

## Knowledge Management and Evaluation

*Jan Hense, Heinz Mandl*

*University of Munich (LMU), Department of Psychology, Chair of Education and Educational Psychology*

### Abstract

Both knowledge management and evaluation share as central problems the generation, representation, communication, and utilization of knowledge. Despite many commonalities, the interrelation and interplay of both disciplines has not been analysed systematically up to now. Four principle perspectives can be differentiated. On an operational level, (1) knowledge management can function as a tool in evaluation and, vice versa, (2) evaluation can function as a tool in knowledge management. On a strategic level, (3) knowledge generated by evaluations has to be managed comprehensively and (4) knowledge management efforts can be subjected to evaluations. Based on a short overview of essential terms and foundations of knowledge management, this conceptual article analyses the first three of these perspectives drawing on current research from both disciplines. Concluding, we discuss consequences for evaluation practice and policy.

**Keywords:** Evaluation, Knowledge Management, Management of Evaluations, Evaluation Use



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D-66041 Saarbruecken - Germany

Phone +49 681/302-4937; Fax. +49 681/302-3899

E-mail: [redaktion@zfev.de](mailto:redaktion@zfev.de); Web: [www.zfev.de](http://www.zfev.de)