KNOWLEDGE MANAGEMENT

A collection of abstracts of books and articles read as part of the ongoing KM strategy development and implementation process and some general documents on knowledge management.
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<th>Source</th>
<th>Title</th>
<th>Abstract</th>
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<tbody>
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<td>Abbott, R. (2004)</td>
<td>Subjectivity as a concern for information science: a Popperian perspective. Journal of Information Science 30(2), 95-106.</td>
<td>Subjectivity is discussed in the context of information processing, and its properties are considered in relation to Popper's three Worlds model of information. The uncertainties that subjectivity creates are seen as central to some problematic issues of information handling, including classification and retrieval. An appreciation of problems relating to subjectivity also has relevance in several subject areas of interest to information science, including understanding, relevance and significance, knowledge management, and creativity.</td>
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<td>Adamson, I. and Handford, D. (2002)</td>
<td>Are the knowledge management professionals up to the job?</td>
<td>Abstract: The objective of this paper was to explore the role of a Knowledge Management professional in today's blue chip companies, to examine if and how the KM professionals differ from each other, and if Knowledge Management professionals on the whole match the earlier proposed models of an ideal KM professional. The findings suggested that employing organisations did not have a clear idea of the KM role. This ambiguity was picked up the newly appointed KM professionals, who as a result felt uncertain and insecure in their KM role. Further, the findings supported earlier studies, in what the participants perceived the KM role to be 2/3 change agent, 1/3 information systems technology) although they perceived themselves primarily as management consultants/entrepreneurs rather than technicians/managers.</td>
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<td>Aidemark, J. (2003)</td>
<td>A knowledge perspective on e-democracy.</td>
<td>Abstract: This paper takes an information systems development perspective on e-democracy. A case study in the area of e-democracy, a number of different types of information systems applications, is presented. These are discussed from three perspectives on knowledge, (cognitive, social, and critical), using an analytical framework that is based on some general direction in the area of knowledge management. The lesson of the case study is that full support from all these perspectives are needed to make IS an effective support to democratic processes. The analysis shows that it is not a technical problem, most types of support are readily available and in use. There is an insight in the area that success rests on a match between IS, understanding democratic processes, and peoples' expectations. The trouble, it seems, is to convert this into a system development perspective. Here findings from knowledge management could provide support.</td>
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<td>Akgun, A. E., Lynn, G. S., and Byrne, J. C. (2003)</td>
<td>Organisational learning: A socio-cognitive framework. Human Relations 56(7), 839-868.</td>
<td>Abstract: Organisational learning is a popular topic in business and academia and attracts many researchers and practitioners from different fields. Even though organisational learning scholarship is still growing, there are few studies that cross-fertilize social cognition and organisational learning. This investigation examines organisational learning from the perspective of social cognition. It is argued that social cognition explains the organisational learning process better by integrating fragmented studies on the processes of learning, and the study proposes that organisational learning is an outcome of reciprocal interactions of the processes of information/knowledge acquisition, information/knowledge dissemination, information/knowledge implementation, sense making, memory, thinking, unlearning, intelligence, improvisation, and emotions – connected by organisational culture. In addition, the implications of social cognition on organisational learning are discussed.</td>
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<td>Alavi, M. and Leidner, D. E. (2001)</td>
<td>Review: Knowledge management and knowledge management systems: Conceptual foundations and research issues.</td>
<td>Abstract: Knowledge is abroad and abstract notion that has defined epistemological debate in</td>
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western philosophy since the classical Greek era. In the past few years, however, there has been a growing interest in treating knowledge as a significant organisational resource. Consistent with the interest in organisational knowledge and knowledge management (KM), IS researchers have begun promoting a class of information systems, referred to as knowledge management systems (KMS). The objective of KMS is to support creation, transfer, and application of knowledge in organisations. Knowledge and knowledge management are complex and multi-faceted concepts. Thus, effective development and implementation of KMS requires a foundation in several rich literatures. To be credible, KMS research and development should preserve and build upon the significant literature that exists in different but related fields. This paper provides a review and interpretation of knowledge management literatures in different fields with an eye toward identifying the important areas for research. We present a detailed process view of organisational knowledge management with a focus on the potential role of information technology in this process. Drawing upon the literature review and analysis of knowledge management processes, we discuss several important research issues surrounding the knowledge management processes and the role of IT in support of these processes.


Abstract: Virtual teams are becoming a preferred mechanism for harnessing, integrating, and applying knowledge that is distributed across organisations and in pockets of collaborative networks. In this article we recognize that knowledge application, among the three phases of knowledge management, has received little research attention. Paradoxically, this phase contributes most to value creation. Extending communication theory, we identify four challenges to knowledge integration in virtual team environments: constraints on transactive memory, insufficient mutual understanding, failure in sharing and retaining contextual knowledge, and inflexibility of organisational ties. We then propose knowledge management system (KMS) approaches to meet these challenges. Finally, we identify promising avenues for future research in this area.


Abstract: Knowledge management has generated much interest in recent years and has become the latest management buzz in town. Many people start wondering whether knowledge management is here to stay or it is just another consultancy fad. To put things in perspective, it is important to look at the sequence of events that led to the rise of knowledge management. The arrival of the information society and the move toward the knowledge-based economy highlighted the importance of tacit knowledge and the need to manage knowledge resources including skills and competencies. Knowledge management as a concept with people taking the centre stage has prompted us to rethink information management and shift focus from trying to develop intelligent systems to that of developing tools for intelligent people. It is this realization in my opinion that makes knowledge management attractive to many organisations. While the focus in information management is mostly on explicit knowledge, knowledge management brings a new dimension, the need to manage tacit knowledge by focusing on people and enhance their capability by improving communication, information transfer and collaboration.


Abstract: This paper approaches the Knowledge Management Systems study, focusing not only in the establishment of essential development activities, but also in techniques, technologies, and tools for their support. Despite of the wide range of existing proposals for the development of this type of systems, none of them has achieved a level detailed enough to allow a direct application. This study is intended to be a palliative for the above-mentioned lack of detail by means of a development
guide for Knowledge Management Systems. In this way, the proposed solution offers a clear definition concerning what has to be done and which type of mechanisms should be used for its development.


Abstract: In this concluding article to the Management Science special issue on ‘Managing Knowledge in Organisations: Creating, Retaining, and Transferring Knowledge,’ we provide an integrative framework for organizing the literature on knowledge management. The framework has two dimensions. The knowledge management outcomes of knowledge creation, retention, and transfer are represented along one dimension. Properties of the context within which knowledge management occurs are represented on the other dimension. These properties, which affect knowledge management outcomes, can be organized according to whether they are properties of a unit (e.g., individual, group, organisation) involved in knowledge management, properties of relationships between units or properties of the knowledge itself. The framework is used to identify where research findings about knowledge management converge and where gaps in our understanding exist. The article discusses mechanisms of knowledge management and how those mechanisms affect a unit’s ability to create, retain and transfer knowledge. Emerging themes in the literature on knowledge management are identified. Directions for future research are suggested.


Abstract: Presents learning as the key strategic variable for project management. Looking at project management from a learning perspective will develop reflective practices to improve the ability to generate knowledge, make it explicit and capable of being shared within the organisation as new projects are undertaken. Based on action research undertaken in a large aircraft manufacturing company, a project network structure is proposed: a flexible structure created through a network of self-managing teams where the organisational breakdown structure is determined by the work breakdown structure and further coupled with the cost breakdown structure. The project network structure enables effective learning with project management because it enhances knowledge creation and improves the quality of information transfer within and between projects. Thus, it provides the organisation with dual benefits: short-term achievement and building learning capacity for long-term capability. Critical success factors for implementation of the project network structure in new product development projects are further discussed.


Abstract: The National Health Service (NHS) in England and Wales has embarked upon a radical and far-reaching programme of change and reform. However, to date the results of organisational quality and service improvement initiatives in the public sector have been mixed, if not to say disappointing, with anticipated gains often failing to materialize or to be sustained in the longer term. This paper draws on the authors’ recent extensive research into one of the principal methodologies for bringing about the sought after step change in the quality of health care in England and Wales. It explores how private sector knowledge management (KM) concepts and practices might contribute to the further development of public sector quality improvement initiatives in general and to the reform of the NHS in particular. Our analysis suggests there have been a number of problems and challenges in practice, not least a considerable naively around the issue of knowledge transfer and ‘knowledge into practice’ within health care organisations. We suggest four broad areas for possible development which also have important implications for other

Abstract: Within professional service firms (PSFs), capital accumulation is dependent upon the embodied knowledge, skills, practice and trustworthiness of fee-earning staff. In legal PSFs, clients purchase idiosyncratic knowledge from individuals which are supplied through close-interaction, co-location and proximity. Legal firms expatriate staff to export English Common Law to their international offices, but simultaneously, employ the services of 'local' staff to practice local jurisdiction law. But, as this analysis of knowledge management and expatriation within London-headquartered firms proceeds, the findings indicate that expatriation is not homogenous for every region of the globe. In east Asia, expatriation followed a 'Multinational' typology, characterized by one-way knowledge diffusion from London and a demarcation of labour where expatriates manage offices, departments and teams. In contrast, expatriation in Europe and North America reflected a 'Transnational' typology, where knowledge was developed and diffused in a network of relationships. Here, expatriates worked with locally qualified partners and lawyers, and expatriates of other nationalities, in an environment where locals, expatriates of other nationalities and British qualified staff manage, held partnerships and lead teams. In such circumstances, expatriation was a process creating 'transnational communities' within the firm.


Abstract: Health systems constraints are impeding the implementation of major global initiatives for health and the attainment of the Millennium Development Goals (MDGs). Research could contribute to overcoming these barriers. An independent task force has been convened by WHO to suggest areas where international collaborative research could help to generate the knowledge necessary to improve health systems. Suggested topics encompass financial and human resources, organisation and delivery of health services, governance, stewardship, knowledge management, and global influences. These topics should be viewed as tentative suggestions that form a basis for further discussion. This article is part of a wide-ranging consultation and comment is invited. The potential agenda will be presented at the Ministerial Summit on Health Research in November, 2004 and revised in the light of responses. Subsequently, we hope that resources will be committed to generate the evidence needed to build the equitable, effective, and efficient health systems needed to achieve the MDGs.


Abstract: This article explores some of the constraints on the development of knowledge through a multi-perspective examination of a project where there was an intention, and enacted process, to develop knowledge. Building on prior work in the fields of knowledge and knowledge management, the article is engaged with the generic question of what the conditions that facilitate knowledge creation in organisations are. However, the approach adopted here is not to focus on success stories, but to develop an understanding of constraining factors through an examination of an example of apparent failure and the absence of new knowledge. A detailed multi-perspective exploration of a particular organisational episode is provided. Data from this episode are considered from three theoretical perspectives: psychodynamics, social construction and complexity theory. This multi-perspective exploration highlights the need for conflict in organisational settings where new knowledge is at least supposed to be being developed.
### Beesley, L. G. A. (2003) Science policy in changing times: are governments poised to take full advantage of an institution in transition?

**Abstract:** While it is widely acknowledged that the institution of science is currently undergoing a major transformation, there remains reluctance in many sectors to embrace the changes and maximize the utility of science and its role in economic growth. The transformation of science is driven by economic factors rather than those value-based. Accordingly, confusion and contradiction in science policy statements become apparent when the structure of science policy and the mechanisms that aim to support collaborative arrangements of science are examined. Historical and cognitive evidence shows the distinctions of ‘applied’ and ‘basic’ research are human constructions and, as such, have become a handicap to the emerging knowledge-based economy. It is concluded that, if the economic and social benefits of integrated arrangements in knowledge production are to be realized, there is a pressing need to modify the current institution of science and the policies that would underlie it.


**Abstract:** It is now widely acknowledged that knowledge rather than capital assets is the source of wealth in today's global economy in which firms increasingly are competing in knowledge-intensive markets. Consequently, firms are seeking to gain a better understanding of how their organisationally-embedded knowledge can be exploited to gain and maintain competitive edge in a turbulent marketplace. To be competitive and successful, firms are creating and sustaining a dynamic portfolio of knowledge repositories and processes. The authors contend that the outcomes can be much enhanced if this is based on a systematic approach to knowledge management. A consensus in leading edge firms about the importance of knowledge has resulted in considerable investment in the analysis of technology portfolios and such processes as technology mapping. Nevertheless many firms, particularly smaller and medium enterprises, have still not translated a concern for improved knowledge management into even the most rudimentary analysis. Consequently, many firms do not have the means for really understanding the strategic impact of their knowledge capital on their competitive performance. Practical tools and methodologies which assist in this process of assessing the breadth and depth of an organisation's knowledge portfolio can assist significantly in such cases in enabling firm’s to get the key issues onto the board agenda. In this paper the authors present a conceptual framework for mapping a firm's knowledge portfolio in terms of four domains – content, process, infrastructure and culture. The mapping approach is designed to help guide the thinking process in the firm with respect to ways in which its knowledge is being created, stored and applied towards competitive advantage. The methodology begins with a mapping of the firm’s business processes from a knowledge perspective. Core business processes are unbundled in terms of their specific knowledge domains. They are subsequently classified according to their degree of tacitness. Next, the competitive impact and competitive positioning of each area is evaluated and compared to the principal competition. Gaps in the firm’s knowledge portfolio are identified; a strategic framework is provided for a proactive approach to strategic knowledge management. The methodology provides a systematic approach to building a strategic knowledge map. It represents a strategic tool for assessing a firm's knowledge portfolio – it is a map pointing to where knowledge resides in the firm; to key knowledge processes; and to the flow of knowledge between processes and between people.


**Abstract:** Postmortem analysis is a practical method for initiating knowledge management by capturing experience and improvement suggestions from completed projects. It requires little effort and quickly provides initial results, making it suitable even for small- and medium-size projects and
companies. The authors describe their experiences applying post-mortem analysis techniques for collecting and analyzing experience in project-based organisations.

Blair, D. C. (2002) Knowledge Management: Hype, hope, or help?
This work examines the nature of Knowledge Management—how it differs from Data Management and Information Management, and its relationship to the development of Expert Systems and Decision Support Systems. It also examines the importance of Communities of Practice and Tacit Knowledge for Knowledge Management. The discussion is organized around five explicit questions. One: What is ‘knowledge’? Two: Why are people, especially managers, thinking about Knowledge Management? Three: What are the enabling technologies for Knowledge Management? Four: What are the prerequisites for Knowledge Management? Five: What are the major challenges for Knowledge Management?

Abstract: Distributed Knowledge Management is an approach to Knowledge Management based on the principle that the multiplicity (and heterogeneity) of perspectives within complex organisations should not be viewed as an obstacle to knowledge exploitation, but rather as an opportunity that can foster innovation and creativity. Despite a wide agreement on this principle, most current KM systems are based on the idea that all perspectival aspects of knowledge should be eliminated in favour of an objective and general representation of knowledge. In this paper we propose a peer-to-peer architecture (called KEx), which embodies the principle above in a quite straightforward way: (i) each peer (called a K-peer) provides all the services needed to create and organize ‘local’ knowledge from an individual’s or a group’s perspective, and (ii) social structures and protocols of meaning negotiation are defined to achieve semantic coordination among autonomous peers (e.g., when searching documents from other K-peers).

Abstract: There have been intensive discussions over several years about the importance of knowledge management (KM) within the business community. Effectively implementing a sound KM strategy and becoming a knowledge-based company is seen as a mandatory condition of success for organisations as they enter the era of the knowledge economy. However, standardized metrics are needed to quantify knowledge and to fully convince management and stakeholders as to the value of KM initiatives. Development of KM metrics has begun in recent years and these metrics are being applied by some organisations, but more research is needed to better define these measures and to make them universal. The purpose of this research is to survey and report the current measures of knowledge assets or intellectual capital, as well as the methods that are popularly being followed by organisations to measure the performance of KM strategies. The research findings should: assist organisations in identifying the measures that are appropriate and suitable for them, for improving the quality of metrics they use for measuring KM effectiveness; and assist researchers in identifying future research needs toward the standardization of KM measurement metrics.

Abstract: Is Knowledge Management (KM) an emerging discipline or just a new label for Information Management (IM)? To provide some answers to this question, the article summarizes empirical evidence of how KM is practiced in several types of organisations demonstrating the variety of organisational approaches that are used and the processes that are involved. Based on an exploratory study of KM practices, the article presents a typology of methodologies that are employed in various organisations to illustrate what may be considered as the particular nature of
KM to show potential differences with IM. The first section of the article discusses the concepts associated with the management of information and knowledge. The second part provides a description of the conceptual framework used for the study and a presentation and discussion of the results.


Abstract: This case analysis contributes to the academic development of knowledge management by questioning the widely accepted data-information-knowledge hierarchy. It examines the practical use of the hierarchy during the development of a knowledge-based system in a large utility company. The data-information-knowledge hierarchy was found to be of limited practical use. The literature related to the hierarchy sheds little light on separating the concepts of data, information and knowledge. This case uses empirical data from an in-depth study to present a counterpoint to the conventional data-information-knowledge hierarchy. It contributes to theory in two distinct ways. First, it introduces the knowledge-information-data model, which proposes a top-down perspective rather than the traditional bottom-up approach. Second, the case suggests that the terms knowledge and information can be understood in terms of their purpose and location.


Abstract: Two of the main issues that have permeated management thought in the 1990s are Business Process Re-engineering and Knowledge Management. The former rapidly achieved dizzying heights in terms of citations, publications and sales, before equally rapidly falling into disrepute. The latter may be following the same course; and perhaps deservedly so. If this seems to be an injustice to knowledge management, then the precipitous fall of BPR is also undeserved. This paper seeks to stress the strengths and weaknesses of these two trends, offering ways in which they can and should influence our practices. Taking a slightly tangential perspective to each provides the basis for a corrective to any tendency to fall into the trap of a mechanistic or IT-determined orientation; a potential inherent in both. The use of two slightly offbeat examples helps to illustrate the strengths and weaknesses of both phenomena.


Abstract: The exchange of information among organisational employees is a vital component of the knowledge-management process. Modern information and telecommunication technology is available to support such exchanges across time and distance barriers. However, organisations investing in this type of technology often face difficulties in encouraging their employees to use the system to share their ideas. This paper elaborates on previous research, suggesting that sharing personal insights with one’s co-workers may carry a cost for some individuals which may yield, at the aggregate level, a co-operation dilemma, similar to a public-good dilemma. A review of the research on different types of public-good dilemmas provides some indications of the specific interventions that may help organisations encourage the kind of social dynamics that will increase overall knowledge sharing. These interventions can be classified into three categories: interventions aimed at restructuring the pay-offs for contributing, those that try to increase efficacy perceptions, and those that make employees’ sense of group identity and personal responsibility more salient.


Abstract: This article addresses the critical issue of relationship building between young Russian managers, and their expatriate counterparts from western countries. It adds to the existing body of literature in focusing on cross-cultural interaction in the development of knowledge management.
rather than concentrating upon the one-sided transfer of knowledge that has been characteristic of many articles of this genre. A questionnaire was administered to eastern and western parties to international team working in the Moscow region to investigate the complexities of adjustment to new cultural realities. This survey was followed up by in depth interviews probing aspects of motivation and mutual perception. The paper constructs its argument as follows. First, with reference to established paradigms in cultural theory, it signals the breadth of the cultural chasm between eastern and western management and organisation. Second, in modifying ‘embedded’ cross-cultural concepts, it suggests that new, and more interactive, forms of cross-cultural engagement are being demanded in the rapidly changing international business environment now embracing Russia. Finally, by drawing upon fieldwork results, it is established that participants need to both ‘learn’ and ‘unlearn’ modes of thinking and perception in order to become fully effective international actors.


Abstract: This theoretical paper explores the fundamental issue of how knowledge management initiatives impact business performance. Reflecting on the management literature in the fields of knowledge management and performance management enabled the deduction of four basic assumptions, representing the links of a conceptual cause-and-effect framework – the knowledge value chain. Drawing on the resource-based view and the competence-based view of the firm, the paper identifies strategic, managerial, and operational dimensions of knowledge management. The review of performance management frameworks discusses the role of knowledge management in those models. These reflections allow linking knowledge management with core competencies, strategic processes, business performance, and finally, with value creation.


Abstract: The aim of this paper is to provide a theory of the role trust plays in knowledge sharing processes, by exploiting a cognitive model of the goals and beliefs of an agent involved in the decision of passing and/or accepting knowledge, and a related model of the symmetrical or asymmetrical trust relationships within a group (Trust-Nets). This theory is based on the claim that trust is a fundamental mediator in knowledge sharing, so as most authors studying Knowledge Management assert. Anyway they do not analyse the relationship between trust and knowledge circulation theoretically, what is the objective of our work. Considering knowledge sharing as a decisional act founded on two different socio-cognitive actions: to pass knowledge and to accept knowledge, we build a cognitive model of agent’s mind when passing or accepting it, that is a list of his/her goals and beliefs in accordance with which s/he decides if sharing knowledge or not; several of them are trust ingredients. Thus, trust – as mental attitude (a specific set of beliefs and expectations) comes into play in knowledge sharing process. However, in our analysis trust is not only a subjective disposition (towards others) but it is also an act (the act of trusting somebody) and a social (more or less stable) relationship. This is why we also analyse trust relations not in mental terms but in structural-relational terms, as a net of ‘channels’ for knowledge circulation.


Abstract: This paper attempts to answer the question of what and how knowledge sharing mechanisms should be used between geographically dispersed plants in multinational companies. Case studies in 11 multinational companies reveal that many mechanisms are used for inter-plant knowledge sharing, which are grouped into eight categories: transfer of people, forums (internal conferences/meetings), boundary spanners, periodicals, audits, benchmarking, best-practice guidelines and international teams. It is found that some knowledge sharing mechanisms are more suited for one stage of knowledge sharing than another, as determined by their ‘reach’ and
'richness'. Specifically, mechanisms with high 'reach' are more suitable for creating awareness among potential receivers and mechanisms with high 'richness' are often more effective in transferring the knowledge. In addition, the choice of mechanism is also dependent on the degree of tacitness and embeddedness knowledge transferred. Based on these insights, a framework linking knowledge sharing mechanisms with knowledge transferred is constructed.

Chia, R. (2003) From knowledge-creation to the perfecting of action: Tao, Basho and pure experience as the ultimate ground of knowing.

Abstract: The idea of knowledge-creation and knowledge management has become an important area of research in management studies. This preoccupation with the creation and accumulation of knowledge in its explicit representational form is underpinned by the epistemological priorities of an alphabetic-literate culture that takes written knowledge as the only reliable basis for effective action. Documented knowledge necessarily precedes and hence determines action and performance. Such a metaphysical orientation precludes the possibility of attaining a form of direct unmediated knowing through the relentless perfecting of action. In traditionally based oral-aural communities or in non-alphabetic East Asian cultures knowing is more often achieved directly through the immediate engagement of tasks rather than through the acquisition of abstract written signs and symbols: learning by direct observation and doing is the order of the day. Consequently, there is little systematic documenting and recording of knowledge in the written form that one finds in abundance in contemporary western cultures. Yet this apparent lack has not prevented such predominantly non-alphabetic eastern cultures from achieving outstanding levels of performance in the arts, sport and in business. This would suggest that the current obsession with knowledge-creation and the presumed route of knowledge-creation-application-performance is a peculiarly western preoccupation and that it represents only one avenue of possibility for achieving effective action. This has significant implications for our understanding of the relationship among knowledge, action and performance.


Abstract: Knowledge has become to be considered as valuable strategic assets that can provide proprietary competitive advantages. It is more important for companies to distinguish themselves through knowledge management strategies. Without a constant creation of knowledge, a business is condemned to poor performance. However, it is still unclear how these strategies affect knowledge creation. Knowledge management strategies can be categorized as being either human or system oriented. This paper proposes a model to illustrate the link between the strategies and its creating process. The model is derived on the basis of samples from 58 Korean firms. The model depicts how companies should align the strategies with four knowledge creation modes such as socialization, externalization, combination, and internalization. It is found that human strategy is more likely to be effective for socialization while system strategy is more likely to be effective for combination. Furthermore, the survey result suggests that managers should adjust knowledge management strategies in view of the characteristics of their departments.


Abstract: For years, companies have strived to manage knowledge more effectively, the primary motivation being improved business performance. However, not all knowledge management (KM) styles may be equally effective. This paper analyses how various KM styles affect performance. Fifty-four firms were selected as the sample base for an empirical test. The test results are presented here. It was found that KM methods can be categorized into four styles: dynamic, system-, human-oriented, and passive. The emphasis of the dynamic style is on both (i) knowledge reusability
through information technologies and (ii) knowledge sharing through informal discussions among employees. This dynamic style results in higher performance. Human- and system-oriented styles do not show any difference in terms of corporate performance; the passive style is less effective. This outcome is in line with previous observations that both tacit and explicit knowledge are important in capitalizing on corporate knowledge.


Abstract: A comprehensive and feasible model that delineates the interrelationships between knowledge assets and knowledge creation processes has not been explored in the literature. This study aims to fill this void. Unlike previous research, this study investigates the interrelations among four categories of knowledge assets and four knowledge creation processes – socialization, externalization, combination, and internalization (SECI). In our framework, we argue that different types of knowledge assets may have differing influences on knowledge creation. In order to test the feasibility of this framework, we conducted an empirical research exercise. This study employed a survey instrument to collect data from a wide variety of organisations in manufacturing, trade, transportation and service industries, computer industries, finance, and academic institutions. A total of 204 usable responses were analysed. We identified four interrelationships from this study: (1) Compared to other knowledge assets, conceptual knowledge assets have a greater effect on externalization of knowledge creation process; (2) compared to other knowledge assets, routine knowledge assets have a greater effect on socialization of knowledge creation process; (3) compared to other knowledge assets, experiential knowledge assets do not have a greater effect on internalization of the knowledge creation process; and (4) compared to other knowledge assets, systemic knowledge assets do not have a greater effect on the combination of knowledge creation process. The implications of the study are discussed, and further research directions are proposed.


Abstract: A comprehensive model that delineates the interrelationships among ‘user involvement’, ‘knowledge cognition’, ‘organisational mechanisms’, and ‘knowledge creation’ is absent. This study aims to fill this void. Unlike previous research, this study examined the issues of effective knowledge management from two perspectives: individuals, i.e. user involvement and knowledge cognition, and organisations, i.e. organisational mechanisms. In our framework, we argued that the composite effect of ‘user involvement’, ‘knowledge cognition’, and ‘organisational mechanisms’ influences the result of knowledge creation. In order to test the feasibility of this framework, we conducted an empirical study. This study employed a survey instrument to collect data from 500 organisations in manufacturing, trade, transportation, service industries, and academic institutions. A total of 271 useable responses were analyzed. The major contributions of this research are to: (a) develop a knowledge management framework based on individual and organisational perspectives; and (b) identify the impact of user involvement, knowledge cognition, and organisational mechanisms on knowledge creation. The implications of the study are provided, and further research directions are proposed.


Abstract: Examines the dynamics of knowledge sharing using the multi-person game-theoretic framework. Proposes that an individual’s knowledge sharing tendency is driven by a set of contextualised concerns and interests not unlike the notion of payoff in game theory. Furthermore, the decision to share or withhold knowledge depends on that which yields a higher payoff. With this premise, submits two objectives. One is to investigate if an individual’s perceived payoff of sharing knowledge is contingent on the knowledge sharing behaviour of others. The other is to analyse the
perceived payoff of knowledge sharing and determine if it can be characterised by an archetypical game in the game-theoretic model. An empirical study was conducted among nearly 100 students in a local institute of higher education. The scope was confined to the students' willingness to post asynchronous entries to an electronic discussion forum. Finds that the individual student's perceived payoff of sharing knowledge was contingent on the knowledge sharing behaviour of others. Furthermore, the perceived payoff of knowledge sharing among them could be characterised by a multi-person assurance game. In conclusion, discusses three implications for managers who aim to sustain asynchronous knowledge sharing in their organisations.


Abstract: Many scholars and practitioners recognise the power of technology in supporting knowledge management (KM) activities. However, in most KM literatures, the discussion on related technology is either given cursory treatment or confined largely to product-specific features. This reflects a division between KM consultants and KM technologists. For this reason, the objective of this paper is to develop a knowledge management systems architecture that seeks to bridge the gap between consultants and technologists. The architecture is intended to provide a common framework for both to review how technologies are used to support KM processes.


Abstract: A central issue in the knowledge management literature is the definition of the nature of knowledge, and particularly the distinction between tacit and explicit knowledge. This paper reviews some of the common standpoints on this issue, but argues that, within an organisational context, a useful alternative view is one in which knowledge is viewed as a systemic property of the organisational system to which it belongs. Thus, attempts to codify knowledge, and position it on a tacit-explicit continuum, are sometimes misplaced. Instead, this paper advocates approaches that view knowledge as a holistic system property. The paper considers the practical implication of this stance, from the perspective of knowledge transfer between individuals and between organisations, and investigates the potential that this stance offers OR practitioners.


Abstract: The paper reports on the early lessons learned in the process of forming an online community for librarians from different organisations and sectors to discuss knowledge management. Time, critical mass, diversity of membership, focus, information and communication technology, incentives, concepts of membership, services and leadership were all factors in the slow coalescing of the group as an active self-sustaining network.


Abstract: Our paper examines issues of epistemology, power and culture with respect to their impact upon the use of information and communication technology (ICT) to manage knowledge within an organisation. Utilizing an empirical case study of a global pharmaceutical company, in which the implementation of an intranet failed to meet aspirations of the Chief Executive that employees freely share knowledge, we encourage academics and practitioners to reflect more critically upon the limits to technology in pursuit of knowledge management. Our study illustrates that ‘technical fixes’ to knowledge management issues merely harden existing practices and routines, rather than open up new directions. In particular, broader organisational issues of power
and culture may mean that employees are unwilling or unable to share knowledge and, beyond the epistemological problem, this is likely to further inhibit the contribution of ICT to the management of knowledge.

Abstract: Knowledge has become a critical asset. Organisations which take good care of their knowledge resources have a competitive advantage over those that do not – a principal that applies in government organisations no less than in commercial. Within society as a whole, government is also a competitor – for example, on the labour market or with national non-government organisations (NGOs) over policy. Accordingly, government also needs to be careful to manage its knowledge effectively. This study discusses the ways in which Dutch central government has tried to come to grips with the concept of knowledge management in the public sector.

Abstract: How organisations create, transfer, and retain knowledge has been the focus of intensive investigation by management researchers. However, one aspect of the dynamics of knowledge-organisational forgetting has received comparatively little attention. In this paper, we draw on an exploratory, multiple-case study of learning in international strategic alliances to explore how and why organisations forget. Based on our case study, we develop a theory of organisational forgetting, discuss the role of forgetting in the dynamics of organisational knowledge, and present a typology of types of organisational forgetting.

Abstract: A carefully chosen story can help the leader of an organisation translate an abstract concept into a meaningful mandate for employees. The key is to know which narrative strategies are right for what circumstances. Knowledge management expert Stephen Denning explains that, for optimal effect, form should follow function. Challenging one professional storyteller’s view that more is better, Denning points out that if's not always desirable (or practical) to launch into an epic that's jam-packed with complex characters, cleverly placed plot points, an intricate rising action, and a neatly resolved denouement. True, if listeners have time and interest, a narrative-savvy leader can use a vividly rendered tale to promote communication between management and staff, for instance, or even to foster collaboration -especially when the story is emotionally moving. However, if the aim is to motivate people to act when they might not be inclined to do so, its best to take an approach that’s light on detail. Otherwise, the particulars can bog listeners down and prevent them from focusing on the message. Drawing on his experiences at the World Bank and observations made elsewhere, the author provides several dos and don'ts for organisational storytellers, along with examples of narratives that get results. The sidebar ‘A Storytelling Catalog’ presents seven distinct types of stories, the situations in which they should be told, and tips on how to tell them. Many of these aren't even stories in the 'well-told' sense—they run the rhetorical gamut from one-liners to full-blown speeches - but they succeed because they're tailored to fit the situation. So even though it's common in business to favour the analytical over the anecdotal, leaders with the strength to push past some initial scepticism about the enterprise of storytelling will find that the creative effort pays off.

Abstract: Academics and practitioners have stressed the significance of managing knowledge in today’s competitive environment. This has resulted in many efforts to increase knowledge exchange between organisational members. Much work so far has focused on the use of information
technology as either a solution or enabler of knowledge management. While information technology enables easy exchange of explicit knowledge, its contributions to sharing tacit knowledge is restricted to connecting individuals via tools, such as e-mail and groupware. This research adds to the literature by reporting on a people-centred perspective for facilitating tacit knowledge exchange. The article describes an in-depth case study carried out to determine the role played by game rooms in the exchange of tacit knowledge.


Abstract: Knowledge management mechanisms in organisations are widespread and range from those that are highly technology focused to those with a more social flavour. However, not much attention has been given in the literature to economic based approaches. In this article we explore the notion of devising internal knowledge markets. We assert that the internal knowledge market is an ideal platform that integrates technological and social aspects of the knowledge management problem. We draw on lessons learnt from mini-cases conducted at several organisations and the current economic literature to inform our discussion. We outline several issues one needs to bear in mind while devising the internal knowledge market. With the exception of a few peculiarities, the internal knowledge market is subject to many of the same caveats one faces while building traditional physical or electronic markets (Kambil and van Heck, 2002; Shapiro and Varian, 1999; Malone et al., 1987; Economides, 1996). The internal knowledge market is to the 21st century organisational knowledge management what the campfire was to the pre-historic storytellers: a place for all organisational and cultural knowledge to be preserved and promulgated.


Abstract: This article is based on an exploratory, interdisciplinary study of issues related to information sharing within and across three public: agencies. Based on Schein's work, three subcultures within the public sector (scientist, politician, and bureaucrat) were identified as a framework to examine these issues. Dawes's three categories of benefits and barriers, associated with interagency information sharing (technical, organisational, and political), were also used in developing the framework. Their work has been extended by identifying three types of differences (view, use, and purpose) among these subcultural relationships to data and information. Four types of systems (social, constituency, technical, and organisational) that influence information-sharing processes within and across agencies also were identified. Two cases are offered to illustrate key points about information sharing across subcultures and some implications for research and practice to enhance abilities within the public sector to appropriately and effectively share information.


Abstract: Knowledge Management is an emerging area, which is gaining interest by both enterprises and academics. The effective implementation of a KM strategy is considering as a ‘must’ and as a precondition of success for contemporary enterprises, as they enter the era of the knowledge economy. However, the field of Knowledge Management has been slow in formulating a universally accepted methodology, due to the many pending issues that have to be addressed. This paper attempts to propose a novel taxonomy for Knowledge Management research by co instantaneously presenting the current status with some major themes of Knowledge Management research. The discussion presented on these issues should be of value to researchers and practitioners.
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<td>Abstract: The paper presents a case study dealing with an e-government system specifically designed and implemented for supporting knowledge working metropolitan communities and their internetworking to favour local development, where ‘local’ doesn’t have a bureaucratic meaning (city or county) rather it is centred on the notion of basic economic-productive community upon which the virtual community of the net-economy rests. The system provides knowledge-based services such as information on plans, programs and projects dealing with local development and supports several simultaneously working groups. Each group may access a common board, whereas authorized users may access an advertising service for communication and workflow synchronization, an advanced information retrieval service on relevant web documents and best practices, joint authoring of documents, peer reviewing and access to expert assistance. The first experiences indicate that the interface simplicity has been a key factor for the successful acceptance of the system.</td>
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<td>Abstract: Many organisations are trying to improve the generation and utilization of knowledge. The activities associated with these efforts are identified as organisational knowledge management (KM). While much has been written about knowledge management from the organisational level, the success of such efforts over the long run will depend upon on how KM activities impact important outcomes as perceived by those at the employee level who actually implement the activities. This study used the input-process-output framework of team effectiveness to investigate the relationship between selected KM-related activities on integrated product and process development team members’ satisfaction with their project’s success and the impact they expected it to have on the organisation. The results indicate that team-level leadership and support (i.e., inputs), along with knowledge generation and dissemination (i.e., processes), are key drivers of member performance-related ratings (i.e., outputs). Finally, and possibly most importantly, a number of interactions were evident suggesting that the KM processes moderate the effects of the KM inputs. These findings and their implications are discussed.</td>
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<td>Abstract: Using the World Bank as a case study, this dissertation investigates the impact of knowledge management programs on the organisation performance by using a combination of three methods: records analysis, interviews and outcome mapping. The study has two phases: quantitative analysis and qualitative analysis. The Knowledge Management Program of the World Bank has had a direct and beneficial impact on its operations. The Program changed internal staff behaviour, improved the sharing of information and knowledge within the organisation, and promoted the design and application of participatory knowledge strategies in the countries. New knowledge products as well as strong country participation and ownership to the projects studied resulted from these changes. However, the study also shows that this impact is far from being sufficiently significant to influence or help make the knowledge management program fully integrated with the organisation core processes and products. The gap between the KM Program architecture and other programs and initiatives focusing on making this concept operational within the Bank remains an issue. In spite of the fact that knowledge management principles are being mainstreamed in core services, the difference is still very wide between the overall goals of the Knowledge Bank and their translation into the implementation of knowledge products and services in the countries. The</td>
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research did confirm previous research in the field of knowledge management and validated the findings from other case studies. The results of the study also allowed for the identification of ten criteria for mainstreaming knowledge management programs within organisations and identified characteristics of knowledge delivery processes what were effective for knowledge absorption. The importance of ‘how to’ and ‘procedural knowledge’; the importance of ‘horizontal knowledge exchanges’ and a number of other elements were confirmed as factors affecting knowledge absorption and positive changes in their behaviour.


Abstract: The paper addresses the issue of knowledge management in public service organisations where the concept of provider competitiveness is of limited significance but other priorities prevail. The broad aim is to understand how the concept of ‘competitive advantage through knowledge management’, as practised in the broader business community, might translate to the modern Civil Service? This issue is explored through the medium of a study within the UK’s Child Support Agency (CSA) based on the results of interviews with, and questionnaire responses from, the senior management group. The central question thereby investigated was: ‘To what extent can the conditions required for successful knowledge management be observed and evaluated?’ A ‘conditions framework’ and associated analysis is then used to assess broader implications and the possibility of wider application within other such public service organisations.


Abstract: Knowledge management can support industrial research processes. Indeed, these industrial research processes are situated between a system of operational units, requiring and using research results, and a system of technological providers and academic laboratories. The knowledge flow between these systems is exposed to certain industrial constraints. The research centre needs to optimize internal and external knowledge flows. In this purpose we identified a knowledge typology of industrial researchers. Based on a research process model, the knowledge typology and a theoretical knowledge management model we propose a portal solution. This portal solution allows manipulating information and knowledge more flexible in order to assure a certain dynamic for the knowledge management system. In future work we will integrate a knowledge evaluation process to focus on this dynamical aspect. This article discusses the introduction of a knowledge management system for industrial research processes at the EADS Corporate Research Center.


Abstract: Objective To explore in depth how primary care clinicians (general practitioners and practice nurses) derive their individual and collective healthcare decisions. Design Ethnographic study using standard methods (non-participant observation, semistructured interviews, and documentary review) over two years to collect data, which were analysed thematically. Setting Two general practices, one in the south of England and the other in the north of England. Participants Nine doctors, three nurses, one phlebotomist, and associated medical staff in one practice provided the initial data; the emerging model was checked for transferability with general practitioners in the second practice. Results Clinicians rarely accessed and used explicit evidence from research or other sources directly, but relied on ‘mindlines’-collectively reinforced, internalised, tacit guidelines. These were informed by brief reading but mainly by their own and their colleagues’ experience, their interactions with each other and with opinion leaders, patients, and pharmaceutical representatives, and other Sources Of largely tacit knowledge. Mediated by organisational demands and constraints,
mindlines were iteratively negotiated with a variety of key actors, often through a range of informal interactions in fluid ‘communities of practice,’ resulting in socially constructed ‘knowledge in practice.’ Conclusions These findings highlight the potential advantage of exploiting existing formal and informal networking as a key to conveying evidence to clinicians.


Abstract: Four hundred years ago, an English scientist and philosopher, Francis Bacon, coined the phrase ‘Knowledge is power’, a maxim which has remained applicable to this day. This, then as now, astute perception has grown in relevance in view of what is becoming an ever more complicated world, with accelerating processes of change in all fields of knowledge. The transfer of knowledge as an institutionally anchored ability to utilise human resources therefore needs to be a firm and compulsory part of corporate culture. The competitive edge thereby achieved determines the necessary speed of change and thus the striven-for corporate success over the long term.


Abstract: Within economic geography and industrial economics, interest in the concept of tacit knowledge has grown steadily in recent years. Nelson and Winter helped revive this interest in the work of Michael Polanyi by using the idea of tacit knowledge to inform their analysis of routines and evolutionary dynamics of technological change. More recently, the concept has received closer scrutiny. This paper offers a further contribution to this project by offering a critical analysis of the prevailing implicit and explicit economic geographies of tacit knowledge, focusing on the relationship between tacit knowledge and institutions. While much of the innovation literature focuses on a single question – can tacit knowledge be effectively shared over long distances – the paper argues that this issue cannot be properly addressed without considering a broader range of related questions. It highlights three tacit knowledge problems which, together, provide a more complete view of this issue. First, how is tacit knowledge produced? Second, how do firms find and appropriate tacit knowledge? Third, how is tacit knowledge reproduced or shared – that is, how does tacit knowledge promote social learning processes, and must the participants be geographically proximate in order for effective learning to occur? The paper revisits Michael Polanyi’s original conception of tacit knowledge, showing it to be limited by its experiential and cognitive emphasis, with insufficient attention devoted to the role and origins of social context. Alternatively, the paper argues that one cannot sort out the geography of tacit knowledge without inquiring into the foundations of context and culture, and the institutional underpinnings of economic activity, taking the work of another Polanyi – Karl – as the logical starting point.


Abstract: A key question for policymakers at the regional and local level is how to provide the right conditions for generating the growth of more knowledge-intensive forms of economic activity within the context of dynamic innovation systems or learning regions. Regional foresight exercises may provide a useful instrument in helping chart their economic strategies. Successful regions must be able to engage in regional foresight exercises that identify and cultivate their assets, undertake collaborative processes to plan and implement change, and encourage a regional mindset that fosters growth. Communities and regions, like companies, need to innovate and adapt to remain competitive. As a result, successful regions must be able to engage in regional foresight exercises that identify and cultivate their assets, undertake collaborative processes to plan and implement change, and encourage a regional mindset that fosters growth. This paper provides an overview of these issues by reviewing the most important ideas in the recent literature on innovation systems,
technological dynamism and local economic development. We regard regional foresight processes to be, at their most fundamental level, socially organized learning Processes involving learning by individuals, by firms, and by institutions. One of our central concerns is to show how the actions of individuals to shape collective local visioning exercises interact with larger institutional structures to produce local outcomes.


Abstract: This paper examines the relationship between subgroups and team learning behaviour, defined as a cycle of experimentation, reflective communication, and codification. We develop the construct of ‘subgroup strength,’ defined as the degree of overlap across multiple demographic characteristics among a subset of team members. Contrary to conventional wisdom, we propose that the presence of subgroups within a team may stimulate, learning behaviour and that organisational design features, such as performance management by an external leader, team empowerment, and the availability of a knowledge management system, may have different effects on teams, depending on subgroup strength. Data on 156 teams in five pharmaceutical and medical products firms confirmed that moderately strong demographic subgroups in teams fostered learning behaviour. In addition, both very homogeneous and very heterogeneous teams were more inclined to engage in learning behaviour, but only if we controlled for the concurrent effect of subgroup strength. Finally, subgroup strength moderated the impact of organisational design features on team learning. Overall, this study contributes to the literature on team composition, design, and learning by highlighting the importance of subgroups for understanding team behaviour.


Abstract: This paper examines the effects of the dramatic changes incurred in the sector of printing and publishing after the introduction of digital printing. The print production process is rapidly shifting from analogue to digital technologies as the infrastructure (or basis) for workflows. The efficiency of the production process requires the digitalisation of all steps and elimination of analogue methods and materials from the process flow apart from the starting and finishing phase. Across networks, printing will be a dial tone service simple, reliable, ubiquitous, fast, and cheap. The combination of all these aspects offers very important competitive advantages to printing and publishing firms, which will be able to adapt their business processes, according to the technological and organisational framework of digital printing. This includes both the improvement of the already offered services in terms of best-value-for-money publishing and printing as well the introduction of new services. In this article, we present a workflow solution over the web that allows printing and publishing firms to capitalise fully the opportunities offered by digital printing. We also present results from performance measurement and reorganisation after the introduction of the D-PRINT solution to three printing and publishing firms.


Abstract: Law firms represent an industry that seems very well suited to knowledge management investigation. Law firms are knowledge intensive, and the use of advanced technology may well transform these organisations in the future. This paper reports results from a survey of Norwegian law firms on the use of information technology to support inter-organisational knowledge management. Two predictors of IT support were significant: firm cooperation and knowledge cooperation. Interorganisational trust was not a significant predictor. An identical survey was conducted in Australia where knowledge cooperation turned out to be the only significant predictor
of IT support. Both in Norway and Australia, mainly software and systems such as word processing, electronic mail and legal databases were used. Australian law firms seem to use IT to a larger extent than Norwegian law firms, especially electronic mail, presentations, other law firms’ web pages on the Internet, library system, law firm’s own Intranet, document systems, and other law firms’ web pages on extranets.


Abstract: Information technology support for knowledge management can be linked to stages of growth. The first stage addresses end user tools made available to knowledge workers (people-to-technology), while the second involves information about who knows what (people-to-people). The third stage concerns information held by knowledge workers (people-to-docs), with information systems actually solving knowledge problems constituting the fourth and final stage (people-to-systems). A survey of law firms in Norway found 8 firms at stage 1, 1 firm at stage 11, 11 firms at stage III and 19 firms at stage IV. Empirical validation of the stages of growth model through benchmark variables using Guttman scaling turned out to be problematic.


Abstract: Consulting and research organisations are characterized by a project orientation, teamwork, a flat organisational structure, and a dynamically changing set of personnel roles and objectives. These organisations develop information content in the form of reports, various graphics, presentations, documents, and sometimes video and audio files that can be broadly defined as project artefacts. Knowledge is often defined by ‘best practices,’ formalized procedures, and external connections. Although many organisations possess characteristics common to those of consulting and research organisations, the unique focus of consulting and research firms on knowledge, as one of the primary products offered to clients requires a knowledge management effort and technological infrastructure that support this unique focus. In this paper we present a Web portal-based knowledge management architecture designed to support the specific knowledge management activities prevalent in consulting and research firms. The architecture is composed of advanced computational techniques consisting of an XML-based repository of organisational artefacts, a software bus, groupware, a multimedia repository, and ontological reasoning. The Web portal is a view into groupware, search, and multimedia applications as well as normal Web functionality. The architecture is three tiered with the client tier consisting of a Web browser, a middle tier consisting of the support applications encapsulated in a portal, and a back tier containing the repositories and databases. An index/repository engine is used in the back tier to manage the contents of a separate index repository and an ontology repository. An ontology repository is used to store expressions that are a form of knowledge representation that can be queried. An index repository contains indexes to HTML and XML based Web pages containing organisational artefacts. The architecture represents a unified use of various technology components that, in concert, provide the functionality and integration of technology required by consulting and research firms to harvest and leverage the combined knowledge of their knowledge workers to provide better service to their clients.


Abstract: This study analyzes the similarities and differences of performance of information management (IM) and knowledge management (KM) research publication indexed by the SCI-EXPANDED, SSCI and A&HCI databases since 1994 with informetric methods in order to explore a developing tendency in the near future. The bibliographic search supplied 1199 IM and 1063 KM
records. A very few of IM and KM authors contributed two or more articles. Four countries dominated global IM and KM research productivity, while a few institutions played remarkable roles in scholarly activity. IM journals distributed widespread and 84 per cent just published one or two articles; KM publications were rather concentrated to core and borderline periodicals, fitting Bradford’s law of scattering and. The result of Pearson's correlation coefficients analysis indicates that the higher the journal impact factor, the more times the published article is cited. The author concludes that KM has been leading IM in both publication productivity and academic population and the tendency is overwhelmingly growing.


Abstract: The present study characterizes the dynamic publication activity of global knowledge management (KM) by data collected through a search restricted to articles in ISI Web of Science. A total of 2727 unique authors had contributed 1407 publications since 1975. The overwhelming majority (2349 or 86%) of them wrote one publication. The productive authors, their contribution and authorship position are listed to indicate their productivity and degree of involvement in their research publications. The sum of research output of the first or responsible authors from USA, UK and Germany reaches 57% of the total productivity. The distribution of articles is rather widespread – they published in 462 titles of serials, spanning 110 Journal Citation Reports subject categories. The higher quality journals make publication of findings more visible. A Pearson's correlation coefficient is statistically found to be significant between citation frequency of article and impact factor of journal, instead of authorship pattern. The results also indicate that R&D expenditures were actually not proportional to research productivity or citation counts. As the subject highly interacts with other disciplines, the field of KM has not yet developed its own body of literature. KM might have been evolving an interdisciplinary theory that is developing at the boundaries of scientific disciplines.


Abstract: Knowledge has been of growing importance in economic life during the last century, and most organisations depend on knowledge for their existence. Knowledge is both external and internal to the organisation, explicit within the organisation or tacit, resting with its employees. There are different forms of knowledge, and knowledge is the intellectual capital of organisations. This valuable capital can be collected, documented, classified and organised, using a new type of computer software, the groupware. Certain tools must be employed to organise knowledge into the groupware for it to function as a solution for knowledge management. These are the tools which the library and information specialist, trained in records management, has at his disposal. The groupware can produce definite benefits for the management of any organisation and for its knowledge management. However, in order for the groupware to meet expectations, the introduction of it must be planned and it must be correctly implemented, as only correctly implemented can the groupware become the solution for organising and preserving the knowledge base of the organisation.


Abstract: This article reports the results of empirical work carried out in a project funded by the LTK Government's Engineering and Physical Sciences Research Council (EPSRC). The project was concerned with operationalising knowledge management concepts in the context of interorganisational innovation. The companies that collaborated in this project were a major manufacturer of powered garden machinery and a major mobile telephone operator. The technique, which has been developed, operationalises the concepts of tacit and explicit knowledge, radical and
incremental innovation, and the five basic knowledge management processes: externalisation, dissemination, internalisation, socialisation, and discontinuous learning. The technique involves each participating party identifying the features that the successful innovation needs to possess. This is followed by the identification of the knowledge gaps that must be bridged if each feature is to be achieved. These knowledge gaps constitute the units of analysis. For each unit of analysis/knowledge gap, the size of the gap, and the nature of the required knowledge are estimated subjectively by each project team member. This allows both the identification of units which have high risk and the nature of the knowledge transformation processes, which need to be managed. The independently generated subjective perceptions are shared between the collaborating parties in a process of ‘perceptual synthesis.’ At an operational level, the technique facilitates a productive dialogue between team members. At a managerial level, once a consensus regarding risk and vulnerability has been reached, improved project management becomes possible.

Hara, N. and Kling, R. (2002) Communities of practice with and without information technology. Abstract: Despite strong interest among practitioners and scholars, the study of communities of practice (CoPs) and Information Technology (IT) is short of empirical research. This paper presents a theoretical framework for communities of practice and provides alternative perspectives on IT supports for communities of practice. The framework was developed based on the literature and ethnographic case studies of communities of practice within two organisations. The study examines how people share and construct their knowledge and how they use collaborative IT to support work practices in two organisations. The surprising finding is that the groups that used IT most intensively had the least well-developed CoPs. The results of the study would inform practice and research in Knowledge Management.

Hargadon, A. and Fanelli, A. (2002) Action and possibility: Reconciling dual perspectives of knowledge in organisations. Organisation Science 13(3), 290-302. Abstract: At times knowledge can be seen as the source of organisational innovation and change-at other times, however, it can be the very constraint on that change. This conflicted role offers insights into why the phenomenon of organisational knowledge has been interpreted by researchers in multiple and possibly conflicting ways. Some theories depict knowledge as an empirical phenomenon, residing in action and becoming ‘organisational’ in the acquisition, diffusion, and replication of those actions throughout the organisation. Others consider it a latent phenomenon, residing in the possibility for constructing novel organisational actions. This paper argues that while each of these qualities-empirical and latent-are intrinsic to knowledge in organisations. our understanding of organisational phenomena is essentially incomplete until the relationship between them is considered. Building on structuration theory, we propose a complementary perspective that views organisational knowledge as the product of an ongoing and recursive interaction between empirical and latent knowledge. Between knowledge as action and knowledge as possibility. We ground this complementary model of knowledge in evidence from the field study of two firms whose innovation practices provide unique insights into how knowledge simultaneously enables and constrains behaviour in organisations. We then discuss how a complementary perspective avoids the reification of knowledge by depicting it instead as an ongoing and social process and offers an alternative distinction between individual and collective knowledge.

Hasan, H. and Crawford, K. (2003) Codifying or enabling: the challenge of knowledge management systems. Journal of the Operational Research Society 54(2), 184-193. Abstract: This paper examines the complex interaction between technology and people in the knowledge-making and knowledge-management activities of organisations. Studies in two Australian universities are used to demonstrate the importance of adopting a holistic approach to knowledge management, which is cultural, historical, contextual and dynamic. The paper presents various
perceptions of what knowledge management is, or should be, with the suggestion that the cultural historical activity theory be used as the theoretical framework for both the study of knowledge management and the design of knowledge management systems, which enable organisational learning and adaptation.

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<td>Abstract: Humans are not able to cope with the exponential growth of information and the increasing speed of information and business processes fostered by information and communication technologies. Technical support not only for information storage and retrieval but also for information selection, process planning, and decision support is needed. Most of the ICT investments, however, do not foster innovation or productivity. Recent studies show that ICT-based training is the main instrument of knowledge management. On-line media and self-directed learning environments are among the most effective training solutions in terms of cost, time and logistics. In the last few years, the percentage of employees participating in training courses increased. At the same time, there has been a decline of training budgets. E-Learning is able to deliver more valuable training for less money only if it is part of an integrated knowledge and skills management system. Two case studies of knowledge and meta data management systems are discussed.</td>
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<td>Abstract: A total of 41 top executive managers in large organisations/enterprises were interviewed about factors affecting their demands on, attitudes towards and use of, information and communication technology (ICT) when making strategic decisions in their work. Poor knowledge management, i.e. poor possibilities to store, reuse, and share knowledge in an organized and disciplined way due to inefficient ICT, was reported to be an obstacle in supporting the decision-making process effectively. Problems with accessibility, accuracy and trust of the information in the ICT-systems were prevalent. Furthermore, ICT did not provide much help with respect to the necessary social interactions in the decision-making process. Implications of these findings are discussed for the design of future decision-support systems.</td>
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| Abstract: The programme ‘Rehabilitation Sciences’, funded by the Federal Ministry of Research and Education (BMBF) and the German Pension Insurance Institutes, aims at the process of transferring results from rehabilitation research into the practice of rehabilitation. To support this process of circulation, the rehabilitation research network Freiburg/Badsackingen (RFV) developed a model of transfer whose practicability is investigated at present. This article focuses on the first stage of the model’s development, namely, the application of existing approaches from other areas to the field of rehabilitation. There are appropriate concepts derived from the range of knowledge management in particular. Process categories discussed in the context of ‘learning organisations’ like generation, representation, usage (application) and the communication of knowledge provide a useful frame. Successful transfer should pay attention to the individual, the organisation and the society in equal measure. Further, a model of transfer has to refer to results relevant for the provision of medical care and rehabilitation, it has to meet the requirements of the specific context and structures of rehabilitation and it has to address all relevant target groups. As it is known from the public health sector, staff of rehabilitation centres (i.e. therapists, doctors) rehabilitation scientists, multipliers of vocational and advanced training as well as providers of financial resources for medical rehabilitation (as decision maker and authority for research) are the central stakeholders within the
process of utilisation. As an example for using the model, results of a research project investigating the epidemiology of mental disorders in medical rehabilitation will be transferred into the practice of rehabilitation. The results reveal a considerable undersupply and thus call for action. Next, stakeholders' needs have to be assessed in order to derive concrete procedures which can be implemented into the practice of rehabilitation.


Abstract: The paper examines how the training of all primary school headteachers in Kenya has led to the development of headteachers support groups (HTSGs) in zones and communities. Heads have been encouraged to form small clusters of approximately six schools within reasonable reach of one another. The purpose of the groups or clusters is to provide a forum for headteachers, community members and education officials in the area to share ideas, seek ways of supporting each other and manage their knowledge. Schools in Kenya depend a great deal on the support of parents and the community in general. The paper shows how clusters can develop into 'pockets of excellence' and impact on the local schools and community thus empowering them to seek more efficient ways of supporting the headteacher. Aspects such as empowerment, particularly for women, poverty alleviation and local economic growth are discussed with reference to an improvement in the management of schools and the development of a localised 'learning centre' within the school clusters. The paper suggests that training and learning can have a 'rippling' effect at the grass-roots level and cause ideas and strategies to originate as a bottom-up process which can complement the more conventional cascade top-down effect. It is recognised that there is much to be gained by investing in the intellectual capital of the individual stakeholders and what PRISM believes to be social capital in the collective mix of the membership of headteachers support groups.


Abstract: This paper assesses the performance of poverty alleviation projects, asks why so many have failed, and why successful projects have been successful. It gives a retrospective overview of the development of the concept of poverty, and argues that the way towards poverty eradication goes through holistic, participatory, approaches that build on sharing of knowledge and learning by doing. Projects and programmes should build on the full knowledge of all stakeholders. This way we can create dynamic collaborative environments that build knowledge strategically by developing and applying knowledge as it comes available. It is suggested that approaches should be guided by an enabling framework, within which a multiplicity of partnerships can develop and be effective. Common sense and holistic systems thinking are found to be essential starting points for improvements of the quality of decision-making and the learning and innovation in poverty alleviation efforts.


Abstract: Predictive and reactive train scheduling are tactical and operational decision making, respectively, under constraints (e.g., resource capacity, managerial objectives) and under uncertainty (e.g., imprecise data and information, unforeseen events). Predictive scheduling produces timetables taking into account the market demand and resources utilization levels. Reactive scheduling challenges disruptions to timetables and schedules trains and operations with imprecise plans. Expert knowledge is indispensable for finding practical solutions for both predictive
and reactive scheduling. Consequently, knowledge management (KM) strategies, processes and technologies can improve the decision-making process and outcomes. This paper focuses on the following issues. Five dimensions are introduced to distinguish predictive and reactive train-scheduling activities. The combined use of data and knowledge and the differences in uncertainty levels are used to position comparatively the two scheduling approaches. The intensity of reliance on explicit and tacit knowledge is highlighted via the elaboration and classification of knowledge used in either one or both scheduling environments. The significance of train-scheduling tacit knowledge elicitation is described by, first, presenting a real case analysis which resulted in the elicitation of rich and valuable tacit knowledge (timetabling heuristics) from explicit knowledge (timetable) and, second, generalizing lessons learned from this process. The contributions of the tacit knowledge elicitation process to the enhancement of the train-scheduling system which leads to better resource utilization and customer satisfaction are itemised characteristics and that most forms of relevant knowledge are mixed in these respects. Thirdly, we contest their implicit assumption that codification always represents progress. We conclude that for these reasons their intellectual exercise of extending definitions of what is codified and possible to codify, while in principle addressing very important issues related to innovation policy and knowledge management, ends up having limited practical implications for these areas.


Abstract: Organisational communication covers an eclectic mix of approaches, theories, and methodologies, developed within organisational settings or applied from other areas. The authors start their assessment of recent literature with 6 challenges for the field that have been delineated in previous reviews: (a) to innovate in theory and methodology, (b) to acknowledge the role of ethics, (c) to move from micro- to macrolevel issues, (d) to examine new organisational structures and technologies, (e) to understand the communication of organisational change, and (f) to explore diversity and intergroup aspects of communication. All 6 challenges implicate the importance of considering the intergroup level of analysis as well as the interpersonal and organisational levels, to undertake multilevel research in context, and to consider the role and place of voice in organisations. Finally, researchers must make their research ethical and consequential.


Abstract: While many knowledge management case studies and theoretical texts list benefits to an organisation of the implementation of a knowledge management strategy, the literature provides little evidence that systems have been devised to measure those benefits. This paper presents a case study that attempted to demonstrate the benefits of knowledge management by measuring its impact. This work was carried out in the in-house legal division of the UK’s Financial Services Authority over a period of 18 months. A measurement model was devised based on concepts adapted from the Balanced Scorecard. This was the knowledge management benefits scorecard. The scorecard took each objective of the division’s knowledge management strategy and listed knowledge management activities necessary to achieve each objective. Next, likely benefits to individuals and the division arising from each knowledge management activity were listed. Methods of collecting qualitative and quantitative measurements data were then devised. Results obtained showed that benefits arising from some knowledge management activities could be clearly demonstrated. However, activities that required individuals to change their behaviour or take time to learn new skills were more problematical. More time would be necessary to demonstrate the benefits of knowledge management conclusively.

Abstract: Measuring the value of intangible assets such as company culture, knowledge management systems, and employees' skills is the holy grail of accounting. Executives know that these intangibles, being hard to imitate, are powerful sources of sustainable competitive advantage. If managers could measure them, they could manage the company's competitive position more easily and accurately. In one sense, the challenge is impossible. Intangible assets are unlike financial and physical resources in that their value depends on how well they serve the organisations that own them. But while this prevents an independent valuation of intangible assets, it also points to an altogether different approach for assessing their worth. In this article, the creators of the Balanced Scorecard draw on its tools and framework—in particular, a tool called the strategy map—to present a step-by-step way to determine 'strategic readiness,' which refers to the alignment of an organisation's human, information, and organisation capital with its strategy. In the method the authors describe, the firm identifies the processes most critical to creating and delivering its value proposition and determines the human, information, and organisation capital the processes require. Some managers shy away from measuring intangible assets because they seem so subjective. But by using the systematic approaches set out in this article, companies can now measure what they want, rather than wanting only what they can currently measure.


Abstract: Most knowledge repositories store documents organized by subject areas. In process-oriented knowledge management, each knowledge management project is developed around an organisational process and the mission, rationale and objectives of the process define the scope of the project. At the heart of the process-oriented knowledge management strategy is a knowledge management system called KMS. KMS has a workflow management subsystem that enables it to capture knowledge in context as it is created and present knowledge to the user at the right step of the process. Its repository contains not only knowledge created and manipulated in an organisational process, but also the knowledge of the process itself in the form of process designs, case histories and lessons learned from past experiences. This paper describes the process-oriented knowledge management strategy and its implementation in the real estate organisation of a real-life global company.


Abstract: Knowledge is recognized as an important weapon for sustaining competitive advantage and many companies are beginning to manage organisational knowledge. Researchers have investigated knowledge management factors such as enablers, processes, and performance. However, most current empirical research has explored the relationships between these factors in isolation. To fill this gap, this paper develops a research model that interconnects knowledge management factors. The model includes seven enablers: collaboration, trust, learning, centralization, formalization, T-shaped skills, and information technology support. The emphasis is on knowledge creation processes such as socialization, externalization, combination, and internalization. To establish credibility between knowledge creation and performance, organisational creativity is incorporated into the model. Surveys collected from 58 firms were analyzed to test the model. The results confirmed the impact of trust on knowledge creation. The information technology support had a positive impact on knowledge combination only. Organisational creativity was found to be critical for improving performance; neglecting ideas can undermine a business. The results may be used as a stepping stone for further empirical research
and can help formulate robust strategies that involve trade-offs between knowledge management enablers.


Abstract: A national knowledge management system consists of internal knowledge management systems of governmental agencies and various knowledge services playing a role of intermediary, catalyst, and network. A policy knowledge service plays the roles of abstracting, codifying, and diffusing knowledge in public sector. Through abstraction and codification, it maximizes the proprietary value of knowledge. Through the diffusion of knowledge in proprietary form into public sphere, it maximizes the shared value of knowledge. In this paper, the business model and governance strategy of policy knowledge services are discussed thorough theoretical understanding and practical experience of operating Korea's Knowledge Centre for Public Administration and Policy. Three dimensions of policy knowledge services and two hypotheses on the governance of policy knowledge services are suggested.


Abstract: Korean government has several best practice competition and diffusion programs for the purpose of public administration reform and the improvement of government service. From the perspective of knowledge management, this paper evaluates the best practice policy and analyzes the main factors influencing the recognition, adoption and utilization of best practices through the email-based survey and interview with local government officers. The result shows that 1) The government officers’ recognition of best practice programs and the best practices themselves is not high, 2) The adoption and utilization of a best practice is affected by its value and officer’s information needs, 3) Raising the recognition of Best practice policy affects the recognition and adoption of a best practice, and 4) The recognition and utilization of a best practice is affected by the work experience. The result gives important implications for designing and implementing government knowledge management systems and strategies.


Abstract: Just as 'innovate or die' is one of the mantras of today's economy, knowledge is increasingly recognized as the key underpinning resource. Effective innovation that improves the ability of an organisation to remain competitive within an uncertain environment requires the creation, capture, harvest, sharing and application of knowledge and expertise. The ability of an organisation to 'learn' means that knowledge must be utilized on problems and opportunities as they emerge and is generated through an ongoing evaluation of how those responses have impacted on the organisation and its operating environment. Much has been written about the process of innovation from idea generation through downstreaming and operationalisation to commercialization. Organisational culture has been recognized as a primary determinant within innovation and the need to better understand this relationship or process is a necessary prerequisite to nurturing it in a more structured and systematic manner. Innovation is holistic in nature and is inseparable from the culture that facilitates or constrains the ability to 'add value'. This paper explores and presents organisational culture as a 'bundle' of knowledge repositories with storing and information processing capabilities. Drawing upon the knowledge management and innovation literature the location, attributes and characteristics of these repositories are provisionally identified and mapped. Primary data drawn from an R&D environment within telecommunications is then used to develop a tool for auditing, intervening, changing and maintaining knowledge repositories. This is a three-stage process comprising an audit tool that identifies various cultural archetypes and
their respective audited knowledge layers; an intervention tool that suggests various interventions and strategies for targeted change to the audited knowledge layers and an innovation maintenance tool that proposes strategies for 'maintenance' of the desired organisational culture archetype. It will be argued that organisational learning plays an important part in ensuring that knowledge repositories are continually replenished and updated to enable efficient responses to changes in its competitive environment.


Abstract: At first sight, knowledge management for poverty-stricken countries appears to be a contradiction in terms. It sounds 'high-tech' and not very applicable for 'third world' countries that may not possess the necessary infrastructure. However, the aim of the paper is to show that this is not only false but that Knowledge Management (KM) has a big role to play. We begin by giving an introduction to KM systems in general before considering how they may be applied in poverty and crisis situations. We then consider specific functions of these systems before looking at some problems and possible solutions of implementing such a system.


Abstract: This paper surveys knowledge management (KM) development using a literature review and classification of articles from 1995 to 2002 with keyword index in order to explore how KM technologies and applications have developed in this period. Based on the scope of 234 articles of knowledge management applications, this paper surveys and classifies KM technologies using the seven categories as: KM framework, knowledge-based systems, data mining, information and communication technology, artificial intelligence/expert systems, database technology, and modelling, together with their applications for different research and problem domains. Some discussion is presented, indicating future development for knowledge management technologies and applications as the followings: (1) KM technologies tend to develop towards expert orientation, and KM applications development is a problem-oriented domain. (2) Different social studies methodologies, such as statistical method, are suggested to implement in KM as another kind of technology. (3) Integration of qualitative and quantitative methods, and integration of KM technologies studies may broaden our horizon on this subject. (4) The ability to continually change and obtain new understanding is the power of KM technologies and will be the application of future works.


Abstract: Organisations can be interpreted as a collection of actors who produce value for clients. In order for organisations to stay competitive there is a need for organisations to continuously develop their ability. An organisation's ability is determined by its ability to effectively apply existing knowledge to create new knowledge and to take action that forms the basis for achieving competitive advantage from knowledge-based assets. One means for developing the organisational ability is to establish a mutually accepted understanding of the context in which the actors are acting. One important part of the organisation's knowledge creation processes is to facilitate the sharing of personal knowledge. A condition for developing the organisational ability is to expand the amount of shared knowledge to an appropriate level. One type of knowledge that needs to be shared among different actors within the organisation is the knowledge about how and in which order actions are performed (contextual knowledge) in order to satisfy client needs. In this paper an approach for team-based reconstruction, used for moving from personal to shared contextual knowledge, is presented. The approach bears on the foundation of theories about knowledge
management for understanding the process of externalisation and theories about language action for understanding organisations. Experiences from three case studies are presented. Team-based reconstruction can be used for (1) moving from personal knowledge to shared contextual knowledge in an efficient way, (2) arriving at a foundation for efficient organisational coordination, (3) arriving at a base for development work, and (4) organisational learning.


Abstract: Several quality thought leaders have considered the role of knowledge in quality management practices. For example, Deming proposed The Deming System of Profound Knowledge(TM) that dealt explicitly with knowledge. However, various authors in the quality field diverge considerably when contemplating knowledge. We propose an integrated view of quality and knowledge using Nonaka's theory of knowledge creation. This integrated view helps illuminate how quality practices can lead to knowledge creation and retention. The knowledge perspective also provides insight into what it means to effectively deploy quality management practices. Previous empirical research noted the importance of effective deployment, but provided little insight into what effective deployment means. This research argues that quality management practices create knowledge, which leads to organisational performance. Taking a knowledge-based view (KBV) of the firm provides a deeper understanding of why some organisations are more successful at deploying quality management practices than others.


Abstract: The process of knowledge and intellectual capital management aims to improve organisational performance and efficiency. Knowledge is a distinct capability that contributes to the improvement of this efficiency. Learning is an integral part of the knowledge system and can be identified by deconstructing available organisational knowledge. This paper offers an interpretative perspective of knowledge and intellectual capital development; it also examines previously fractured contextual approaches to organisational management research, which often fail to include learning as a significant factor for both absorbing and recognising the knowledge capabilities of a firm. Based on the results from a study conducted across 140 companies as well as selected case studies, this paper investigates learning mechanisms and their role in building a firm’s knowledge capabilities. This paper argues that learning is an integral part of the knowledge process in which learning acts as an endogenous factor for the development, absorption and utilisation of knowledge. The search continues for an appropriate epistemological framework in the area of management research under which organisational learning theories can be analysed while simultaneously remaining relevant and useful to the pragmatics of organisational knowledge development.


Abstract: ‘New’ essential resources and success factors keep being invested and provide fertile grounds, not only in the consultancy industry, for ever more glossy brochures to create success. The production factor of knowledge is currently at the focus of many theories and numerous publications. It remains to be seen whether we are seeing real innovations. Knowledge has always been prerequisite to creating products or services, an essential input, a ‘silent production factor’. The modern, complex environment has also made products and processes more complex and extensive. The ability to adapt to changing conditions increasingly determines success or failure. All aspects of enterprises are affected, even the ‘smallest units’, the human element. In this context, it
is becoming increasingly important to be able to share knowledge with colleagues. Knowledge transfer is basically characterised by a question-and-answer principle. The focus is on the incalculable human factor. This causes more or less distinct transfer barriers. Prejudices, fear of criticism, lack of confidence, constant time pressures and other factors are some barriers to transfer caused by the individual. Besides organisations may create barriers, too, through rigid hierarchies, red tape, and outdated procedures. By means of the barrier matrix and the barrier cube we have presented eight different constellations from the scientist’s view. At a very theoretical level we have also touched briefly on how to solve these problems. Knowledge management does not yet seem to attach enough importance to the issue of communication, particularly to internal communication. In addition to individual and organisational transfer barriers, communication media can also contribute to problems and barriers in knowledge transfer.


Abstract: Since the mid-1990s there has been an enormous increase in the number of books and articles about knowledge management, which, it is argued, functions as a conceptual platform among a number of knowledge-related fields. These fields include the following: Learning Organisation, Intellectual Capital, Information Technology, Management of Technology, Intellectual Property, Knowledge Strategy and Information Science, among others. Ironically, many practitioners in these same fields already use knowledge management as a conceptual platform, without explicitly recognizing it. The concepts and ideas related to knowledge management have existed well before 1995. This paper argues that modern knowledge management, at least as it has been conceptualized since 1995, developed out of the spontaneous interaction between two distinct fields, Learning Organisation and Intellectual Capital, each of which previously had a separate evolutionary path, beginning about 1995, however, the two fields interacted to develop our current concept of knowledge management. In succeeding years, knowledge management concepts and terms have gradually been absorbed by and applied to other disciplines and fields. Viewing knowledge management as a conceptual platform allows other knowledge-related fields to link with each other in order to embrace, share, organize and exchange ideas, knowledge and information. The authors expect that the concept of knowledge management will evolve and probably continue to link more disciplines and fields.


Abstract: This study was conducted to better understand the knowledge reuse process when radical innovation (e.g., experiments to prepare for human exploration of Mars) is expected. The research involved detailing the knowledge reuse process in six case studies varying in degree of innovation. Across the six cases, a six-stage reuse-for-innovation process was identified consisting of three major actions: re-conceptualise the problem and approach, including deciding to search for others’ ideas to reuse; search-and-evaluate others’ ideas to reuse; and develop the selected idea. Findings include (1) the need for an insurmountable gap in performance to stimulate the decision to reuse others’ knowledge; (2) the critical importance of an adapter to bridge the idea source and recipient; (3) three layers of search-and-evaluate activities in which the first layer of scanning to find ideas to reuse and the last layer of detailed analysis of ideas are bridged by a layer of brief evaluations of ideas assessing the presence (or absence) of targeted information about each idea; and (4) the differential use of meta-knowledge about each idea to facilitate proceeding through each search-and-evaluate layer. In addition, re-users in the more (versus less) innovative cases redefined problems at the outset in non-traditional ways using analogies and extensions, rather than accepting the pre-existing problem definition; used a substantially broader search strategy with a greater variety of search methods; and worked more closely with adapters during the latter stages of the

Abstract: One of the important elements in the knowledge systems of human service organisations is best practices that are formed by those purposeful actions agencies take to develop their intervention technologies, improve their organisational performance, and refine their service delivery, management and administrative systems. As an increasing number of human service agencies engage in the creation of their own practice-relevant knowledge, and as this knowledge proves useful in particular fields of service, creating and implementing best practices becomes a potential source of organisational empowerment. This paper explicates the basic attributes of best practices and addresses the role human service agencies can play in their creation, application, and deployment.


Abstract: Part of the response of many development cooperation agencies to the challenges of globalisation, ICTs and the knowledge economy is to emphasise the importance of knowledge for development. This paper looks at the discourses and practices of ‘knowledge-based aid’ through an exploration of four agencies: the World Bank, DFID, Sida and JICA. It seeks to analyse whether knowledge-based aid leads to greater focus on agencies’ own needs rather than those of Southern partners. It also questions whether it makes them better at learning from these partners or more intent on a one-way, North-South transfer of knowledge.


Abstract: This paper discusses work in progress with an Indigenous housing association in Central Australia. It builds on and extends a 2-year policy and planning project that identified the need for systemic intervention across organisations at the local level. Engagement is with individuals and groups within the local context of organisations, but the context is shaped by local and global challenges. Thus the social, historical, cultural, political, economic, and environmental context in which organisations operate needs to be considered in designs for the future. This impacts on postcolonial learning, public policy, cultural knowledge management, and governance (used in this sense as systemic and distributed leadership for problem solving). Three questions focus the learning: ‘Are we doing things right? Are we doing the right thing? In whose opinion and is mightiness connected with rightness?’ (Flood and Romm, 1996, p. 129). The participatory governance approach is adapted from a healthy cities/settings approach that maximizes the multiplier effects of working across sectors and disciplines. This approach can assist in (i) systemic thinking and informing interventions so as to avoid making changes that do not consider the wider implications, (ii) enhancing an understanding of the linked nature of social and environmental concerns, and (iii) developing problem-solving strategies based on ontological and epistemological awareness.


Abstract: The End-User Access to Multiple Sources, the EAMS system integrates document collections in the internet, (intranet) and relational databases by an ontology. The ontology relates the document with the database world and generates the items in the user interface, in both worlds, machine learning is applied. In the document world, a learning search engine adapts to user behaviour by analysing the click-through-data. In the database world, knowledge discovery in
databases (KDD) bridges the gap between the fine granularity of relational databases and the coarse granularity of the ontology, KDD extracts knowledge from data and therefore allows the knowledge management system to make good use of already existing company data. The EAMS system has been applied to customer relationship management in the insurance domain, Questions to be answered by the system concern customer acquisition (e.g., direct marketing), customer up and cross selling (e.g., which products sell well together), and customer retention (here: which customers are likely to leave the insurance company or ask for a return of a capital fife insurance). Documents about other insurance companies and demographic data published in the internet contribute to the answers as do the results of data analysis of the company's contracts


Abstract: Rather than relying on overseas aid organisations and foreign ‘experts’, the governments of the Pacific region should use the traditional knowledge of local, small-scale fishermen to inform policy decisions on fishery management


Abstract: This paper explores the use of information technology to support knowledge sharing within and between communities of practice. In so doing, it presents a case of a multi-national organisation’s efforts to implement an organisational knowledge management (KM) system. The case traces both the technological solutions and the KM strategy of the organisation as it met with various challenges along a several year period of establishing KM as organisational practice. The study highlights several lessons, including the possibility of a flexible KM strategy, the necessity for multiple channels of knowledge sharing, the desirability of expanding communities of practice, and the evolution of the role played by information technology as KM strategies evolve.


Abstract: Recent academic and managerial interest in electronic commerce (e-commerce) activities has created enormous interest in the world of information technology and in many other industries. Therefore, managers are facing new challenges. One such daunting task is the ability to manage knowledge, as this can now be exchanged or transferred on the Internet or Intranet without physical contact or time constraints. To understand some of the key human resource issues related to organizing global knowledge in the e-commerce context, an exploratory case study was conducted. One of the key findings from this case study is the recognition that human resource management (HM) will play a new dual role in organizing global knowledge sharing in the e-commerce era. One role is to continue dealing with traditional administrative transactions and the other is to nurture knowledge-related activities. This contradicts simplistic prescriptions about managing knowledge, which suggests that the implementation and utilization of a particular information system are all that are necessary to facilitate effective knowledge sharing. Instead, this exploratory study shows that successful knowledge sharing is dependent not only on the use of particular information technologies but also on the successful creation of a knowledge-sharing environment with a knowledge management-focused HRM as the coordinator of related activities.


Abstract: One of the areas in knowledge management is the representation of information, an area of particular importance in e-Government, given the State’s social responsibility towards its citizens. Unlike the private industry, the State is not in a position to select its customers, and has the social responsibility to treat all citizens equally. Given this responsibility, three issues need to be
addressed: the duty to provide information, the extent information is to be accessible to disabled individuals and to be provided in other languages. These are three important issues the European Union and the individual member states need to take into consideration. In this paper, we investigate the situation in Austria, and discuss how the content of websites can be offered in more than one language. This paper consists of two parts: The first part looks at the legal framework and compares the duty to provide information, the extent information is made accessible to the disabled and the provision of information in more than one language in the United States of America (USA), the European Union (EU), and Austria. The second part of this paper discusses three main concepts of Intercultural Communication (language, culture, and communication) and defines the requirements of professional translation management.

Peltola, S., Tihinen, M., and Parviainen, P. (2002) What are the knowledge needs during the project lifecycle in an expert organisation?

Abstract: Every organisation has to acquire, create, store, distribute and use knowledge in order to operate effectively, or simply to be able to operate in the first place. Knowledge is needed during projects and tools can be used for supporting projects' knowledge management. However, it has proven to be difficult to find the best suitable tool for a specific project and to determine the requirements for a knowledge management tool that would enable supporting projects in an efficient way. This paper describes how knowledge needs for supporting the project lifecycle have been defined in an expert organisation and what the knowledge needs are in the different roles of the organisation. It was found that the main knowledge needs were the experiences and the main results from ongoing and closed projects, along with project specific information like used tools and methods.


Abstract: Knowledge management and, specifically, organisational memory have become vital for organisations' life. Documenting tacit knowledge used to perform daily activities, such as, discussions and decisions is a complex task. Another challenge is dealing with collective knowledge, because an important part of organisational work is executed in a cooperative mode. In this paper, we present stories as an important tool to externalize tacit knowledge. We describe TELLSTORY, a system that supports the collaborative construction of stories. Based on the characteristics of traditional literary and journalistic narrative structure, TELLSTORY helps teams in developing stories to make explicit tacit knowledge elements.


Abstract: This note examines how CEOs and other top managers of business firms create or destroy economic value through the choices they make affecting the coordination, control, and management of organisational life. To help readers think systematically about the relationship between top management and the creation or destruction value, Section I addresses the questions of what constitutes a successful firm, how human and financial resources are attracted to a firm, and how the firm must relate to its environment if it is to survive. Answers to these questions provide the conceptual background necessary for a disciplined assessment of firms and their leaders. Based on this discussion of organisational and managerial performance, Section II discusses three top management tasks critical to the successful implementation of promising competitive strategies: (a) retaining a knowledge advantage over competitors, (b) assembling and developing a unique resource base, and (c) designing low-cost coordination systems. Section III addresses a fourth top management challenge: ensuring organisational adaptiveness to changed circumstance and otherwise sustaining above-average returns once created. Here, special attention is paid to how top-
level governance and control processes affect the exercise of rights delegated to boards of directors by outside holders of ownership claims. The exercise of these rights can have a major impact on corporate performance because they strongly affect how top managers set internal rules of the game for everyone else and organize to exploit external profit opportunities. Section IV concludes with a comment on the task of administrative leadership in voluntary organisations. The ideas and concepts covered in this note are developed more fully in the CCMO course (Coordination, Control, and the Management of Organisations) at the Harvard Business School.

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<td>Abstract: The teamworking and knowledge management fields are increasingly converging. Teamworking is turned to with a growing disillusion with knowledge management approaches that are seen as excessively 'hard', 'objectified', or 'information technology dominated'. This paper is a critical review, the purpose of which is to survey the literature across several fields that provide insights into teamworking aspects of knowledge management, and the reverse. This approach is chosen as disciplines tend to sustain presumptions and preoccupations that may be contradicted by other fields, as is shown. In particular, the review challenges what is referred to as the 'organisational behaviour textbook theory of teamworking' and refers to research and theory from several disciplines that qualify what is still an influential orthodoxy. The paper attempts to draw together some principles from current themes such as collective mind, modularity, cross-functional teams and communities of practice.</td>
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<td>Abstract: The generation of technical knowledge abounds while the under usage of existing knowledge potential remains a problem in business as well as in society. Generally speaking value can be extracted from knowledge in three ways: – by exclusive use – by faster access – by better translation of public knowledge into products that yield private profit Each way requires different approaches to KM. But in all cases the problem of how to deal with abundance arises: It arises at the individual as well as at the level of interface design in a knowledge dividing society. First ideas to solve that problem refer to the individual rather than the interface design level: – technical solutions – psychological solutions – neurological solutions deal with the growing gap between abundant potential knowledge and scarce human attention on the one hand and with restricted human capacity to process information on the other. For the time being a clear focus on good old virtues, such as will (focus), modesty (less is more) and courage (to decide under conditions of incomplete information and uncertainty) seem as trivial intellectually as hard to implement in practice.</td>
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<td>Abstract: In information systems, most research on knowledge management assumes that knowledge has positive implications for organisations. However, knowledge is a double-edged sword: while too little might result in expensive mistakes, too much might result in unwanted accountability. The purpose of this paper is to highlight the lack of attention paid to the unintended consequences of managing organisational knowledge and thereby to broaden the scope of IS-based knowledge management research. To this end, this paper analyzes the IS literature on knowledge management. Using a framework developed by Deetz (1996), research articles published between 1990 and 2000 in six IS journals are classified into one of four scientific discourses. These discourses are the normative, the interpretive, the critical, and the dialogic. For each of these discourses, we</td>
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identify the research focus, the metaphors of knowledge, the theoretical foundations, and the implications apparent in the articles representing it. The metaphors of knowledge that emerge from this analysis are knowledge as object, asset, mind, commodity, and discipline. Furthermore, we present a paper that is exemplary of each discourse. Our objective with this analysis is to raise IS researchers’ awareness of the potential and the implications of the different discourses in the study of knowledge and knowledge management.

### References


**Abstract:** This research investigates how knowledge workers are influenced to adopt the advice that they receive in mediated contexts. The research integrates the Technology Acceptance Model (Davis, 1989) with dual-process models of informational influence (e.g., Petty and Cacioppo, 1986; Chaiken and Eagly, 1976) to build a theoretical model of information adoption. This model highlights the assessment of information usefulness as a mediator of the information adoption process. Importantly, the model draws on the dual-process models to make predictions about the antecedents of informational usefulness under different processing conditions. The model is investigated qualitatively first, using interviews of a sample of 40 consultants, and then quantitatively on another sample of 63 consultants from the same international consulting organisation. Data reflect participants’ perceptions of actual e-mails they received from colleagues consisting of advice or recommendations. Results support the model, suggesting that the process models used to understand information adoption can be generalized to the field of knowledge management, and that usefulness serves a mediating role between influence processes and information adoption. Organisational knowledge work is becoming increasingly global. This research offers a model for understanding knowledge transfer using computer-mediated communication.


**Abstract:** This study provides experimental evidence related to the management of audit task knowledge. Specifically, the research explores whether a certain type of task knowledge, loan credit review knowledge, develops differently for in-charge auditors working in different industry specializations. Since auditors are often asked to choose an industry specialization at the in-charge level, understanding whether certain industries provide the opportunity for differential knowledge development is important (Libby and Frederick 1990), especially if such knowledge can be transferred to aid performance in tasks completed in several other industries. As such, the study explores whether the task knowledge under investigation can be transferred across both industry and task contexts to aid performance in the going concern judgment, a task that is required to be completed in all industries. An experiment was administered to 60 in-charge auditors from one of the then Big 6 firms, with 32 participants specializing in the financial services industry and 28 in manufacturing. Importantly, financial services auditors have extensive experience evaluating the collectability of loans and the underlying financial condition of borrowers; this knowledge is expected to also be valuable in assessing the going concern of any client. Participants evaluated the going concern status of four cases of actual troubled clients from two industry settings: manufacturing and casino gambling. The findings support the transferability of knowledge across task and industry contexts. This result is important because it is the first study in the audit literature to demonstrate that a specific type of task knowledge can be transferred across both task and industry contexts (Bedard and Chi 1993). In so doing, the results provide an important theoretical foundation for audit researchers and practitioners regarding the conditions for the transfer and dissemination of audit knowledge throughout a firm.

Abstract: We welcome the increased emphasis on practice-based theories of knowing as an alternative to the more representational, knowledge-as-object approaches which have characterised many organisational attempts at 'knowledge management' to date. Building on the findings of a short empirical study into the 'knowledge management' initiatives of a global software organisation, which highlighted the value of rich context in the generation of meaning, we seek to shed some light on a perceived confusion about the nature of organisational context. We show such context to be an inseparable part of knowing, which it creates and by which it is defined, and re-use Blackler's (1995) taxonomy of 'knowledge types' to illustrate the relational interaction between shared and deeply personal components of context. Finally, we use these insights to suggest a way in which organisations may be able to derive more value from their investments in internal initiatives by increasing their ability to support knowing – and hence the generation of meaning – amongst their employees.


Abstract: This paper reflects on the managerialistic orthodoxy of knowledge management in order to show that a critical communications theory is required for addressing real political and ethical shortcomings. This produces an alternative methodological perspective through an intentional synthesis of established methodological views. The paper’s allies in this critical quest include Jurgen Habermas, Werner Ulrich, Stanley Deetz, Geoffrey Vickers, Peter Checkland and their mentors. Information systems and knowledge systems architects and engineers and their manager clients conveniently ignore fundamental issues, including politics, power, knowledge and communication. Yet, today the more substantive issues are not technical but ethical. In raising questions about the rhetoric of knowledge management reflections on the instrumentality of much of what is said and done about management and information systems are outlined. The departure point is critical scepticism. This is motivated by concerns for the ethical status of the commercially valuable outcome of (at least) two conjoined simplistic and fundamentally domanitory conventional wisdoms. These stem from two fields that are managerialistically biased and which share a common basis in a false rationality.


Abstract: Over the previous two years I have collected case-studies of successfully fielded commercial knowledge management systems that use case-based reasoning (CBR). These case-studies have been collated into a book to be published by Morgan Kaufmann in November 2002. This paper summarises the findings of the book, showing that CBR is ideally suited to the creation of knowledge management systems. This is because of the close match between the activities of the CBR-cycle and the process requirements of a knowledge management system. The nature of knowledge within an organisation is briefly discussed and the paper illustrates the dynamic relationship between data, information and knowledge, showing how CBR can be used to help manage the acquisition and reuse of knowledge.


Abstract: This article examines the nature and the generation, dissemination and translation of knowledge in large, global management consulting organisations. The knowledge system in consulting organisations is modelled as consisting of three interacting knowledge elements: methods
and tools, providing a common language and knowledge structure; cases, carrying knowledge in a narrative form; and the experience of individual consultants that is essential for the adaptation of methods, tools and cases to the specific consulting project. A number of recent studies have characterized knowledge-management strategies as focusing on either articulate knowledge or tacit knowledge. We argue that a fruitful understanding of knowledge management in management consulting requires attention to the relations between the different elements that represent different kinds of knowledge. Based on case studies in Andersen Consulting (now Accenture) and Ernst & Young Management Consulting (now Cap Gemini Ernst & Young) these knowledge elements and the interplay between them are identified and analysed. The main role of articulate knowledge is not to replace experience, but rather to support the generation, dissemination and use of it. A number of consequences of this conceptualization of the knowledge system are discussed in terms of the ability of the knowledge system to generate different types of learning and the complementarity of structural and individual knowledge.


Abstract: The 'learning organisation' is frequently emphasised in the literature and in practice, and this is particularly important for project-oriented organisations. However, experience tells us that organisations tend not to learn adequately from project experiences. This paper reviews some of the work seeking to model and explain the behaviour of complex projects. which explains why lessons are difficult to learn from such projects-not the easy and obvious lessons but the lessons about complex non-intuitive project behaviours. From there it looks at why projects are frequently not reviewed, and seeks to offer practical proposals for carrying out reviews, using small models to enable lessons to be learned that provide understanding (rather than simply data), and distributing that learning around the organisation.


Abstract: Examines critically the origins and basis of 'knowledge management', its components and its development as a field of consultancy practice. Problems in the distinction between 'knowledge' and 'information' are explored, as well as Polanyi's concept of 'tacit knowing'. The concept is examined in the journal literature, the Web sites of consultancy companies, and in the presentation of business schools. The conclusion is reached that 'knowledge management' is an umbrella term for a variety of organisational activities, none of which are concerned with the management of knowledge. Those activities that are not concerned with the management of information are concerned with the management of work practices, in the expectation that changes in such areas as communication practice will enable information sharing.


Abstract: The valuation of knowledge, and hence the assessment of the usefulness of approaches and programmes for managing knowledge, is a difficult, yet vital, task. This paper reviews some recent approaches, setting them in a context of wider philosophical and pragmatic issues. It identifies some paradoxical qualities of information and knowledge at the heart of this topic, and considers their implications.