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Discusses  
management  
models and  
concepts,  
strategies for

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sharing

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knowledge, and

ways to

implement the

concept within a

company.

The Knowledge

Evolution offers a

unique and

powerful road

map for

understanding

knowledge

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creation,  
learning, and

performance in  
everyday work.

This book

reframes current  
thinking by

delving into the  
hidden world of  
knowledge

supporting both  
individual and  
organizational

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performance,  
laying the  
foundation for  
the emerging art  
of knowledge  
management.  
Packed with best  
practices from  
leading edge  
companies,  
essential  
guidelines,  
design principles,

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analogies, and  
conceptual

frameworks, it

serves as a

practical

guidebook for

mastering the

Knowledge Era.

It will help

managers make

more intelligent

decisions about

knowledge

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creation, reduce  
wasteful

Management

technology

investments and

lead to new ease

and confidence in

applying

knowledge and

learning

principles for

themselves and

for their

organizations.

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Verna Allee delves into current thinking and practice to unravel the genetic code of knowledge itself. This revolutionary approach has surfaced a simple and elegant knowledge

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archetype. She demonstrates how this archetype can help us deal with complexity and suggests ways of self-organizing that make profound sense in today's networked enterprises. From



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strategies for  
core knowledge  
competencies to  
the key  
components of  
individual  
expertise, The  
Knowledge  
Evolution zeroes  
in on the critical  
success factors  
for the  
knowledge-based

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enterprise. What emerges is an approach to knowledge management that is simple enough to communicate at every level of the organization, yet rich enough to encompass all the complexity of modern

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enterprises.

Verna Allee is the founder of Integral Performance Group, a consulting practice in California that specializes in the learning organization, knowledge

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competencies,  
organizational

systems change,  
systems thinking,  
total quality and  
learning,

benchmarking  
support, best  
practices

research, and  
strategic

development. She  
holds a degree in

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the Study of  
Human

Consciousness  
and her work is  
informed by a  
deep interest in  
intelligence,  
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cognition,  
intuition and  
consciousness.  
She is the author

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of Learning

Links: Enhancing

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Performance,

Pfeiffer and Co-

Jossey Bass,

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"Addressing the

critical issue of

knowledge

transfer within an

organization, this

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book offers  
practical advice  
on how to  
structure the  
transition of  
documented  
information and  
the even more  
valuable non-  
documented  
knowledge that  
outgoing staffers  
have-before it

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leaves with them.

Whether a result of a retirement, an acquisition, promotions, transfers, or layoffs-all organizations have lost what these authors call "deep smarts" when workers leave. Now,



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Dorothy Leonard  
and Walter Swap,  
coauthors of the  
popular Deep  
Smarts, and their  
coauthor Gavin  
Barton offer a  
solution. The trio  
has constructed a  
new approach  
that not only  
helps  
organizations put

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in place the structures and practices to pass along knowledge from expert to successor, but also identifies tacit knowledge-knowledge that is largely undocumented and lives inside of people's heads.

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Based on theory and research, this book offers a variety of examples, tools, and templates to take action before essential knowledge disappears"--  
Knowledge Management (KM) is the

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technique of  
using the  
information and  
knowledge that is  
supplied to,  
generated by and  
inherent in any  
organization or  
institution, to  
improve its  
performance.  
This volume  
demonstrates

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how KM can be  
used in education

to improve

learning.

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a comprehensive

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overview of  
knowledge  
management  
(KM), covering  
theoretical  
foundations, the  
KM process, tools,  
and professions.  
The ability to  
manage  
knowledge has  
become

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increasingly  
important in  
today's knowledge  
economy.

Knowledge is  
considered a  
valuable  
commodity,  
embedded in  
products and in  
the tacit  
knowledge of



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highly mobile  
individual  
employees.  
Knowledge  
management (KM)  
represents a  
deliberate and  
systematic  
approach to  
cultivating and  
sharing an  
organization's

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knowledge base.  
This textbook and professional reference offers a comprehensive overview of the field. Drawing on ideas, tools, and techniques from such disciplines as sociology, cognitive science,

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organizational behavior, and information science, it describes KM theory and practice at the individual, community, and organizational levels. Chapters cover such topics

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as tacit and explicit  
knowledge,

theoretical

modeling of KM,

the KM cycle from

knowledge capture

to knowledge use,

KM tools, KM

assessment, and

KM professionals.

This third edition

has been

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completely revised  
and updated to  
reflect advances in  
the dynamic and  
emerging field of  
KM. The specific  
changes include  
extended  
treatment of tacit  
knowledge;  
integration of such  
newer

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technologies as  
social media,  
visualization,  
mobile  
technologies, and  
crowdsourcing; a  
new chapter on  
knowledge  
continuity, with key  
criteria for  
identifying  
knowledge at risk;

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material on how to identify, document, validate, share, and implement lessons learned and best practices; the addition of new categories of KM jobs; and a new emphasis on the role of KM in innovation.

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Supplementary materials for instructors are available online. Knowledge Management in Libraries: Concepts, Tools and Approaches brings to the forefront the increasing



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recognition of the  
value of

knowledge and

information to

individuals,

organizations, and

communities,

providing an

analysis of the

concepts of

Knowledge

Management (KM)

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Management  
that prevails  
among the Library  
and Information

Science (LIS)

community. Thus,  
the book explores  
knowledge

management from  
the perspective of  
LIS professionals.

Furthermore,  
unlike most books

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on the topic, which address it almost exclusively in the context of a firm or an organization to help gain a competitive advantage, this book looks at knowledge management in the context of not

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for profit

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organizations such  
as libraries.

Describes the  
theory and  
approaches of  
knowledge  
management in  
the context of  
librarianship Seeks  
to identify and  
explain the

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principles that

underlie the

different processes

of knowledge

management

Combines the

theoretical and

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perspectives of the

topic Provides a

comprehensive

and

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methodological  
approach to

support librarians  
and information  
science

professionals in  
the implementation  
of knowledge  
management in  
libraries and  
information centers  
Proposes a model

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for libraries and  
information centers  
which may be  
used as a guide  
for implementation  
Incorporates  
illustrations where  
necessary to  
provide a clear  
understanding of  
the concepts  
Nowadays, there is

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software everywhere in our life. It controls cars, airplanes, factories, medical implants. Without software, banking, logistics and transportation, media, and even scientific research would not function



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in the accustomed way. Building and maintaining software is a knowledge-intensive endeavour and requires that specific experiences are handled successfully.

However, neither

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knowledge nor experience can be collected, stored, and shipped like physical goods, instead these delicate resources require dedicated techniques.

Knowledge and experience are often called

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company assets,  
yet this is only part  
of the truth: it is  
only software  
engineers and  
other creative  
employees who  
will effectively  
exploit an  
organisation's  
knowledge and  
experience. Kurt

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Schneider's textbook is written for those who want to make better use of their own knowledge and experience – either personally or within their group or company. Everyone related to software

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development will benefit from his detailed explanations and case studies: project managers, software engineers, quality assurance responsables, and knowledge managers. His

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presentation is  
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both practical

experience, with

companies such

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renowned

environments,

such as the

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Institute. Each  
chapter is self-  
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clearly states its  
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depth  
presentations,  
shows the  
techniques'  
practical relevance

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in application scenarios, lists detailed references for further reading, and is finally completed by exercises that review the material presented and also challenge further, critical



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examinations. The overall result is a textbook that is equally suitable as a personal resource for self-directed learning and as the basis for a one-semester course on software engineering and knowledge

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This text serves as a complete introduction to the subject of knowledge management (KM), incorporating technical and social aspects, as well as concepts, practical

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Knowledge  
Management has  
evolved into one of  
the most important  
streams of  
management  
research, affecting  
organizations of all

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types at many different levels. The Encyclopedia of Knowledge Management, Second Edition provides a compendium of terms, definitions and explanations of concepts, processes and acronyms addressing the

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challenges of  
knowledge  
management. This  
two-volume  
collection covers all  
aspects of this  
critical discipline,  
which range from  
knowledge  
identification and  
representation, to  
the impact of  
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Management Systems on organizational culture, to the significant integration and cost issues being faced by Human Resources, MIS/IT, and production departments.

This book develops and examines the



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concepts and strategies for rural empowerment through the formation of a community-driven social knowledge management (SKM) framework aided by social technology. The framework is aimed at mobilizing knowledge

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resources to bridge the rural-urban knowledge divide while securing rural empowerment using digital connections and social collaborations built on strategies of self-sustenance and self-development. With key empirical

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findings

supplemented by relevant theoretical structures, case studies, illustrative figures and a lucid style, the book combines social technologies and social development to derive a social knowledge management

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platform. It shows how the proposed SKM framework can enhance knowledge capabilities of rural actors by facilitating connection among rural-urban entities through formation of purposive virtual communities, which

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allow social agents to create, modify and share content collaboratively. The volume brings forward diverse issues such as conceptual foundations; bridging the rural-urban knowledge and information divide;

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issues of  
information and  
knowledge  
asymmetry; a  
knowledge-  
theoretic  
perspective of rural  
empowerment;  
knowledge  
capability, freedom  
of choice and  
wellbeing, to  
provide a

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comprehensive  
outlook on building  
a knowledge  
society through  
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to scholars and  
researchers of  
development  
studies, rural  
sociology,  
management

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studies, IT/IS,  
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management and  
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development,  
public policy,  
sociology, political  
economy and  
development  
economics. It will  
benefit  
professionals and  
policymakers,



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government and  
nongovernment

bodies and

international

agencies involved

with policy

decisions related to

application of

technologies for

rural development,

social workers and

those in the

development

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sector.

Knowledge management (KM) has become an important business strategy in an era of accelerated globalization, digitalization, and servitization of products and services.

Maximizing the use

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of organizational resources becomes fundamental for continuous growth and prosperity.

Organizations of various kinds such as resource-based organizations, product-based organizations, as well as knowledge-intensive service-

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oriented  
organizations  
require specific  
policies and  
support services to  
improve the  
knowledge  
management in  
their respective  
organizations.

Knowledge  
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Strategies and

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Applications focuses on the way organizations can create knowledge, share existing or new knowledge, and disseminate them among the stakeholders, most importantly among the employees, managers, customers, and

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suppliers. The selected topics are drawn from several fields of studies and give a multidisciplinary outlook. The book will be interesting not only for the researchers and students but also for the managers who want to

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improve knowledge  
sharing and

innovation

capabilities in their  
organizations.

Managing the

Complex is an

ambitious title -

and it would be an

audacious one if we

were not to begin

with a frank

admission: to date

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few to none of us have a skill set which includes managing the complex. We try various things, we write about others, and we wonder about still others. When a tool, perspective, or technique comes along which seems



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to evoke success,  
we emulate it probe  
it and recoil at the  
all too often  
admission that it  
was situation and  
context which  
afforded success its  
opportunity, and  
not some quality  
intrinsic to the tool  
perspective or  
technique. Indeed,

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if the study of complexity has done anything for managers, and for those who espouse managerial theory, it is in providing a 'scientific foundation' for the notion that context matters. Those who preach abstract ideas have then to

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reconcile themselves to the notion that situation and embodiment matters. Those who believe in strong causality and determinism are left to wrestle with the role of chance, uncertainty, and chaos. Those who

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prefer to argue that  
men move history  
are confronted with  
the role of  
environment and  
affordances, while  
those who argue  
the reverse are left  
to contend with  
charisma,  
irrationality of  
crowds, and the  
strange qualities

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we know as emotions. A series on complex systems has less ambitious goals to contend with than this.

Such a series can deal with classifications, and categories, and speak of 'noise' as if it were not the central focus of the

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problem. Managing the complex is about managing 'noise' or perhaps we should say it is about 'dealing with' 'accepting' 'making room for' and 'learning from' 'noise'. The articles in this volume and in volumes to come will each be

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considered as  
'noise' by some and  
as 'gems' by others,  
but we hope that  
practicing  
managers and  
academics alike  
will find plenty of  
fuel to drive their  
personal  
explorations into  
understanding, and  
perhaps even

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managing, the  
complex.

Tools for Managing  
Your Company's  
Deep Smarts  
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for Effective  
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management as a discipline has matured over the last decade. It has moved from being a mere buzzword to an inherently fundamental concept. Simply put, the knowledge-based assets of the

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organization are  
the only source  
of sustainable  
competitive  
advantage in  
today's  
marketplace.

Traditional  
resources such  
as land, labor,  
and capital,  
while important,  
are no longer  
sufficient for

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survival in  
today's fiercely  
competitive  
marketplace.

Here, Desouza, a  
faculty member  
at the  
University of  
Washington's  
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School and a  
leader of more  
than 100  
knowledge

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efforts in

businesses and

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thirty

countries, and

Scott Paquette,

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at the College

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involved in

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knowledge  
management  
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today. This book  
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practice of KM.  
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consider the  
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Their book is  
the first to  
integrate social  
media and  
networking into  
KM practice. The  
book's nine  
chapters are

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divided into  
three major  
parts: Part I  
covers  
foundational  
concepts and  
introduces the  
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key elements of  
knowledge  
management. Part  
II explores  
critical  
activities of



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management. Part III offers a strategic view of knowledge management in organizations. Each chapter provides a broad overview, graphics that help readers visualize key points, and

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several  
vignettes  
documenting case  
scenarios that  
will help the  
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prove ideal for  
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texts, augmented  
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discipline can  
make to twenty-  
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This guide sets  
out the key  
considerations  
and provides  
some practical  
guidelines to  
assist in  
developing and  
operating an

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effective  
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of consultants;

Responsibility,

access and



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control; Systems

and procedures;

Skills required

for day-to-day

operation and

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Value - can you

show it on the

balance sheet?

Case studies;

How to find out

more - useful

contact details.

Theory,

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Management as a  
Strategic Asset  
An Integrated,  
Historical  
Approach  
Concepts, Tools  
and Approaches

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**A Critical  
Introduction**

This textbook on knowledge management draws on the authors' more than twenty years of research, teaching and consulting experience. The first edition of this

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book brought  
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management

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topics, debates

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the now well-

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(KM). With

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diverse and multi-

disciplinary

approaches

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sustainability and

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management,

making this an

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equally important  
read to academics  
and practitioners  
working in areas  
such as  
technology,  
education and  
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analysing how the  
field of KM has  
developed over  
the years, as well

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are awash with

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knowledge, but much of this knowledge cannot be accessed or used. Indeed, in many cases it is not even visible because other members of the organization, or the organization's customers, are not

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aware of its  
existence.

In this volume  
organizational  
learning theory is  
used to analyse  
various practices  
of managing and  
facilitating  
knowledge sharing  
within companies.  
Experiences with

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three types of knowledge sharing, namely knowledge acquisition, knowledge reuse, and knowledge creation, at ten large companies are discussed and analyzed. This critical analysis



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leads to the identification of traps and obstacles when managing knowledge sharing, when supporting knowledge sharing with IT tools, and when organizations try to

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learn from  
knowledge sharing  
practices. The  
identification of  
these risks is  
followed by a  
discussion of how  
organizations can  
avoid them. This  
work will be of  
interest to  
researchers and

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practitioners  
working in  
organization  
science and  
business  
administration.

Also, consultants  
and organizations  
at large will find  
the book useful as  
it will provide them  
with insights into

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how other  
organizations  
manage and  
facilitate  
knowledge sharing  
and how potential  
failures can be  
prevented.

A Handbook for  
Scaling Up  
Solutions through  
Knowledge

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Capturing and  
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Sharing

A State of the Art

Guide

New Paradigms for

Value Creation

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Systems

Bridging the

Knowledge Divide

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## Using Social Technologies

As knowledge economies become increasingly important around the world, it is essential that organizations are able to transform their knowledge

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into a competitive advantage. This textbook offers an interdisciplinary approach to knowledge management written specifically for postgraduate students in business and management schools.

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presents classic  
and advanced  
concepts, models  
and frameworks  
using a clear  
logical structure,  
which covers  
building  
knowledge  
competence, the  
knowledge



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lifecycle, and integration of knowledge management with business decision making. An overall framework illustrates links between chapters and ensures readers can gain a body of actionable knowledge rather

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than learning isolated, uncontextualized topics. Based on cutting-edge research findings and covering the most advanced IT and IS technologies, this book emphasises the need for knowledge

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management to  
span boundaries  
across

organizations,  
supply chains and  
partnerships,  
rather than being  
limited to  
individual learning  
and sharing within  
businesses.

Knowledge

Management is

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international in  
scope and  
includes real world  
case studies and  
role play scenarios  
to show how  
theories are  
applied in practice,  
and "think back"  
and "critique  
discussion"  
questions to  
encourage

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reflective learning  
and critical  
thinking. This  
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provides a  
dynamic picture of  
the evolution of  
knowledge  
management and  
demonstrates its  
full potential to  
enable better  
business

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decisions.

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At the centre of  
every successful  
organization is the  
knowledge of key  
managers and

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their ability to apply it. In a globally competitive world, it is becoming increasingly important to capture knowledge, develop people and establish lifelong learning to continue to

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compete at the leading edge of business.

This text provides a comprehensive introduction to the new field of knowledge management. It approaches the subject from a management rather than a



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highly technical point of view, and provides students with a state-of-the-art survey of KM and its implementation in diverse organizations. The text covers the nature of knowledge (tacit and explicit), the

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origins and units of organizational knowledge, and the evolution of knowledge management in contemporary society. It explores the implementation and utilization of knowledge management

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systems, and how to measure their impact, outputs, and benefits. The book includes a variety of original case studies that illustrate specific situations in which the absence or existence of knowledge management

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systems has been crucial to the organization's actions. Charts and figures throughout help clarify more complex phenomena and classifications, and each chapter includes review questions and a

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comprehensive  
index.

This book has  
been written by  
studying the  
knowledge  
management  
implementation at  
POWERGRID  
India, one of the  
largest power  
distribution  
companies in the

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world. The patterns which have led to models, both hypothesized and data-enabled, have been provided. The book suggests ways and means to follow for knowledge management implementation,

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especially for organizations with multiple business verticals to follow.

The book underlines that knowledge is both an entity and organizational asset which can be managed. A holistic view of knowledge

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management  
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implementation

has been provided.

It also emphasizes  
the

phenomenological

importance of

human resource

parameters as

compared to that

of technological

parameters.

Various



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hypotheses have been tested to validate the significant models hypothesized. This work will prove useful to corporations, researchers, and independent professionals working to study or implement

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knowledge  
management  
paradigms.

The Knowledge  
Evolution  
Principles and  
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Value Creation  
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"This evidence-

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based book provides the framework and guidelines that professionals need for working with the contemporary explosion of data that is creating opportunities and challenges to all phases of our society and

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commerce." –Larry

R. Medsker,

Research Professor

in Physics and Data

Science, The

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Practice is a

resource on how

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is implemented. It provides specific KM methods, tips, techniques, and best practices to gain competitive advantage and the most from investing in KM. It examines how KM is leveraged by first

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responders, the  
military, healthcare  
providers, insurance  
and financial

services companies,  
legal firms, human  
resources

departments, merger  
and acquisition

(M&A) firms, and  
research  
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Essential KM concepts are explored not only from a foundational perspective but also from a practical application. These concepts include capturing and codifying tacit and explicit knowledge, KM methods,



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information architecture, search, KM and social media, KM and Big Data, and the adoption of KM. Readers can visit the book's companion website, KM Mentor ([www.KMMentor.com](http://www.KMMentor.com)), where they can

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community for members to discuss ideas and get expert answers and advice. This volume offers a simple, systematic guide to creating a knowledge sharing practice in your organization. It shows how to build the enabling

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environment and  
develop the skills  
needed to capture  
and share  
knowledge gained  
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are grounded on the insights gained from the past seven years of collaboration between the World Bank and its clients around the world—ministries and national agencies operating in various sectors—who are

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working to  
strengthen their  
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sharing. While  
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operational  
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background and

many real-world

examples and tips

provide a missing,

practical foundation

for public sector

officials in

developing

countries and for

development

practitioners.



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However, though written with a public sector audience in mind, the overall concepts and approaches will also hold true for most organizations in the private sector and the developed world.

Knowledge

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is a hybrid discipline, containing elements of social sciences, technology and business. KM focuses on creating and sharing knowledge. The discipline is a holistic system for management of

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intellectual capital, organization change, knowledge creation and sharing, for continuous improvement and innovation, and organizational learning, resulting in increased value creation. This

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symbioses of disciplines takes place within the organizations' vision, purpose and strategy.

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provides a strategic roadmap for knowledge

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management and teaches how to implement KM in a company, step by step.

While this book provides a useful theoretical framework, it also includes the information required to be able

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to make an  
immediate start on  
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concepts and  
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comprehensive  
account of the  
many facets,



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concepts and theories that have influenced knowledge management and integrates them into a framework consisting of strategy, organization, systems and economics guiding the

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design of  
successful  
initiatives. The  
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extends coverage  
of the two pillars  
of implementing  
knowledge  
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initiatives,  
organization and  
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This introductory

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level textbook critically reviews and analyses the key themes underpinning knowledge management in organisations. It presents the key debates in this area, including coverage of epistemologies of

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knowledge,  
managing and  
sharing  
knowledge, and  
learning and  
innovation.

The book  
discusses the  
opportunities and  
challenges of  
managing  
knowledge in the  
new reality of

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changes in value  
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technologies  
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manufacturing  
(additive  
manufacturing,  
IoT, robotics,

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etc.), it includes theoretical and empirical contributions on how Industry 4.0 technologies allow firms to create and exploit knowledge. The carefully selected expert contributions highlight the

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potential of these technologies in acquiring knowledge from a larger number of sources and examine approaches to innovation, organization of activities, and stakeholder development in

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the context of  
this next  
industrial  
revolution.  
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leaders and  
teachers, this  
new textbook has  
been designed to



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introduce this growing, multi-disciplinary subject to students in an engaging and effective manner. The book balances the theory and practice of KM and considers the issues

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organizations encounter in the global marketplace. This book is the first to integrate social media and networking into KM practice. The book's nine chapters are divided into three major parts:- Part

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case scenarios  
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Management

The perception,  
sharing, and

adoption of best

practices is mostly

attributed to the

activity called

benchmarking.

Obtaining maximum

value from best

practices is usually

attributed to

knowledge



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management. One

is an extension of

the other.

Knowledge

management can be

looked upon as the

management of

knowledge about

best practices

whether in the mind

as human capital or

as intellectual

assets or property.

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Most organizations now recognize the absolute imperative for the identification and collection of best practices through benchmarking. It can be a strategic strength when practiced and a fatal weakness if not pursued. But there

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is a serious disconnection in the exchange and adoption process. Despite significant advances in the approaches and technology that pursue improvement (six sigma, process redesign, customer relationship management, etc.),

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organizations continue to experience great difficulty in successfully transferring leading practices. Some would say these are exemplary, proven, observed, or promising, but, in the final analysis, they are best

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practices -with the  
objective of

becoming world

class. More insight

is needed into how

leading, or best

practices are

transferred and

adopted - said

differently, best

practices for

knowledge transfer

or knowledge

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management.  
In finding the logical  
by way of the  
illogical in  
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strategy, this book  
highlights key  
challenges and  
opportunities for  
businesses looking  
to improving the  
efficacy and extent

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of their knowledge  
management  
infrastructure.

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management is, the  
theoretical basis  
behind it, and  
practical insights  
into how it can be  
implemented  
effectively in a  
professional setting.

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Starting with a discussion of how knowledge management has evolved, how it adds value for organisations, and how it's success can be measured. The book then covers best practice and the key activities associated with



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and why Saudi

Arabia ' s experts do

not learn from

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overseas experts.

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usefulness of  
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This book introduces readers to a wide range of knowledge management (KM) tools, techniques and terminology for enhancing innovation, communication and dedication among individuals and workgroups. The

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focus is on real-world business examples using commonly available technologies. The book is set out in a clear and straightforward way, with definitions highlighted, brief case studies included that illustrate key points,

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dialogue sections that probe for practical applications, and written exercises. Each chapter concludes with discussion questions, review questions, and a vocabulary review. An Online Instructor's Guide is

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facing major  
disruptions in  
technology,  
consumer  
preferences, and  
in the makeup of  
their workforce,  
and as a result,  
they will need to  
adapt to these  
rapidly changing  
times to stay

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effective.

Organizations that are able to tap into the collective knowledge of their employees and leverage their insights will have an advantage over those that lack this connectivity.

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knowledge  
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strategy can help  
organizations

improve

operational

effectiveness,

innovation, and

adapt to changes,

but the majority of

KM

implementations

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fail due to misalignment with the organization's existing culture.

Organizational culture can enable effective KM, or it can be a barrier to its implementation.

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relationship

between

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how they impact one another. This handbook also identifies critical business practices to assist organizations in transitioning to work from home while maintaining a strong corporate culture that

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behaviors.

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including

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students looking  
for research on  
how organizations  
can thrive and



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processes, how to  
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and which

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skills are required.

It concludes with

an overview of the

leading knowledge

management

projects in several

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countries.