

Abstract to the session “Archives, Accountability, and Democracy in the Digital Age”

## **The Gap between Knowledge Management and Records Management**

**Kazuhito Isomura**

*Professor*

*Graduate School of International Accounting,*

*Chuo University, Japan*

*kisomura@tamacc.chuo-u.ac.jp*

In this paper, we focus on a level of organization such as a company and a government agency, because an organization is one of main actors to collect and disclose records and information to stakeholders in a society. However, if organizations do not have internal motivations to utilize records and information on their own business, organizations do not become positive to collect and disclose them and comply with legal acts and standards on a minimum level to fulfill accountability. Since knowledge management (KM) is used for implementing strategic initiatives, we consider possibilities to combine KM with records management (RM).

As some researchers of RM have already pointed out, however, there is the gap between KM and RM. On the one hand, KM contributes to produce innovation and efficiency in organizations. On the other hand, RM is mainly required for keeping evidence or documentation of daily business transactions, and is rarely used strategically. In this paper we try to find out causes of the gap between them and explore directions to make them collaborative.

First, we build the framework to analyze practices of KM and RM. Knowledge is stratified multiply and has different forms: skills, personal knowledge, formal knowledge and judgment. KM and RM are related to the process of its transformation. Second, we pick up some cases of KM and RM, and analyze them from the framework we build. Finally, we make clear the gap between KM and RM and explore directions to combine them.