Session 15: Enterprise 2.0

The new Web 2.0 technologies are spawning new ways to work inside organizations: Enterprise 2.0. For this class, we will look closely at one cluster of organizations in the midst of this transformation, namely the U.S. Intelligence Community.

Readings

Required:
McAfee, A. The U.S. Intelligence Community (A), MIT Center for Digital Business Case

Optional:
McAfee, A. "Enterprise 2.0," *Sloan Management Review*, 2006.

Brynjolfsson and McAfee "Beyond Enterprise 2.0", *Sloan Management Review*, Spring, 2007.

URLs:
> http://andrewmcafee.org/blog/
> http://www.blogger.com/start
> http://blogsearch.google.com/
> http://www.oreillynet.com/pub/a/oreilly/tim/news/2005/09/30/what-is-web-20.html

Study Questions

Please think about the following questions as you do the readings.

1) What types of knowledge are there to manage in the U.S. intelligence community? How about at a strategy consulting firm or investment bank? At other types of firms?

2) How would you address the knowledge and information-sharing challenges facing the Intelligence Community at the time of the (A) case? What role, if any, would information technology play in your solution?

3) Knowledge management is predicated on people sharing information. Why don't people share information? What can you do to encourage knowledge sharing? How have other companies solved this problem?

4) What is the role of technology in knowledge management? What technologies are useful for what types of knowledge? Can technology help at all with tacit knowledge? If tacit knowledge is essentially that which cannot be written down, how can any technology help make it more visible?

5) Does the US IC have the same knowledge management challenges as, say, HP or Otis Elevator? Why or why not?

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