验和深切的实践感悟，对大学管理的理论研究也有很高的造诣。从网上查询和我所了解的情况看，本书是我国大学知识管理研究的第一本个人专著。

综观全书，作者的研究视角独特，思维清晰，逻辑严密，论证充分，结构紧凑，文笔流畅，综合运用了高等教育学、管理学、经济学的理论和方法，规范分析和实证分析相结合，在对有关概念进行辨析和界定的基础上，以大学的知识活动为线索，以大学的知识共享为核心，对大学知识管理进行了较为系统的深入研究，得出许多有益的结论。

本书的突出特点和贡献主要表现在：

第一，对大学知识管理理论的基本概念、发展路径和现状等进行了较深入全面的分析和梳理，建立了较科学完整的分析框架。

第二，系统分析了大学的基本知识活动，即知识传播、知识

生产和知识应用,提出了一些新的思想,得出了一些新的结论,如科学把握知识传播的三个环节,正确处理知识生产中的投入与产出、市场取向与政府作用的关系以及对知识应用中产学合作的成本分析等。

第三,通过对我国大学的规模经济进行实证分析,指出目前我国许多大学已经表现为规模不经济,所以从效率的角度看,多数大学的单体规模不宜再扩大。但从知识管理的角度看,大学规模扩大有利于知识共享和学科融合等。他在分析的基础上提出,建立大学间的知识联盟是解决这一矛盾的一种有效形式,并对此进行了系统分析。

第四,对大学知识管理的内部环境进行了深入分析,提出应当按照知识管理的要求科学设置大学的组织机构,在当前应当科学实施“学院制”和建立“面向学科的学术行政型学部制”;建立与知识交流和共享要求相适应的管理制度;建立有利于知识交流与共享的大学组织文化等。

第五,作者认为除了创造有利的内部环境外,还必须通过不断改革和创新,建立适应大学知识管理内在要求的宏观高等教育管理体制,引导学校进行有序健康的合理竞争,引导学校确立准确的发展定位和制定科学的战略规划,形成有利于大学知识管理的外部环境。并结合大学知识管理的特点,提出了培育大学核心竞争力的途径和方法等。

此外,本书还系统分析了大学知识管理系统的建立和相应的实现技术。

从建培同志《大学知识管理研究》一书的研究和出版,我们至少可以得到两点重要启示:

首先,高等教育管理和政府管理、军事管理、经济管理、企业管理,虽然有很多各自不同的特点,但亦有诸多共同之处。纵观高等教育管理发展的历史,有不少理论是从经济管理、企业管理学习而来,如法人治理理论、人力资源管理理论、战略管理理论等。战略管理就是从军事领域开始,到政府管理、企业管理,

再到学校管理。建培同志将知识管理理论引入到高等教育管理，是一种非常有意义的探索。

其次，任何一所学校的发展、管理过程，都是一个创造过程。这是因为每所学校的历史传统、学科结构、人员结构、所处地域不同，其发展、管理不可能完全照搬别人的经验，需要自己去创造。这就需要我们大学的领导者、管理者特别是主要领导者不断进行研究和探索。在这一方面，我认为建培同志为我们做出了榜样。有目共睹，近几年来，青岛大学实现了快速健康发展，办学声誉和核心竞争力得到了很大提升，创造了一些成功发展经验，这与建培同志重视研究，重视发挥师生员工的群体智慧，特别是重视理论与实践相结合，重视将理论研究成果应用于学校管理实践，是密不可分的。作为青岛大学的主要领导，建培同志在完成繁重的管理工作的同时，对高等教育学和教育管理学的理论研究孜孜以求，在理论和实践方面都取得了可喜的成果。在此，我向作者表示衷心的祝贺和深切的敬意。

我国高等教育正处于大变革、大发展之中，面临前所未有的挑战。我们现在的高等教育工作者、研究者，正有幸体验高等教育大发展的历史，我们更要高度关注大学的发展和管理，研究大学的发展和管理，把握大学的发展和管理，不留下历史性的遗憾。

刘献君

2005年8月8日

## 摘 要

本书在对有关概念进行辨析和界定的基础上,综合运用高等教育学、管理学、经济学的理论和方法,规范分析和实证分析相结合,以大学的知识活动为线索,以大学的知识共享为核心,对大学知识管理进行了较为系统的研究。主要观点和结论是:

(1) 大学知识管理是在分析大学知识活动特点和规律的基础上,通过制度创新和管理创新,形成有利于促进知识交流和共享的组织环境,提高大学知识活动的效率的过程。大学知识管理与企业知识管理、大学学术管理、课程管理等既有密切的联系,又有很大的区别,大学知识管理具有自身的研究特点和规律。当前,中国大学在知识交流和共享方面存在着较突出的矛盾:一方面,教职员工都认识到进行知识交流与共享的重要性,另一方面,教职员工之间知识交流与共享的状况又令人非常不满意。这也说明,迫切需要进行大学知识管理的理论研究和实践探索。

(2) 大学的基本知识活动是知识传播、知识生产和知识应用。大学要进行有效的知识传播,需要把握好三个环节:合理选取所要传播的知识、进行有效的课堂教学以及科学评价知识传播的效果。知识生产是大学的后生职能,越来越受到人们的重视。我国大学知识生产活动的投入产出率相对较高,但投入比例不高,应当增加大学知识生产的经费投入,并处理好大学知识生产中市场取向与政府作用的关系。重视知识应用既是大学自身发展的需要,也是社会的需要。产学合作是大学知识应用的主要形式,学校、企业和政府都应采取有效措施,使产学合作健康发展。

(3) 由于知识具有收益递增的性质,知识交流和共享对于



提高大学知识活动的效率具有重要意义。大学不仅要重视明晰知识的共享,也要重视默会知识的共享。当前中国大学知识交流与共享状况不能令人满意,这既有知识本身、知识源方面的原因,也有知识接受者方面和制度方面的原因。大学应当通过构建知识地图和知识库摸清知识资源的分布,并通过知识交流和共享,把个人的人力资本固化为组织资本,从而降低组织对自然人的依赖程度,也降低组织对人力资本进行投资的顾虑。另外,大学需要倡导普遍的组织学习,建立学习型组织,形成知识共享的心智模式。

(4) 近年来,由于我国大学单体规模的迅速扩大,大学已经表现为规模不经济,所以从提高资源利用效率的角度看,大学的规模不宜再扩大。但从知识互补、知识共享的角度看,大学规模扩大有利于学科之间的融合,有利于教师之间的交流以及学生知识面的扩大,并且知识的利用不像有形资产那样会出现拥挤状态。因此,为了避免大学规模不经济的出现,同时又发挥知识互补、知识共享的作用,建立大学间的知识联盟是一种有效形式。大学知识联盟的形式主要有:合作办学、互派教师、建立教学联合体、合作研究、合作建立实践教学基地等。为保证知识联盟的成功,实现知识的有效转移和共享,需要建立一个良好的学习系统,并加强对知识联盟的管理,包括事前管理、事中管理和事后管理。

(5) 大学进行知识管理,需要创造有利的内部环境。第一,应当根据分权的原则、综合发挥学术权力和行政权力作用的原则、有利于知识交流和共享的原则,科学设置大学的组织机构,改革不适应知识管理要求的管理体制。在当前应当科学实施“学院制”和建立“面向学科的学术行政型学部制”。第二,建立与知识交流与共享要求相适应的管理制度,包括全面实行导师制;建立健全定期的教学研究制度、校内学术交流和成果发布制度;强化教职工的知识产权意识,建立完善的知识产权保护制度;结合教师知识劳动的特点,建立与知识管理要求相适应的激励制度等。第三,



充分认识组织文化对于大学知识管理的重要作用，建立有利于知识交流与共享的大学组织文化。

(6) 进行有效的知识管理，除了创造有利于大学知识管理的内部环境外，还必须通过不断改革和创新，建立适应大学知识管理内在要求的宏观高等教育管理体制，引导学校进行有序健康的合理竞争，引导学校制定科学的战略规划和发展定位，形成有利于大学知识管理的外部环境。我国宏观高等教育管理体制的改革重点是：第一，转变政府职能，加强宏观调控；第二，按照有利于知识共享和学科融合的原则科学设置与调整高等学校，优化资源配置；第三，进一步扩大高等学校的办学自主权；第四，加强社会参与办学和管理，密切学校与社会的联系。要营造适应大学知识管理内在要求的外部竞争环境，就要尽力避免人为因素和政府行政力量的不合理干预，让大学之间的竞争充分体现其公平性、公正性、科学性。国家要通过间接手段正确引导高等学校在办学层次、办学规模、地区分布、办学类型等方面的竞争。在科学分析竞争形势的基础上，高等学校可以运用 SWOT 分析方法，准确进行大学的发展定位。

(7) 在当前高等教育大众化、普及化、国际化进程日益加快，大学之间竞争日益激烈的形势下，大学作为一种特殊的组织，亟待提升其核心竞争力。大学核心竞争力的根基在于知识，而知识管理的实施正是为了增强组织绩效而有效获取、传播、创造和利用知识的过程。因此，引入知识管理是提升大学核心竞争力的有效策略。大学核心竞争力是一所大学独具的根植于大学的文化和精神之中的，通过对学校的一系列要素逐步优化或某一要素逐步凸现而长期形成的使学校获取可持续发展竞争优势的核心能力。大学核心竞争力的形成和提升通常需要经过竞争要素整合与核心能力识别获取、核心竞争力培育与发展、核心竞争力更新与完善三个主要阶段，每个阶段都具有其不同的特点和任务。培育和提升大学核心竞争力的途径和方法是多方面的，除了建立适于大学知识管理的良好学校内部环境和外部环境外，尤其需要在形成

办学特色和学科建设方面不断创新与进取。

此外，大学知识管理的实现还有赖于建立科学的知识管理系统和采用先进的信息技术。

**关键词** 大学 知识 知识管理 知识共享 知识联盟

## Abstract

This article carries out a relatively systematic research on knowledge management in colleges and universities by comprehensive use of the theories and methods of such subjects as higher education, management and economics, in combination with both regulation and substantiation analysis on basis of discrimination and definition of relevant concepts, taking knowledge activities as thread and share of knowledge as core in colleges and universities. The main points of view and its conclusions herein are as follows:

(1) Knowledge management in colleges and universities is to form an organizational environment favorable to the promotion of exchange and share of knowledge and to raise the efficiency of knowledge activities in academic institutions on basis of analyzing the characteristics and rules of knowledge activities and through innovation of systems and innovation of management. Knowledge management in colleges and universities, as distinctive from that of enterprises, academic management as well as course management, has its own objects of research and rules. At present, there is conspicuous contradiction in colleges and universities of China with respect to exchange and share of knowledge. On the one hand, all teaching and administrative staffs recognize the importance of exchange and share of knowledge; while, on the other hand, the situation relating to exchange and share of knowledge between the teaching and administrative staffs is extraordinarily unsatisfactory. This also shows that there is an urgent need of theoretic research and practical exploration with respect to knowledge management in colleges and universities.

(2) The basic knowledge activities in colleges and universities are knowledge dissemination, knowledge production and knowledge application. Where colleges and universities are to effectively disseminate knowledge, there are three sectors to be grasped: a reasonable selection of the knowledge to be disseminated, practice of effective classroom teaching and scientific evaluation of the effect of knowledge dissemination. As a function in colleges and universities generated afterward, knowledge production is more and more valued and accepted. In China, the output rate of investment in colleges and universities, is relatively high, whilst the rate of investment is low. In this circumstance, the funds for investment in knowledge production in colleges and universities should be increased. Meanwhile, the knowledge production in colleges and universities, the relation between market orientation and function of government should be properly handled. The emphasis of knowledge application is not only the need of development in colleges and universities, but also the need of the public society. Cooperation of production and learning is the main form of knowledge application in colleges and universities. The higher educational institutions, enterprises and governments should all take effective measures to improve the healthy development of cooperation of production and learning.

(3) As knowledge has such characteristics as increase by degrees in gains, the exchange and share of knowledge play important roles in increasing the efficiency of knowledge activities in colleges and universities. Not only should the colleges and universities lay much emphasis on the share of perspicuous knowledge, but also the share of their mutually - possessed knowledge. The exchange and share of knowledge currently in Chinese colleges and universities are far from satisfactory. This is caused not only by the knowledge itself and source of knowledge but also by the knowledge of the receiving end together with certain systems. The colleges and universities should, by establishing knowledge

map and knowledge repository, find out the distribution of knowledge resources and the exchange and share of knowledge, solidify individual human capital to be organization capital. Accordingly, both the degree of the organization's reliance on natural person and the concern of the organization on the investment to human capital would be reduced. In addition, the colleges and universities need advocate universal organizational study, establish study organization and form the mental mode of knowledge share.

(4) In recent years, owing to the rapid expansion of single-handed developments in Chinese colleges or universities, it has proved that there exist on large scale diseconomies. Therefore, from the perspective of increasing the efficiency of resource utilization, it is unfeasible to further enlarge the scale of higher educational institutions. However, from the perspective of supplementation and share of knowledge, the expansion of colleges and universities in scale would be beneficial to the mixture of branches of sciences, the exchange of faculties and the enlargement of scope of knowledge of the students. Further, the utility of knowledge would not lead to such congested condition as that of tangible assets. Therefore, to avoid the diseconomy in colleges and universities in scale and to bring the supplementation and exchange of knowledge into play, it is an effective form to establish knowledge union among the colleges and universities, the main forms of which are collaboratively running schools, dispatching teachers to each other, establishing teaching association, conducting cooperative research, establishing practical teaching base cooperatively and etc. To ensure the success of the knowledge union and to realize the effective transfer and share of knowledge, it is needed to establish a sound learning system and to enhance the management of knowledge union, inclusive of the management before, during and after the event.

(5) It is essential for colleges and universities to create a favorable

internal environment for the sake of knowledge management. In the first place, according to the principles of separation of power, comprehensively bringing the powers of academy and administration into play, favorable to the exchange and share of knowledge, the colleges and universities should scientifically set up the organizational structure and reform the management systems which fails to meet the requirement of knowledge management. Currently, the educational "college - oriented" system should be scientifically implemented. Also an academic administration department serving all branches of sciences should be set up simultaneously. Secondly, it is important to establish a management system applicable to the requirement of exchange and share of knowledge, inclusive of universally tried - out tutorial system; to establish and perfect the system of teaching and research; to promote academic exchanges on the campus and the distribution of scientific achievements periodically; to strengthen the consciousness of faculties and staffs on intellectual property right and to establish a perfect protection system naturally; in combination with the characteristics of knowledge work of the teachers; to establish encouragement system meeting the requirement of knowledge management and etc. Thirdly, it is necessary to recognize sufficiently the important role of organizational culture in knowledge management in colleges and universities and therefore, it is compulsory to cultivate an organizational culture in colleges and universities favorable to the exchange and share of knowledge.

(6) It is essential not only to create a favorable internal environment but also to establish macroscopic higher education management system suitable for the inner requirement of knowledge management in colleges and universities through continual reform and innovation for the sake of effective knowledge management. The macroscopic higher education management system can guide colleges and universities to compete orderly, healthily and reasonably, to formulate scientific strategy

scheme and development orientation, and ultimately to form external environment favorable to knowledge management of colleges and universities. The key points of reformation of macroscopic higher education management system are four facets. The first is to transform government functions and reinforce macro adjustment and controls. The second is to adjust higher educational institutions and make resources allocation better. The third is to further enlarge the independent authority of running school in higher educational institutions. The fourth is to enhance social participation in running and management schools, and to close relationships between schools and public society. It is necessary to avoid unreasonable interference of human factors in order to create a external competitive environment suitable for the inner requirement of knowledge management of colleges and universities, and to show fairness, justice and science of competition among colleges and universities. The government should guide higher educational institutions to compete correctly in levels, scales and types of running school, and the local distribution of schools through indirect means. On the basis of analyzing the situation of competition scientifically, the higher educational institutions can orient its development correctly by SWOT.

(7) Currently, the step of higher educational popularization, universality and internationalization accelerate day by day, and the competition among colleges and universities is keen. As a special knowledge industry, the colleges and universities should promote their core capability of competition urgently. The base of core capability of competition urgently is knowledge, and the implementation of knowledge management is a process to increase organizational effectiveness and to gain, disseminate, create and utilize knowledge effectively. Therefore, the introduction of knowledge management is the effective strategy to promote the core capability of competition in colleges and universities. The core capability of competition in colleges and universities is a kind of capa-



bility that is unique and deeply rooted in their culture and spirit, and which forms by making a series of elements better or protruding one element step by step for a long time to make them acquire competitive advantages of sustainable development. The formation and promotion of the core capability of competition in colleges and universities needs three main stages: remerging of competition element and identification acquirement, cultivation and development stage of the core capability of competition, renewing and consummation of the core capability of competition. Also, each stage has its own different characteristics and responsibilities. The cultivation and promotion of the core capability of competition in colleges and universities have many ways and methods, including establishment of internal and external environment that are suitable for knowledge management in colleges and universities, and the more important is to innovate and advance in forming their characteristic of running school consummation of branches sciences.

Further, the realization of knowledge management in colleges and universities lies in the establishment of scientific knowledge management system and the application of advanced information technology.

**Key words** colleges and universities knowledge knowledge management share of knowledge knowledge union

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