APPENDIX A: Questionnaire for Survey

The Implication of Knowledge Management in Higher Learning Institution

Questions concerning the person and higher learning institution:

1. Please indicate your gender:
   - [ ] Male
   - [ ] Female

2. Please indicate your highest educational level:
   - [ ] Degree
   - [ ] Master
   - [ ] PhD

3. Please indicate the type and name of higher learning institution that you are working with:
   - College / Institute: _____________________________
   - Private University: ______________________________
   - Public University: _______________________________

4. How many years have you been with this higher learning institution?
   - [ ] Less than 6 months
   - [ ] 6 months to 2 years
   - [ ] 2 years to 5 years
   - [ ] 5 years to 10 years
   - [ ] More than 10 years
   - [ ] 10 years to 15 years
   - [ ] 15 years to 20 years
   - [ ] 20 years to 30 years
   - [ ] More than 30 years

Questions concerning the general understanding of Knowledge Management (KM):

1. To what extend you understand the term ‘Knowledge Management’?
   - Little extend
   - Great extend
   - 1 2 3 4 5 6 7 8 9 10

2. What do you think should be the purpose of ‘Knowledge Management’?
   - Saving of time
   - Knowledge transfer and sharing information more effectively
   - Provide access to information more efficiently
   - Avoid the repetition of mistakes and errors
   - Others. Please specify: _____________________________

Questions concerning the existing end-user tools used in higher learning institutions:

1. To what extend is the following tools are used in your higher learning institution.

<table>
<thead>
<tr>
<th>Tool Description</th>
<th>To a little extent</th>
<th>To a great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Text processing (e.g. Ms.Word)</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>B Presentation (e.g. Ms. Powerpoint)</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>C Spreadsheet (e.g. Ms. Excel)</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>D Database (e.g. Ms. Access, Ms. SQL, Oracle)</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>E Application Software (e.g. Multimedia software, programming software)</td>
<td>1 2 3 4 5</td>
<td></td>
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</tbody>
</table>
Questions concerning the current status or condition of Knowledge Management (KM) in higher learning institution:

1. Does your higher learning institution:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Do not know</th>
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</thead>
<tbody>
<tr>
<td>A</td>
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<tr>
<td>B</td>
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<td>G</td>
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</tr>
</tbody>
</table>

A Have written KM policy or strategy (e.g. create formal procedures to ensure that lessons learned in the projects are passed along to other academic staffs that are doing similar tasks)?

B Have KM system to capture and circulate skills and knowledge (e.g. setting up a system for transferring information between academic staffs)?

C Have culture intended to promote knowledge sharing (e.g. collecting and sharing information about best practices)?

D Have programmes intended to improve the academic staff retention?

E Uses other higher learning institutions to acquire knowledge?

F Uses specific method or techniques to acquire knowledge?

G Have your own research department?

2. How important are the following reasons as obstacles to the implication of KM in your higher learning institution?

<table>
<thead>
<tr>
<th></th>
<th>Crucial</th>
<th>Important</th>
<th>Somewhat important</th>
<th>Not at all important</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
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<tr>
<td>B</td>
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<tr>
<td>F</td>
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</tr>
</tbody>
</table>

A Cost for the implementation of KM system is too high.

B Unable to adapt to the changes of how knowledge is captured, stored and shared.

C Feel insecure in giving away own sensitive ‘know-how’ or knowledge.

D Lack of procedures to implement KM.

E Lack of top management enforcement and support.

F Do not see the need of applying KM.
Questions concerning the enforcement of KM and the knowledge that can be captured from higher learning institution:

1. In your higher learning institution, KM practices are responsibility of:
   - Dean or Head of faculty
   - Administrative staffs
   - Academic staffs
   - KM unit. Please specify the name of the unit:

2. Your higher learning institution regularly captures and uses knowledge obtained via:
   - Internet (e.g. websites)
   - Intranet
   - KM system with databases
   - Research department
   - Other higher learning institution (e.g. universities or colleges)
   - Communication and discussion within the academic staffs
   - Internal training and seminars
   - External training and seminars (e.g. training conducted by external organizations)
   - Electronic mail (Email)
   - Written documents (e.g. reference books, training manuals, articles)
   - Video conferencing
   - Others. Please specify: __________________________________________

3. Please indicate the percentage of the knowledge that you acquired for your present activity or task: (From 1% to 100%)
   - Basic knowledge (e.g. teaching materials) %
   - Privately acquired knowledge (e.g. personal knowledge and understanding) %
   - Knowledge gained from professional experience %
   - Knowledge captured via training %
   - Information about other higher learning institution %
   - Technical knowledge (e.g. information from technical report or research) %
   - Others: Please specify:__________________________________________ %

4. What would motivate the top management of your higher learning institution to implement or increase KM practices?
   - Information overload problems within your higher learning institution.
   - Difficulty in capturing undocumented knowledge (tacit knowledge).
   - Use of KM tools or practices by other higher learning institution (competitors).
   - Loss of key personnel and their knowledge.
   - Difficulties in incorporating the existing knowledge.
   - Others. Please specify:__________________________________________

5. Please indicate the frequency of top management’s participation in KM:
   - Almost always
   - Infrequent
   - Frequent
   - Seldom
6. Please indicate the frequency of user (academic staffs) participation in KM:

<table>
<thead>
<tr>
<th></th>
<th>Almost always</th>
<th>Infrequent</th>
<th>Frequent</th>
<th>Seldom</th>
</tr>
</thead>
</table>

**Questions concerning the benefits of KM in higher learning institution:**

1. In your opinion, how important each of the following KM advantage that benefits your higher learning institution?

<table>
<thead>
<tr>
<th>Advantage</th>
<th>Very effective</th>
<th>Effective</th>
<th>Somewhat effective</th>
<th>Not at all effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>A To improve the competitive advantage of your higher learning institution.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>B To help in integrating knowledge within your higher learning institution.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>C To improve sharing or transferring knowledge among the academic staffs.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>D To increase efficiency by reducing repetition of work.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>E To protect your higher learning institution from loss of knowledge.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>F To ease collaborative work of projects such as teaching materials that is separated at different sites.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>G To improve efficiency of individual academic staff’s work.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>H To improve academic staffs’ skills and knowledge.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I To reduce dependence on individual academic staff’s knowledge.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>J To develop new knowledge.</td>
<td>☐</td>
<td>☐</td>
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</tr>
</tbody>
</table>

2. To what extend do you disagree or agree with the following reward attitudes for knowledge sharing:

<table>
<thead>
<tr>
<th>Reward Attitudes</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Academic staff increases in the higher learning institution are based on ability and how well one does his/her work.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>B Promotion of academic staff in higher learning institution is based on his/her ability or</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>
Questions concerning the development of the new KM system:

1. Do you intend to share your information and knowledge within your higher learning institution? If yes, how? (e.g. via Intranet)
   - No
   - Yes, ________________

2. If your higher learning institution has implemented a new KM system, how often do you update your information and knowledge?
   - Weekly
   - Every 2 weeks once
   - Every 2 to 5 months once
   - Every 6 to 10 months once
   - Monthly
   - Yearly

3. Please indicate the aspects and features for KM system that support KM in the higher learning institution.
   - Information from academic staffs will be stored and made available to other colleagues. This encourages the academic staffs to store reports, notes and documents so that the amount of materials will be increased.
   - End user tools such as word processing and presentation tool will be available to academic staffs. In this case, the PCs are connected to the KM system with standardized personal productivity tools such as word processing and presentation tools, so that documents can be exchanged easily within a higher learning institution.
   - Information about ‘Who Knows What’ will be made available to all the academic staffs. Its purpose is to record and disclose ‘who’ in the higher learning institution knows ‘what’ by building KM system. This idea is to make sure that all the academic staffs within the higher learning institution are able access, exchange and share their knowledge via this KM system.

4. Please specify other aspects or features to be implemented into KM system.
   ____________________________________________________________________
   Do you have any comments on this questionnaire? If yes, please specify. Your opinion is very important to me.
   ____________________________________________________________________

~.~ Thank You ~.~