

KNOWLEDGE TECHNOLOGIES FOR NETWORK ORGANISATIONS

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OUTLINE OF THE TALK

Basic concepts

- Networked organisations
- Knowledge management
- Knowledge technologies
- KT for NO: theoretical background

• Examples of using KT in NOI

- Knowledge discovery
- Knowledge mapping
- Knowledge sharing: PKT
- Knowledge formalisation: ontologies, Cyc
- Knowledge use



ORGANISATION – BUSINESS PROCESS VIEW



ORGANISATION – KNOWLEDGE VIEW







ECOLEAD WHAT WE UNDERSTAND BY CNO?

Network ...

Constituted by a **variety of entities** (e.g. organizations and people) that are:

largely autonomous

geographically distributed

heterogeneous in terms of their:

operating environment, culture, social capital and goals

Nevertheless these entities collaborate to better achieve common or compatible goals

The collaborative interactions are supported by a **computer network**.

Unlike other networks, in CNO collaboration is an **intentional property** that derives from the **shared belief** that together the network members can achieve goals that would not be possible or would have a higher cost if attempted by them individually



SELF - ORGANISATION



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SELF-ORGANISATION -CHAORDIC SYSTEM

Complexity and Coherence



ECOLEAD KNOWLEDGE TECHNOLOGIES

Knowledge technologies

- ...are information technologies including data mining, machine learning, decision support, language technologies, knowledge sharing tools and other information technologies that support acquisition, retrieval, reuse, share, maintenance and modeling of knowledge.
- ...adds a layer of intelligence to information technology, to filter appropriate information and deliver it when it is needed.
- ...provide a means for computers to understand the knowledge that is being presented by knowledge integrated into documents and services on the Internet (Semantic Web).
- Among knowledge technologies are knowledge extraction tools, ontologies, knowledge representation formalisms, intelligent topic maps, blogs, groupware, document management, expertise locators, latent semantic analysis, semantic networks, social networking engines, wikis,...



KNOWLEDGE MANAGEMENT - OLD DEFINITION

 KM is an interdisciplinary business model dealing with all aspects of knowledge within the context of the firm, including knowledge creation, codification, sharing, and how these activities promote learning and innovation. In practice, KM encompasses both technological tools and organizational routines in overlapping parts.

http://sims.berkeley.edu



KM IN RELATION TO OTHER SYSTEMS





HOLISTIC VIEW ON KM





Predetermined

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KNOWLEDGE MANAGEMENT -PROCESS MODEL





KM SCOPE

- Knowledge management in a real business
 environment
 - Analysing, modeling, managing distributed networked organisations
 - Industry clusters, virtual organisations, virtual communities, living labs
 - Knowledge discovery and knowledge storage
 - Competence directories, Knowledge mapping, K-bases, media and methods repositories
 - Training and knowledge transfer
 - ICT supported training, virtual communities, distance learning, personalisation



SEVEN SCHOOLS ON KM

- Systems school codifying knowledge in databases
- Cartographic school mapping knowledge
- Engineering school process oriented
- Commercial school intellectual assets, IPR
- Organizational school knowledge sharing across communities
- Spatial school work and relaxation spaces
- Strategic school companies as a knowledge businesses



KNOWLEDGE

Self-organisational

Society level

Business level

Management level

Engineering level

Operator level

Physical level

Predefined



Embrained knowledge (holographic)

Embodied knowledge (genetic)

Symbol type knowledge (bit)

Explicit

Tacit

Complexity



RESOURCE LEVEL



ECOLEAD KM - NEW WORLD DEFINITION

 "Knowledge Management caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous environmental change. Essentially, it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings."

Y. Malhotra at http://www.brint.com/km/whatis.htm



BUSINESS PROCESS INNOVATION





- From K-resource to K-process
- From deterministic to complex "A few rules and a lot of freedom"
- From cognitive factors to social factors knowledge networks and social networks
- From know-how to creativity and innovation
 - Creativity: the crazy things that work
 - Innovation is the conversion of knowledge and ideas into a benefit.



KT FOR NO: THEORETICAL BACKGROUND



KM IN NO





KT APROACH TO KM





HIERARCHY OF BUSINESS PROCESSES





BUSINESS PROCESS









EXAMPLES OF USING KNOWLEDGE TECHNOLOGIES FOR NETWORKED ORGANISATIONS



TOOLS AND METHODS FOR K-PROCESSES

Knowledge storage and development (Content management) tracking and workflow, reference materials, ontologies, semantics, BBS, yellow pages, content and media databases...

Knowledge transfer (Training)

(distance) learning, intelligent searching, portals, personalisation, machine learning, learning methods, didactics, pedagogy,...

Knowledge generation and acquisition

data analysis: x mining, statistic methods,... business intelligence: scenario planning, game theory,... content acquisition: digitalisation, classification, filtering, ranking,... Modeling, decision support, expert systems,...

Knowledge use, customisation and resource networking collaboration, community, teams, experts, virtual networks,...

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KT TO KM VIEW

- (O'Leary 1998)
- Converting individual to group knowledge: knowledge sharing
- **Converting data to knowledge:** uncovering patterns in databases using data mining
- **Converting text to knowledge**: uncovering patterns in texts using text mining tools, Debating and negotiating meaning.
- Connecting people to knowledge: visualisation, knowledge mapping
- Connecting knowledge to knowledge: Agents, Ontologies and metadata, Boundary objects
- Connecting people to people: knowledge mapping, shared workspaces
- Connecting knowledge to people: agent systems, personalisation



EXAMPLES

- Knowledge discovery
 - Textgarden set of tools
- Knowledge mapping
 - Partner finding tool (IST-World)
 - Knowledge map (Document atlas)
- Knowledge sharing
 - Personalised Knowledge Transfer (videolectures.net)
 - Virtual Learning Communities (ECOLEAD VLC)

Knowledge formalisation (Ontologies)

- Ontogen
- Standards
- Сус
- Knowledge use
 - Decision support systems (...intelligence,)
 - Reasoning mechanisms (CyC)
 - Knowledge in business process (ACTIVE, PROLIX, TENCOMPETENCE)



SOME CKM TOOLS

COLEAD





KNOWLEDGE DISCOVERY



WHAT IS TEXT-GARDEN?

- Text-Garden is a software library and collection of software tools for solving large scale tasks dealing with structured, semi-structured and unstructured data
 - ...in particular, emphasis of functionality is on dealing with text
- It can be used in various ways covering research and applicative scenarios
 - used by several institutions such as CMU, BT, MSR, …



FUNCTIONALITY BLOCKS

Lexical text processing (tokenization, stop-words, stemming, n-grams, Wordnet)

Unsupervised learning (KMeans, Hierarchical-KMeans, OneClassSVM)

Semi-Supervised learning (Uncertainty sampling)

Supervised learning (SVM, Winnow, Perceptron, NBayes)

Dimensionality reduction (LSI, PCA)

Visualization (Graph based, Tiling, Density based, ...)

Named Entity Extraction (capitalization based)

Cross Correlation (KCCA, matching text with other data)

Keyword Extraction (contrast, centroid, taxonomy based)

Large Taxonomies (dealing with DMoz, Medline)

> Crawling Web and Search Eng. (for large scale data acquisition)

Scalable Search (inverted index)



TECHNICAL ASPECTS

- Text Garden is almost entirely written in portable C++
 - ...it compiles under Windows (Microsoft Visual C++, Borland C++) and Unix/Linux (GNU C)
 - ... it runs under 32bit and 64bit platforms
 - ...it consists of ~200.000 lines of code



- Text-Garden has the following interfaces with the same API:
 - C/C++ through simplified DLL & native C++
 - Java through JNI
 - .NET e.g. accessible through C#, VB, ...
 - Matlab through standard Matlab interface
 - **Python** through standard Python interface
 - Mathematica, Prolog, R in preparation
- API has ~40 classes and ~250 functions
 - …interfaces to the all above platforms are generated automatically from the master Text-Garden header file

• Text-Garden is under LGPL licence

It is available from <u>www.textmining.net</u>


KNOWLEDGE MAPPING

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KNOWLEDGE MAPPING OVERVIEW (I)

- Knowledge Mapping (PROCESS) discovers:
 - the constraints, assumptions, location, ownership, value and use of knowledge artifacts,
 - agents (people, groups, objects) and their expertise,
 - blocks to knowledge creation, and
 - opportunities to leverage existing knowledge.
- Knowledge Map (VISUALISATION TOOL) portrays:
 - the sources, flows, constraints and sinks of explicit and tacit knowledge within an organization,
 - relationships between knowledge stores and the dynamics.
- Knowledge Repository (DATABASE):
 - A model and a set of tools that covers formal and informal means of storing information of Knowledge Mapping
- Knowledge Space (MODEL) describes:
 - the dynamics of a knowledge evolution following the predescribed learning process



KNOWLEDGE MAPPING OVERVIEW (II)

Knowledge mapping covers:

- mind maps
- concept maps
- pattern languages
- dialogue mapping
- graphic facilitation
- geographical information mapping (GIS)
- quantitative charts and graphs
- process and procedure flow charts
- timelines
- mapping public issues
- and all other forms of visual presentation of information:
 - semantic networks
 - relational diagrams
 - knowledge landscapes
 - dynamic knowledge fields

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IMPLEMENTATIONS

IT tools to support knowledge management

- helpdesk and customer service
- data & text mining with data marts, OLAP and other backups\
- intranets
- conversation servers
- groupware and workflow
- virtual communities, psychographics and e-commerce
- search engines,
- text & data visualization
- Business intelligence, push and scanning applications
- Training in systems thinking, creative thinking, on-line facilitation
- Specialized knowledge engineering services:
 - corporate memory,
 - heuristics,
 - expert systems,
 - ontology development,
 - concept extraction,
 - knowledge structuring,
 - patterns,
 - communities of practice.

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AGENTS' KNOWLEDGE

- sociological data: group and team effectiveness, sociological type, network intelligence NQ,...
- **psychological data:** personality type, creativity level, basic motivation, values and beliefs,...
- partner's cultural and organization knowledge
- group and team knowledge (functional, group dynamics,...)
- partner/group/individual background knowledge (core, additional, specific), learning styles and communication characteristics
- partner/group/individual **connections** to other's knowledge
- process's knowledge and object type knowledge (tools, methods, techniques performances)
- personal lessons learned

IIII KNOWLEDGE MAP (E-R MODEL)





KNOWLEDGE MAP (I)





KNOWLEDGE (STRUCTURE) MAP (II)







KNOWLEDGE (CARRIER -FLOW) MAP





Dynamic fluid fields



K- (DEVELOPMENT) MAP -KNOWLEDGE SPACE



Actual knowledge space used by simulator module



KNOWLEDGE (ASSET) MAP





VISUALISATIONS





DOCUMENT ATLAS

- Given a collection of documents (time stamps, if available)
 - eg., news articles, publication record

• Visualize in 2D:

- content of documents,
- named entities,
- relationships (social networks),
- changes over time
- Installation is publicly available in binaries at <u>http://docatlas.ijs.si/</u>



APPROACH DESCRIPTION





KNOWLEDGE SHARING – PERSONALISED KNOWLEDGE TRANSFER



ICT BASED TRAINING

- KT (learning) is one of the main processes in KM.
- KM stimulates and fosters continuous learning.
- Introducing
 - new methods, concepts and ways of learning
 - new didactic concepts, methodology, pedagogy,...
 - new tools, content types, media,...

• There is no target population (personalization):

- all subjects
- all levels (Life long learning)
- all types of education



ICT BASED TRAINING



Learnir



KNOWLEDGE TRANSFER

 Training is a challenge, because it is not something you give; but a process based on guidance



• Personalization of methods, content, tools, guidance, control, motivation and goal.



PERSONALISATION (MOD SCOPOS)









- RDF Resource Description Framework (W3C)
 http://www.w3.org/TR/1999/REC-rdf-syntax-19990222/
- TEI Text Encoding Initiative (SGML/XML) http://www.tei-c.org/
- DOI Document Object Identifier (Avtorske pravice)
 http://www.doi.org/
- **GILS Government Information Service** http://www.gils.net/
- PICS Platform for Internet Content Selection
 http://www.w3.org/PICS/
- IMS Learning Resource Meta-data http://www.imsproject.org/metadata/
- LTSC-LOM (Learning Technology Standards Committee Learning Objects Metadata) http://ltsc.ieee.org/wg12/
- DC Dublin Core http://dublincore.org/



ECOLEAD TRAINING



Active Virtual Learning Community 386 members 50 self learning courses 172 video seminars from 16 events, 100 authors, 89 lectures 122 prepared documents

2 training DVDs



VIDREOLECTURES.NET



Status 02.9.2007 128 events, 1536 authors, 2022 lectures, 2659 videos

App 2000 visits/day 150.000 visits since 1.3.2007 500.000 pagevievs

638 visits from CZ



KNOWLEDGE FORMALISATION



Cg – conceptual graphs - http://www.cs.uah.edu/~delugach/CG/



- CycL http://www.cyc.com/cycdoc/ref/cycl-syntax.html, CycL is a formal language whose syntax derives from first-order predicate calculus (the language of formal logic) and from Lisp.
- DAML+OIL http://www.daml.org/ is a semantic markup language for Web resources. It builds on earlier W3C standards such as RDF and RDF Schema, and extends these languages with richer modelling primitives. The use of DAML+OIL is illustrated here via an annotated example
- DQL- DAML query language www.daml.org/dql/



STANDARDS – FORMATS

- KIF logic.stanford.edu/kif/kif.html Knowledge Interchange Format is a language designed for use in the interchange of knowledge among disparate computer systems
- OKBC http://www.ai.sri.com/~okbc/, Open Knowledge Base Connectivity is an application programming interface for accessing knowledge bases stored in knowledge representation systems - DARPA
- RuleML, http://www.ruleml.org/, Rule Markup Language permitting both forward (bottom-up) and backward (top-down) rules in XML for deduction, rewriting, and further inferentialtransformational tasks



STANDARDS - INITIATIVES

- SHOE, http://www.cs.umd.edu/projects/plus/SHOE/, is a small extension to HTML which allows web page authors to annotate their web documents with machine-readable knowledge – transition to OWL
- SUO (IEEE P1600.1), http://suo.ieee.org/, Standard Upper Ontology, is limited to concepts that are meta, generic, abstract and philosophical, and therefore are general enough to address (at a high level) a broad range of domain areas
- XTM Topic Maps, http://www.topicmaps.org/, development of an XML grammar for interchanging Web-based Topic Maps, called the XTM Specification





16-bit character set that assigns unique character codes to characters

Uniform Resource Identifier



SEMANTIC WEB LAYERS

- XML layer
 - Syntactic basis
- RDF layer
 - RDF basic data model for facts
 - RDF Schema simple ontology language
- Ontology layer
 - More expressive languages than RDF Schema
 - Current Web standard: OWL



WHAT IS AN ONTOLOGY?

- In the context of knowledge sharing, the term ontology means a "specification of a conceptualization"
- We usually refer to an ontology as being a graph/network structure consisting from:
 - Set of concepts (vertices in a graph)
 - Types of data
 - Set of instances assigned to a particular concepts (data records assigned to vertices in a graph)
 - Actual data records
 - Set of relationships connecting concepts (directed edges in a graph),
 - Labeled links between classes denoting relationship



To make domain assumptions explicit

- Easier to change domain assumptions
- Easier to understand and update legacy data
- To separate domain knowledge from operational knowledge

- Re-use domain and operational knowledge separately

- A community reference for applications
- To share a consistent understanding of what information means



TYPES OF ONTOLOGIES

Describe **very general concepts** like space, time, event, which are independent of a particular problem or domain. It seems reasonable to have unified top-level ontologies for large communities of users.



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ONTOLOGIES AND THEIR RELATIVES





ONTOLOGY DEVELOPMENT

- Scenario 1 Top-down: Expert building the ontology manually
- Scenario 2 Bottom-up: Ontology build from documents, email logs, etc...





ONTOLOGY EVOLUTION

- "Ontology evolution" appears in a situation where the modeling domain is not fixed or known in advance
- Initially we start with an empty or "upper-level" ontology
- Dynamics in "ontology evolution" is defined as a set of transformation operations:
 - Add & delete a class
 - Add & delete a relationship
- Decision which operation to take is taken manually or (semi) automatically to optimize compliance of the current ontological conceptual structure and the data to be modeled and collected so far


ONTOLOGY MANAGEMENT

- Idea: Shared vocabulary (concepts, relations, axioms) of the various actors in a KM information system
- Ontology Management is an important means to balance between local and global concerns in Distributed Organizational Memory scenarios



WHY TO USE ONTOLOGIES IN NO?

- NO development and user community
 - E4 "Constitution" a reference formal description of common understanding
 - a common vocabulary, rules and formulations
 - a background for an integrated architecture
 - multilinguality and multimodality support

- ...

Benefits to the user

- Solving inconsistencies Reference vocabulary
- Sharing Enabling the connectivity to NO community on the level of business processes, resources and BOM
- Open and integrated Connectivity to existing ontologies that are user defined and/or relevant for NO

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OVERVIEW OF EXISTING ONTOLOGIES

- Terminological ontologies: WordNet, VerbNet, FrameNet, Sensus
- **Domain ontologies:** The Gene Ontology (GO), PSL (Process Specification Language Ontology), The CEO project
- **Upper ontologies:** SUMO (Suggested Upper Merged Ontology), Mikrokosmos, OpenCyc, Sowa's top-level ontology
- Ontologies with common-sense knowledge: Cyc, ConceptNet
- Business-oriented Ontologies: The AIAI enterprise ontology, The TOronto Virtual Enterprise's ontology (TOVE), The BPMO (Business Process Management Ontology)



ECOLEAD ONTOLOGY



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ONTOLOGY (E4 CASE)



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ONTOGEN

Semi-Automatic

- Text-mining methods provide suggestions and insights into the domain
- The user can interact with parameters of text-mining methods
- All the final decisions are taken by the user

Data-Driven

- Most of the aid provided by the system is based on some underlying data provided by the system
- Instances are described by features extracted from the data (e.g. bag-of-words vectors)

Installation package is publicly available in binaries at <u>ontogen.ijs.si</u>





ONTOLOGY MERGING AND TEXT/SERVICES ANNOTATION

Merging ontologies

- Common vocabulary
- Controling consistencies

Annotation methods and tools

- Annotation of documents and services
- Automating the annotation process as much as possible
- Annotation software architecture



SOME TECHNIQUES

- Automating the annotation process as much as possible
- Annotation by comparison of documents
- Hypotheses checking
- Google distance



ONTOCLASIFY

- System for scalable classification of text into large topic ontologies
- Available as Web service

– for DMoz directory of Web pages
<u>http://alchemist.ijs.si/ASP.NETv1.1/DMozClassify/OntoService.asmx</u>

– for Inspec ontology for annotating papers
<u>http://alchemist.ijs.si/ASP.NETv1.1/InspecClassify/OntoService.asmx</u>

(VERY) BRIEF HISTORY OF CYC





WHAT IS CYC?

• the Cyc Knowledge BaseTM

 is a formalized representation of a vast quantity of fundamental human knowledge: facts, rules of thumb, and heuristics for reasoning about the objects and events of everyday life. The medium of representation is the formal language CycL

natural-language processing

 The Cyc-NL system has three components: the lexicon, the syntactic parser, and the semantic interpreter.

• Semantic Integration BusTM

 Computer-based information is stored in many forms, including data that is structured (databases), semi-structured (spreadsheets, web pages), and unstructured (text files and text fields). Cyc can turn this information into usable knowledge, and the remainder can be annotated for easier access by humans.

developer toolsets

 interface tools to browse, edit, and extend the Cyc KB, to pose queries to the inference engine, and to interact with the natural-language and database integration modules.

(HTML Interface, A hierarchy browser, A lexicon editor, An English-to-CycL parser, A database tool interface, A WordNet browser, An English generator)





CYC TODAY



General-purpose platform: Supports apps. involving search, question answering, knowledge management, scenario generation, situation reporting, (re-)planning, *etc.*

WHAT CAN BE DONE WITH CYC?

• Capabilities

- Integration of Heterogeneous Databases
- Intelligent Search
 - Knowledge-Enhanced Retrieval of Captioned Information
 - WWW Information Retrieval
- Distributed AI

Potential Applications

- Sophisticated modeling
- Online brokering of goods and services
- "Smart" interfaces
- Intelligent character simulation for games
- Enhanced virtual reality
- Improved machine translation and speech recognition
- Semantic data mining
- Advice Services: E-shopping Assistant



KNOWLEDGE USE



DECISION SUPPORT SYSTEMS

- Business intelligence tools
- Cargo intelligence (Euridice)
- Project intelligence (www.ist-world.org)

CUSTOMER SEGMENTATION DEFINING MARKETING GROUPS





SUPPLY CHAIN PREDICTION





CYC ENVIRONMENT





KNOWLEDGE IN BUSINESS PROCESS

- ACTIVE FP7 IP unleashing tacit knowledge from available document sources
- KaaS in COIN FP7 IP
- PROLIX http://www.prolixproject.org,
- TENCOMPETENCE

http://www.tencompetence.org) - lifelong competence development