

ICICKM 2007
4th International
Conference on Intellectual
Capital, Knowledge
Management and
Organisational Learning

University of Stellenbosch Business School
South Africa
15-16 October 2007

Edited by

Dr Dan Remenyi
Trinity College Dublin, Ireland

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Papers have been double-blind peer reviewed before final submission to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference.

Many thanks to the reviewers who helped ensure the quality of the full papers.

ISBN: 978-1-905305-60-5 Cd

Published by Academic Conferences Limited
Reading
UK
44-118-972-4148
info@academic-conferences.org

ICICKM 2007

Contents

Paper Title	Author(s)	Guide Page	Page No.
Preface		vi	vi
Biographies of Conference Chairs, Programme Chair, Keynote Speaker and Mini-track Chairs		ix	ix
Biographies of contributing authors		X	x
Knowledge Management Strategic Alignment in the Gulf Cooperation Council Countries	<i>Jafrah AlAmmary and Chun Che Fung</i> <i>School of Information Technology, Murdoch University, Murdoch, Australia</i>	1	1
Knowledge Management Practices in Brazilian Organizations - A Conceptual Shift Towards "Ba"	<i>Rivadavia Drummond de Alvarenga Neto</i> <i>FEAD Minas – Mestrado Profissional em Administração, Brazil</i> <i>Centro Universitário UNA, Brazil</i> <i>Fundação Dom Cabral (FDC), Brazil</i>	2	11
Knowledge Management Practices in the Low-Tech Industry: The Thai Furniture Case	<i>Aurilla Bechina Arntzen¹ and Lugkana Worasincha²</i> <i>¹College University i Hedmark, Rena, Norway</i> <i>²Bangkok University, Bangkok, Thailand</i>	3	21
Challenges in Communication and Alternative Ways of Communicating in Knowledge Management	<i>Aurilla Aurelie Arntzen-Bechina, Nkosi Ndlela and Tone Vold</i> <i>Hedmark University College, Rena, Norway</i>	4	29
Organizational Learning in Inter-organizations	<i>Viveca Asproth</i> <i>Mid Sweden University, Östersund, Sweden</i>	5	37
A Multidimensional Model of Small Business Knowledge Management	<i>Sunday Babalola</i> <i>Department of Psychology, University of Ibadan, Nigeria</i>	6	43
Managing Knowledge Within Military Open Source Software (MOSS) Projects	<i>Pierre Barbaroux¹ and Thomas Le Texier²</i> <i>¹Center of Research of the French Air Force, France</i> <i>²University of Nice Sophia-Antipolis, Valbonne Cedex, France</i>	7	53
Managing Knowledge of a new Discipline: Does Community Informatics Have a Theoretical Basis?	<i>Andy Bytheway and Zoran Mitrovic</i> <i>Cape Peninsula University of Technology, Cape Town, South Africa</i>	8	61
Implementation of a Knowledge Management Initiative: Turning KMS use into Profit	<i>Sven Carlsson and Thomas Kalling</i> <i>Lund University, Lund, Sweden</i>	9	69

Paper Title	Author(s)	Guide Page	Page No.
The Feasibility of Developing a Regional Indigenous Knowledge (IK) Database: A Case Study in Knowledge Management in South Africa	<i>Stephanie Cawood and Leandra Ehlers</i> <i>Department of Afroasiatic Studies, University of the Free State, South Africa</i>	10	77
Knowledge Management Practices Within Higher Education Institutions in the UK	<i>Desireé Joy Cranfield and John Taylor</i> <i>University of Southampton, UK</i>	11	87
One Size does not fit all – Towards a Typology of Knowledge-Centric Organisations	<i>Marié Cruywagen¹, Juani Swart² and Wim Gevers¹</i> <i>¹University of Stellenbosch Business School, Cape Town, South Africa</i> <i>²University of Bath School of Management, Bath, UK</i>	12	99
Role of Breakthroughs in Learning and Capability Building: Evidences from two High Technology Firms	<i>Mukund Dixit, Sunil Sharma and Amit Karna</i> <i>Indian Institute of Management, Ahmedabad, India</i>	13	109
Quality Issues in Web Information and Knowledge Management	<i>Fefie Dotsika</i> <i>University of Westminster, London, UK</i>	14	119
The View From Everywhere: Towards an Epistemology for Urbanites	<i>Marcus Foth¹, Nancy Odendaal² and Greg Hearn¹</i> <i>¹Queensland University of Technology, Brisbane, Australia</i> <i>²University of KwaZulu-Natal, Durban, South Africa</i>	15	127
Financial Literacy and its Benefits on a Household, Corporate and Macroeconomic Level	<i>Hubert Fromlet^{1,2}</i> <i>¹Baltic Business School, Kalmar, Sweden</i> <i>²Blekinge Institute of Technology, Ronneby, Sweden</i>	16	135
Value Creation in Russian Companies: The Role of Intangible Assets	<i>Tatiana Garanina and Dmitry Volkov</i> <i>Saint-Petersburg State University, Russia</i>	17	143
The Creation of an IC Model for a University in South Africa: A Solution to Learner Attrition?	<i>Apostolos Giannakopoulos and Sheryl Buckley</i> <i>University of Johannesburg, Gauteng, South Africa</i>	18	153
Information Anxiety: Fact, Fable or Fallacy	<i>John Girard¹ and Michael Allison²</i> <i>¹Minot State University, Minot, ND, USA</i> <i>²Touro University International, Cypress, CA, USA</i>	19	161
Using Knowledge for Competitive Advantage in Professional Services: A Case Study	<i>Paul Griffiths^{1,2} and Dan Remenyi³</i> <i>¹Birchman Group, Latin America</i> <i>²Henley Management College, UK</i> <i>³Trinity College Dublin, Ireland</i>	20	169

Paper Title	Author(s)	Guide Page	Page No.
An Interorganizational Learning Approach to New Innovations: Exploring the e-Newspaper Case	<i>Carina Ihlström Eriksson and Maria Åkesson Halmstad University, Halmstad, Sweden</i>	21	179
Distance Learning among Teachers and School Principals in Francophone Institutions: An Initial Knowledge Repository Associated with Individual Competencies and Organizational Capabilities for Collaborative Work	<i>Claire IsaBelle¹, H��l��ne Fournier² and Gilles St-Amant³ ¹University of Ottawa, Lussier, Ottawa, Canada ²ITI, National Research Council Canada, NB., Canada ³Universit�� du Qu��bec �� Montr��al, Canada</i>	22	189
Knowledge Resource Providers in a Grid Enabled Infrastructure - The Case of Deep Rural Small and Medium Enterprises	<i>Salah Kabanda, Johnson Iyilade, and Matthew Adigun University of Zululand, Kwadlangezwa, South Africa</i>	23	199
Transactive Memory System in a Distributed Software Development Team: A Case Study	<i>Natalia Kitaygorodskaya University of Vaasa, Vaasa, Finland</i>	24	209
Knowledge Management in Health Service Organizations: the Role of Knowledge Brokers	<i>R��jean Landry, Nabil Amara and Jalila Jbilou Laval University, Quebec City, Canada</i>	25	217
Retaining Knowledge and Skills in Eskom Through Knowledge Management	<i>Gerrit Lok Corporate Consultant, Eskom Resources and Strategy Division, South Africa</i>	26	227
Reconsidering Knowledge...and Business Improvement	<i>Larry Lucardie^{1,2}, Paul Hendriks³ and Joost van Ham¹ ¹Knowledge Values, Schiphol Airport, The Netherlands ²Uppsala University, Sweden ³Radboud University Nijmegen, Nijmegen, The Netherlands</i>	27	235
Knowledge Management Practices and Challenges in an International Non-Governmental Network of Organisations: Examining One World International	<i>Patricia Mweene Lumba and Gretchen Smith University of Cape Town, South Africa</i>	28	245
Learning out of the Classroom	<i>Colleen Magner University of Pretoria, Johannesburg, South Africa</i>	29	255
Thinking Versus Knowing: How Unthought Knowns Embed Collectively	<i>Ajeet Mathur^{1,2} and Sari Mattila² ¹Indian Institute of Management Ahmedabad, India ²Institute of Applied Manpower Research, New Delhi, India ³Tampere University of Technology, Finland</i>	30	263
The Intangible Asset "Family" - A Major Resource Within the Family Business	<i>Claudia Mueller and Margit Raich Innsbruck University School of Management, Austria</i>	31	271
How can we Improve on What we Do? The Potential of Effectively Utilising our Community of Practice	<i>Kalpana Nathoo University of Cape Town, South Africa</i>	32	279

Paper Title	Author(s)	Guide Page	Page No.
Knowledge Management and Enhanced Government Service-Delivery in Kenya	<i>Ezra Ondari-Okemwa¹ and Gretchen Smith²</i> <i>¹UNISA, Pretoria, South Africa</i> <i>²University of Cape Town, South Africa</i>	33	285
On Measuring Organizational Relationships: Threats to Validity in the Use of Key-Informants	<i>Haris Papoutsakis</i> <i>Technological Education Institute of Crete, Heraklion, Greece</i>	34	293
Sharing of Experiences in the Area of Public Sector Skills Acquisition and Intellectual Assets Creation in Middle East and North Africa (MENA) Region With use of Situation Room Analysis	<i>Dimitris Paschaloudis¹, Garyfallos Fragidis², George Papadourakis¹, and Adamantios Koumpis³</i> <i>¹Institute of Technology and Education of Serres, Greece</i> <i>²Institute of Crete, Crete</i> <i>³Research Programmes Division, Altec S.A, Greece</i>	35	307
Knowledge Sharing Across Higher Education Institutes in Interregional Countries-The Case of an Academic Network Between Greece and Bulgaria	<i>Dimitri Paschaloudis¹, Maria Tsourela¹, Costas David¹, John Kaliakatsos² and Panos Pantelidis¹</i> <i>¹Technological Education Institute of Serres, Greece</i> <i>²Technological Education Institute of Crete, Greece</i>	36	315
Social Software begat Web 2.0 begat Enterprise 2.0 begat Business Value?	<i>Keith Patrick</i> <i>University of Westminster, London, UK</i>	37	321
The Role of Experience in the Creation of Intellectual Capital	<i>Noel Pearse</i> <i>Rhodes University, Grahamstown, South Africa</i>	38	329
Selecting and Applying Methods for Assessment of Intellectual Capital: Complexity of Decisions	<i>Agnieta Pretorius and Petrie Coetzee</i> <i>Tshwane University of Technology, Pretoria, South Africa</i>	39	337
Inhibitors and Enhancers to Knowledge Sharing: Lessons from the Voluntary Sector	<i>Gillian Ragsdell</i> <i>Loughborough University, UK</i>	40	349
Core Competencies as Intangible Assets - How to Identify	<i>Margit Raich¹, Paul Schober² and Claudia Müller¹</i> <i>¹University of Innsbruck, Austria</i> <i>²Hafelekar Consulting, Austria</i>	41	357
The Relative Impact of Social Capital and Organizational Learning on Knowledge Transfer in Organizations	<i>Jo Rhodes, Peter Lok, Richard Yu-Yuan Hung and Shih-Chieh Fang</i> <i>University of South Australia, Adelaide, Australia</i>	42	367
The Future of Intellectual Capital	<i>Göran Roos and Stephen Pike</i> <i>Intellectual Capital Services Ltd., London, UK</i>	43	375
Developing a Leadership Company: Leadership at All Responsibility Levels as a Core Competence of the Leader of the Future	<i>Sandra Rothenberger</i> <i>School of Management, Innsbruck University, Austria</i>	44	385

Paper Title	Author(s)	Guide Page	Page No.
Knowledge Transfer and Information Communication in Science: Mapping Social Networks among Crystallographers in South Africa	<i>Gretchen Smith University of Cape Town, South Africa</i>	45	393
Mapping the Relationship between Knowledge Management and Information Architecture	<i>Louise Taljaard and Gretchen Smith University of Cape Town, South Africa</i>	46	403
Towards the Sufficiency Economy: Knowledge Management and Development for Sustainable HRD	<i>Saowaree Taphontong, Kulkanya Napompech, and Montri Kukuan King Mongkut's Institute of Technology Ladkrabang, Bangkok, Thailand</i>	47	411
The Emergence and Diffusion of the Concept of Knowledge Work	<i>Hanna Timonen and Kaija-Stiina Paloheimo Helsinki University of Technology, Espoo, Finland</i>	48	421
Alchemical Learning – A Model for Designing 'Participatory Learning'	<i>Liz de Wet and Elaine Rumboll University of Cape Town Graduate School of Business, Cape Town, South Africa</i>	49	431
Managing Complex Adaptive Networks	<i>Roy Williams University of Portsmouth, UK</i>	50	441

Preface

Welcome to the 4th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning (ICICKM 2007) hosted this year by the University of Stellenbosch Business School. The Conference Chair is Professor Eon Smit. The Programme Co-Chairs are Professor Geoff Erwin, Cape Peninsula University of Technology, South Africa and Mr Gerard Bredenoord, PricewaterhouseCoopers – Southern Africa.

The opening keynote address is given by Göran Roos from the Finish National Research Institute - VTT, Espoo, Finland on the topic of "*The Management of Knowledge Creation and Innovation Through an Intellectual Capital Lens*". A second keynote address on day two of the conference is to be given by Dr Nolwazi Mbananga from the Medical Research Council, South Africa

The main purpose of the Conference is for individuals concerned with current research findings and business experiences from the wide community which is now involved in knowledge management and intellectual capital and organisational learning to come together to share knowledge with peers interested in the same area of study.

A key aim of the conference is about sharing ideas and meeting the people who hold them. The range of papers will ensure an interesting two days. To further enhance the conference experience Professor Dan Remenyi from Trinity College Dublin will lead a Knowledge Café..

With an initial submission of 111 abstracts, after the double blind, peer review process there are 49 papers published in these Conference Proceedings. These papers represent research from Australia, Austria, Brazil, Canada, Chile, Finland, France, Greece, India, The Netherlands, Nigeria, Norway, Russia, South Africa, Sweden, Thailand, United Kingdom, USA.

I hope that you have an enjoyable conference.

Dr Dan Remenyi
Programme Chair
dan.remenyi@tcd.ie
October 2007

Conference Executive:

[Gerard Bredenoord](#), PricewaterhouseCoopers – Southern Africa
[Patricio Donoso](#), Pontificia Universidad Católica de Chile, Chile
[Jamal El-Den](#), American University of Beirut, Lebanon
[Geoff Erwin](#), Cape Peninsular University of Technology, South Africa
[John Girard](#), Minot State University, USA
[Paul Griffiths](#), The Birchman Group, Santiago, Chile
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[Ian Michael](#), Zayed University, UAE
[Hein Oosthuizen](#), University of Stellenbosch, South Africa
[Shaun Pather](#), Cape Peninsular University of Technology, South Africa
[Agnieta Pretorius](#), Tshwne University of Technology, South Africa
[Dan Remenyi](#), Trinity College Dublin, Ireland
[Eon Smit](#), University of Stellenbosch Business School, South Africa
[Roy Williams](#), University of Portsmouth, UK

Conference Committee:

The conference programme committee consists of key people in knowledge management around the world. The following people have confirmed their participation:

Bulent Acma (Anadolu University, Turkey); Faisal Ahmed (Universitas Nurtanio, Indonesia); Fida Afiouni (American University of Beirut, Lebanon); Joao Pedro Albino (UNESP, Brazil); Alex Alexandropoulos (American University in Dubai, UAE); Alvarenga Neto Rivadavia Correa Drummond De (Fundação Dom Cabral, Brazil); [Luis Alvarado](#) (Universidad Catolico del Norte, Chile); Aurélie Arntzen, (Hedmark University College, Norway); Yousif Asfour (Injazat Data Systems, UAE); Derek Asoh, (Southern Illinois University, USA); Michael Banutu-Gomez (Rowan University, NJ,USA); Abdullah Bayat (University of the Western Cape, Bellville, South Africa); Diana Belohlavek (The Unicist Research Institute); Erika Berna (American University in Dubai, UAE); Imed Boughzala (Institut National des Telecommunications, France); Gerard Bredenoord (PricewaterhouseCoopers – Southern Africa); Rodrigo Baroni Carvalho (FUMEC University, Brazil); Ivy Chan (Chinese University of Hong Kong, Republic of China); Yolande Chan (Queens University, Canada); Benny Cheung (The Hong Kong Polytechnic University Hong Kong); Rashid Chowdhury (Independent University, Bangladesh); [Reet Cronk](#) (Harding University, USA); Pablo da Silveira (Universidad Catolica, Uruguay); Raymond D'Amore (The Mitre Corporation, USA); Geoffrey Darnton (Bournemouth University, UK); John Deary (Higher Colleges of Technology, UAE); Michael D'Eredita (Syracuse University, USA); Jamal El-Den (American University of Beirut, Lebanon); Jean-Louis Ermine (Institut National des telecommunications, France); Geoff Erwin (Cape Peninsular University of Technology, South Africa); Mercy Escalante (Sao Paulo University, Brazil); Tony Feghali (AUB School of Business, Lebanon); [John Girard](#) (Minot State University, USA); Fatima Gonçalves (ISCAC, Portugal); Andrew Goh (International Management Journals. Singapore); Ken Grant (Ryerson University, Canada); Michel Grundstein (Lamsade Paris Dauphine University, France); David Gurteen (Gurteen Associates, UK); Anne Hakansson (Uppsala University, Sweden); Leila Halawi (Nova Southeastern University); Igor Hawryszkiewicz (University of Technology, Australia); Dawn Jutla (University of Halifax, Canada); Silva Karkouljian (Lebanese American University Beirut Campus); [Ines Friss de Kereki](#) (ORT Uruguay University, Uruguay); Andrew Kok (University of Johannesburg, South Africa); Rene Leveaux (University of Technology, Sydney, Australia); Antti Lönnqvist (Tampere University of Technology, Finland); Ilidio Lopes (Polytechnic Institute of Santarém; University of Coimbra, Portugal); Fergal McGrath (University of Limerick, Ireland); Kostas Metaxiotis (National Technical University of Athens, Greece); Ian Michael (Zayed University, UAE); Sandra Moffat (University of Ulster, UK); Arthur Money (Henley Management College, UK); Tony Moore, (Drexel University USA); Pumela Msweli-Mbanga (University of KwaZulu-Natal, South Africa); Claudia Mueller (Innsbruck University School of Management, Austria); Maria Mylopoulos (University of Toronto, Canada); Herman van Niekerk (Suritec Ltd, South Africa); Hein Oosthuizen (University of Stellenbosch, South Africa); Ibrahim Osman (American University of Beirut, Lebanon); Kevin O'Sullivan (New York Institute Of Technology, USA); Haris Papoutsakis (Technological Educational Institute,of Crete, Greece); Shaun Pather (Cape Peninsular University of Technology, South Africa); Ann Peng (Providence University, Taiwan); John Politis (Higher Colleges of Technology, UAE); [Aino Pöyhönen](#) (Lappeenranta University of Technology, Finland); Agnieta Pretorius (Tshwne University of Technology, South Africa); Gillian Ragsdell, (Loughborough University, UK); Dan Remenyi (Trinity College Dublin,

Ireland); Goran Roos (Cranfield University, London, UK); Randa Salamoun Sioufi (American University of Beirut, Lebanon); Giovanni Schiuma (Università della Basilicata, Italy); Eon Smit (University of Stellenbosch Business School, South Africa); Edward Truch, (Lancaster University, UK); Mathias Uslar (OFFIS, Oldenburg, Germany); Jose Maria Viedma Marti (Polytechnic University of Catalonia, Spain); Louise Whittaker (University of the Witwatersrand, South Africa); Roy Williams (University of Portsmouth, UK); Les Worrall, (University of Wolverhampton, UK); Mohamad Zineddin (American University in Dubai, UAE)

Biographies of Conference Chairs, Programme Chair and Keynote Speaker

Conference Chair



Prof Eon Smit D.Comm is at present Professor and Director of the Graduate School of Business at the University of Stellenbosch and visiting professor at the business school in Reims, France. He lectures in the fields of Business Forecasting, Business Statistics and Derivative Instruments. He is editor of the Journal for Studies in Economics and Econometrics, and editor for the South African Journal of Business Management and co-editor of The Investment Analysts Journal. He has been awarded a number of research awards and has published more than ninety papers in accredited journals. He has also read more than sixty papers at national and international conferences and has extensively consulted for government and private sector institutions. He is Chairman of the Bureau for Economic Research and the Institute for Futures Research at the University of Stellenbosch and a director of USB-ED. At present he chairs the South African Business School Association and is an Advisory Board member of the University of Hull Business School in the UK. He has chaired a significant number of international audit teams for accreditation agencies such as EQUIS, AMBA and the CHE. His research interests include business cycle analysis, financial derivatives and financial markets. Of late he has extensively published on topics related to persistence in financial markets, seasonal effects in financial markets, volatility and hedging.

Programme Chairs

Professor Geoff Erwin has worked in Australia, UK, USA and South Africa, in government (state and federal), private industry and higher education. He has been an ICT team member, project manager and senior manager/researcher for many years. He has written and co-authored several ICT books and textbooks, published and reviewed for international conferences and research journals and represented organizations in international projects and committees. In Universities he has recently been Dean of a large Business Faculty and is currently Director of an international research centre focusing on Information Society themes at the Cape Peninsula University of Technology (CPUT) in Cape Town, South Africa. CPUT has adopted the Information Society as a major theme and is positioning itself to approach e-service delivery and the social appropriation of ICT within the context of newly democratic South Africa. encouraging citizen participation following years of the majority of citizens being denied access to social and business facilities. He is a founding and institutional member of The Information Society Institute (TISI) established in South Africa as a multi-stakeholder partnership with three levels of government, using the Community Informatics discipline and membership of CIRN (Community Informatics Research Network) as platforms.



Gerard Bredenoord (CA (SA); MBA; CISA) is a Director in the Global practice of PricewaterhouseCoopers (PwC). For the past 6 years he has been the program director for the PwC Global Knowledge Network (GKN). This group represents the KM interest within the various PwC constituents (territories, service lines and industries). He is tasked to find areas where Knowledge Management collaboration will add value to PwC. His team is mandated to act and deliver collaboratively on those projects. Under the rubric of: *“Champion initiatives that can benefit from firm-wide*

collaboration”, Gerard’s main focus within PwC is within the area of social collaboration solutions. As the program director Gerard ensures the application of KMs competitive advantage into the team when and where required. Accountability is measured through improvement in: Connecting People to People; Connecting People to Information and Connecting People to Client.

Keynote Speakers

Göran Roos is a Visiting Professor of Intangible Asset Management and Performance Measurement at the Centre for Business Performance at Cranfield University, UK as well as part-time visiting Intellectual Capital Adjunct at Melbourne Business School, Mt. Eliza Centre for Executive Education. In addition he is also a Visiting Professor of Innovation Management and Business Model Innovation at VTT Technical Research Centre of Finland. He has been a Visiting Research Associate in Intellectual Capital at Henley Management College, Henley, UK. Göran is the founder of Intellectual Capital Services Ltd. (London, Sydney) [*a leading think tank on methodologies for the identification, management and measurement of intangibles*], and the co-founder of AssetEconomics Inc. (New York, London, Melbourne) [*an organisation focused on measuring and managing intangibles for shareholder value*] Professor Roos has worked as a consultant in most OECD countries and has served in management positions in several European and US-based corporations. He is the author and co-author of numerous books and articles on Intellectual Capital, Innovation Management and Strategy. Recognized is one of the founders of modern intellectual capital science he is a major contributor to the thinking and practice in the areas of strategy and innovation management. Göran was named one of the 13 most influential thinkers for the 21st Century by the Spanish business journal “Dirección y Progreso” No 167 in 1999



Dr Nolwazi Mbananga, Medical Research Council, South Africa

Biographies of contributing authors (in alphabetical order)

Matthew Adigun received his PhD in Computer Science at Obafemi Awolowo University, Nigeria in 1989. He is currently the Professor and Head of the Department of Computer Science, University of Zululand, a position he has held since 1989. His research interests are in Software Engineering and Architecting of Mobile and Pervasive Systems. He has presented papers at national and international conferences in his and related areas of research interests. As a Professor, he has led research in the NRF Research Niche Area titled Software Infrastructure for E-Commerce and E-Business with a group of CS, IS and Business Management researchers from inside and outside of the University of Zululand. Dr. Adigun received the 2004 THRIP Excellence Award in Category A, from the South African National Research Foundation, for his contribution to development of research in an historically disadvantaged university where he runs a small Centre of Excellence in Mobile e-Services with about 15 Masters and Doctoral students

Jafiah Hassan Al-Ammary is a PhD student at Murdoch University, School of Information Technology, Murdoch University, Western Australia. Research Assistant at University of Bahrain

Rivadavia Correa Drummond de Alvarenga Neto, Bachelor’s degree in Business Administration (Universidade Federal de Minas Gerais), Post-Graduated in International Business (Pontificia Universidade Católica de Minas Gerais), Master’s degree in

Information Science (Universidade Federal de Minas Gerais) and Doctor's degree in Information Science (Universidade Federal de Minas Gerais); Vice-President and Dean at Centro Universitário UNA, Belo Horizonte, MG, Brazil; Professor at FEAD Minas, Fundação Dom Cabral, Universidade Federal de Minas Gerais and Centro Universitário UNA; CEO of SBGC in the state of Minas Gerais, Brazil – Brazilian Society for Knowledge Management; Senior Consultant of GC2 – Grupo de Consultores em Gestão do Conhecimento; riva@alvarenganeto.com.br

Aurilla Aurelie Bechina Arntzen is currently Associate Professor at ØSIR and at the University of Oslo, Norway. She is teaching knowledge management (KM) and she is supervising several master theses in the KM and innovation fields. She is board member of the KM forum Norway and in a program committee in several KM conferences. She received her Ph.D from the University of Strasbourg, France. She has several years combined business- research and IT-experience from Australian, French, German, Swedish and Thai institutions. After receiving her Dipl.-Ing. In automation, she worked for several years as technical manager in France. She was lecturer for several years at School of Engineering of Strasbourg (INSA), France. She has been working as researcher at IPR, University of Germany and at the international university in Germany. As independent consultant, she has been working with customers in France, Germany, Sweden and Norway in Project management, Training, Business process improvement and knowledge management. She has participated and co-led several European projects. Currently, she serves as an expert evaluator for the European commission. She is author and co-author of several technical and scientific publications.

Viveca Asproth is an Associate professor in Computer and Systems Science at Mid Sweden University in Östersund, Sweden. She has published papers on visualization, spatial systems, decision support, anticipation and fuzzy systems. In her current research she is focusing on Spatial Decision Support Systems: modelling, simulation and visualization but also in long-term preservation of digital information.

Sunday Babalola Psychology and his MSc and PhD in Industrial/Organisational Psychology. Dr Babalola has published numerous articles in related professional journals and also has book chapters in Industrial/Organizational related topics.

Pierre Barbaroux is senior researcher at the Center of Research of the French Air Force, in the Defense and knowledge management laboratory. He holds a Ph.D. degree in economics from the University of Nice – Sophia Antipolis. His privileged research fields are cognitive economics and complex adaptive systems theory. His current research interests focus on industrial organization, organization theory and innovation.

Andy Bytheway moved to South Africa in 1998 to take up the "Old Mutual Chair in Information Systems" at the University of the Western Cape and currently is a professor at e-Innovation Academy, CPUT. He has written and travelled extensively, including visiting lectureships at many SA and overseas universities.

Sven Carlsson is a Professor of Informatics at School of Economics and Management, Lund University. His current research interests include: the use of IS to support management processes, knowledge management, enterprise systems, technochange, design and redesign of e-business processes in electronic value chains and networks in turbulent and high-velocity environments. He has a keen interest in the use of critical realism in IS research. He has held visiting positions at universities in Europe, Australia, USA, and Singapore. He is a regional editor for Knowledge Management Research and

Practice. He has published more than 100 peer-reviewed journal articles, book chapters, and conference papers and his work has appeared in journals like JMIS, Decision Sciences, and Information & Management.

Stephanie Cawood, affiliated with the Africa Studies Programme at the UFS, is currently working towards her Ph.D. on the political rhetoric of Nelson Mandela, while also collaborating on multi-disciplinary research projects, including the Frelico Project, which investigated the feasibility of developing an IK database in the Free State. Her areas of expertise include Media Studies, Rhetoric, and Political Communication.

Desireé Cranfield lectured for 13 years and then moved on to project management and coordination within a Higher Education environment for 5 years. Desireé completed a B.Sc degree in Mathematics and Information systems, an Honors degree in Information Systems, and a M.Sc degree in Data Communication Systems (Brunel University of West London). She is currently on Sabbatical to pursue a PhD within the Center for Higher Education Management and Policy Studies at Southampton, UK (CHEMPAS). Desireé also assists The Graduate School at Southampton University on a part time basis with the development and implementation of their transferable skills training programme for Post Graduate Research students.

Marié Cruywagen is a doctoral student at the University of Stellenbosch Business School in South Africa and has also worked as a Business Analyst at a number of South African organisations. Her main area of research is knowledge management and the contextual differences between organisations. Marié's research is funded by a scholarship from the National Research Foundation in South Africa.

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Knowledge Management Strategic Alignment in the Gulf Cooperation Council Countries

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Abstract: Organizations today should actively incorporate knowledge strategy (KS) into their Business Strategy (BS) as knowledge has been recognized as a strategic element in the performance of the organization. Hence, the current research hypothesis that the alignment between BS (BS) and KS has a positive effect on the organizational performance.

In an attempt to explore the alignment between KS and BS, an operational model is proposed based on the prior studies in the strategic alignment. BS types were viewed in terms of Miles and Snow's (1978) typology of Defenders, Analyzers and Prospectors. Two KS strategies include: Aggressive Knowledge Strategy (AKS) and Conservative Knowledge Strategy (CKS) were selected to examine the KM alignment with business strategies. This model was empirically validated through a survey of 106 banks selected from the six Gulf countries (Bahrain, Saudi Arabia, Kuwait, Qatar, UAE, and Oman). With respect to the perspective of alignment, the moderation approach was chosen. The overall finding of the research demonstrated that there is a strong association between KS and BS and that the alignment between KS and BS clearly influenced the organizational performance.

Keywords: Knowledge strategy, strategic alignment, business strategy, and banking sectors

Knowledge Management Practices in Brazilian Organizations - A Conceptual Shift Towards "Ba"

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Abstract: Investigates and analyzes “Knowledge Management” (KM) practices effectively implemented in the Brazilian organizational context. The main objective is to investigate and analyze the conceptions, motivations, practices and results of KM in three large Brazilian organizations. The qualitative research strategy used was the study of multiple cases with incorporated units of analysis and three criteria were observed for the judgment of the quality of the research project: validity of the construct, external validity and reliability. Multiple sources of evidence were used and data analysis consisted of three flows of activities: data reduction, data displays and conclusion drawing/verification. The results confirmed the presuppositions and the conclusions suggest that organizational knowledge cannot be managed, it is just promoted or stimulated through the creation of a favorable organizational context, namely “Ba”. It was also identified that the main challenges facing organizations committed to KM in Brazil have its focus on change management, cultural and behavioral issues and the creation of an enabling context that favors the creation, use and sharing of information and knowledge.

Keywords: Knowledge management; strategic information management; enabling context or “Ba”; knowledge management conceptual umbrella metaphor; knowledge and information management

Knowledge Management Practices in the Low-Tech Industry: The Thai Furniture Case

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Abstract: It has often been argued in literature that only high-technology industries are the main holders of the so-called knowledge economy and that innovation is part of their strategy. Therefore managing knowledge should concern mainly with those industries. According to the OECD definition, industries with an R&D/Turnover ratio of less than 1 % are qualified as low technology. Therefore, having little focus on research and development, the low-tech industry is said to generate little knowledge or doesn't contribute knowledge economy. However, through a case study focusing on the furniture industries in Thailand, we aim to bring a light on how low-tech is creating, using knowledge and why they should focus on managing knowledge in a way that will support the needed innovation in manufacturing sectors. The paper addresses the key issues in understanding low-tech industries in terms of knowledge use and how the innovation could be leveraged. It presents preliminaries results of the investigation of knowledge management practices within the Thai furniture Industry. A set of data have been collected by performing several interviews with different players in the sector, ranging from small and medium enterprises to large manufacturing companies.

Keywords: Knowledge management processes, innovation, wooden furniture industry, Low-tech Industries

Challenges in Communication and Alternative Ways of Communicating in Knowledge Management

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Abstract: Reinventing the public administration has become the key motive to achieve in order to cope with the pressure to innovate that the government is facing. The last decade, the role of the public sector has been largely debated and today the government is expected to not only provide better services to the citizens, but also to guarantee social cohesion, to improve the transparency and accountability and to use and apply efficiently the information and communication technology. In other terms, public sectors need to move towards an innovative e-government. Today, it is well acknowledged that knowledge and its management is the driving force fostering innovation in the public sectors. Communication plays an important role in knowledge processes such as knowledge sharing and transfer. This paper discusses the role of communication and introduces the concept of role-play game in order to foster knowledge sharing and transfer processes. The case study of a municipality in Norway is presented.

Keywords: Knowledge sharing, communication, knowledge management, role-play game

Organizational Learning in Inter-organizations

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Abstract: To work against threats and to obtain new possibilities, new forms of inter-organizational collaborations are formed. Established models of organizational control are insufficient to cope with the management of such complex situations. In inter-organizations there is also a need to foresee and act upon future events. The management literature deals mainly with one single organization although aspects of collaborative processes are discussed. The human challenges of virtual team membership are: Creating effective team leadership; Managing conflict and global virtual teams dynamics; Developing trust and relationships; Understanding cross-cultural differences; Developing intercultural communication competence. Organizational learning is recommended as a tool to in the first place develop an intercultural communication competence, but also as a complement to learn more about each other. To develop organizational learning within an organization has shown to be successful. The question is how to transfer the concept to inter-organizations. The viability of an inter-organization is depending on the ability to work as a team, learn from each other and adapt to new situations. To maintain and develop the knowledge and to prevent conflicts and misunderstanding organizational learning is an excellent approach. New or adapted models suited for inter-organizations needs to be produced. In this paper problems and possibilities with inter-organizational management and organizational learning are discussed.

Keywords: Inter-organizations, organizational learning, management

A Multidimensional Model of Small Business Knowledge Management

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Abstract: This paper presents a conceptual model of the relationships between individuals' dispositional and contextual factors in knowledge management of small business. It argues that existing literature are either not focused on small business knowledge management or are narrowly directly at contextual domains. This ignores the nature and dynamics of small business knowledge management. The proposition therefore is that a full understanding of small business knowledge management requires an integration of both the individual's idiosyncratic nature and contextual factors such as human capital of education and experience, motivational resources representing self-efficacy and networking behaviour influencing knowledge management. Specifically, the integrative model connects the personality factor of openness to contextual factors. The model has implications for research and policies designed to increase small business knowledge management and growth.

Keywords: Knowledge management, networking behaviour, human capital, small business, self-efficacy

Managing Knowledge Within Military Open Source Software (MOSS) Projects

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Abstract. The Open Source Software (OSS) development model is arousing increasing interest from both practitioners and theorists. OSS models are congenial for both private companies and public administrations since they provide software users and suppliers with highly responsive and innovative development models which are likely to reduce costs and to provide additional autonomy within critical technological domains. OSS are characterized by the distribution of source code to any developer interested in contributing to the provision of the code. License terms allow a developer to make unlimited copies of the source code which can be modified indefinitely by developers to fulfil particular needs. Each developer is then free to distribute her work and exploit it commercially depending on license terms. The U.S. Department of Defense (DoD) is currently introducing Open Source Software (OSS) development models through its Open Technology Development (OTD) project (Herz et al. 2006). OSS adoption is becoming popular for military purposes. Indeed, the digital transformation of the U.S. military has generated a strong need for new modes of software management. In this context, the OTD project tends to set up an innovative model for software acquisition, maintenance, updating, and renewing. Focusing on the adoption of Military Open Source Software (MOSS) models by the U.S. Department of Defense (DoD), this article suggests that the open nature of OSS development platforms induces significant organizational changes related to the acquisition, transformation and creation of a variety of OSS core capabilities. Furthermore, we suggest that the U.S. military organizations should perceive modularity in software architecture as a means to establish effective modes of knowledge management and innovation. Building on the distinction between architectural and component knowledge, we find that modular source code structuring facilitates the division, distribution and coordination of both architectural knowledge and component knowledge within heterogeneous OSS developers' communities.

Keywords: Open source software, modularity, communities, architectural knowledge, component knowledge

Managing Knowledge of a new Discipline: Does Community Informatics Have a Theoretical Basis?

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Abstract: Although information technology has been used in a community context for a long time, the field of community informatics is so young – in research terms at least – that the first significant work was published only in 2000 and the Community Informatics Research Network (CIRN) was only founded at the end of 2003. Hence, many researchers and practitioners are understandably unclear whether Community informatics has a theoretical basis or whether it simply represents ICT-based community practice.

This paper reports and analyses an extended discussion of this issue. It is based on an analysis of over 120 e-mails exchanged on the topic within the Community Informatics research forum in 2006 and 2007. Although the findings reveal that researchers and practitioners have different opinions (and use different terminology), it is concluded that it's a new body of knowledge is emerging and that it will accommodate theories as well as concepts of good practice.

Keywords: Knowledge management, theories, good practice, community informatics

Implementation of a Knowledge Management Initiative: Turning KMS use into Profit

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Abstract: Knowledge Management (KM) research should not only be rigorous but also address utilization and relevance. To increase utilization and relevance, mainstream KM-research, which is based on behavioral science, can favorably be complemented with research based on design science.

The KM-literature is clear on that KM-failures are unacceptable high. The literature suggests also that *The Field of Dreams* approach—“if you build it, they will come”—usually fails. The primary cause is the failure to adequately predict and manage the organizational impacts of KM investments. Here we focus on how to manage adoption and exploitation of Knowledge Management Systems (KMS).

KM research should address the question of what is the strategic value of knowledge and knowledge use. It should also produce more theoretically and empirically grounded design knowledge, which is knowledge to be used by practitioner. We address these two issues by a case study of a KM-initiative with the aim to develop design theory in the form of design propositions. A general goal when designing and implementing a KM-initiative is that it should lead to increased performance. The construct increased performance forces attention to the dependent variable(s). The aim here is to focus on organizational “Net Benefits” in terms of financial performance.

The purpose of the studied KM-initiative was to, through the use of a KMS for knowledge sharing, support production improvement decision making. We describe and explain why and how the initiative worked or did not work. We identify a process consisting of three phases: 1) knowledge sharing through the use of the KMS, 2) managing the conversion of knowledge, and 3) improving profit margins. We also identify eight critical success factors and link them to the different phases. Based on the study a tentative design theory is presented in the form of nine design propositions for turning KMS use into profit.

Keywords: Knowledge management, knowledge sharing, design theory, design science research

The Feasibility of Developing a Regional Indigenous Knowledge (IK) Database: A Case Study in Knowledge Management in South Africa

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Abstract: IK is described by Grenier (1998: 1) as “the unique, traditional, local knowledge existing within and developed around the specific conditions of women and men indigenous to a particular geographic area.” Development has become increasingly focused on finding initiatives that are endogenous to the places in need of development rather than the conventional top-down model. The relevance that indigenous knowledge as knowledge capital has for development and academic research in any country will rely on its availability and ease of access. This implies that for IK to take its rightful place as a legitimate mode of thought in a country’s knowledge capital, it will have to be preserved and made available in knowledge repositories such as libraries, the internet, tertiary education institutions and relevant non-governmental organisations (NGOs). The current consensus is that the most proper mode of preserving IK seems to be by recording the information in specialised databases. This mode, however, has several inherent problems that must be contended with including what has been done in terms of IK databases so far, ethical issues such as balancing the intellectual property rights of knowledge holders with public access to the information, ensuring equitable benefit sharing and participatory knowledge management between all stakeholders, determining the technical requirements for such a database including choosing the best database development software, deciding on the best design for the database, the framework in which it should ultimately operate and its mode and levels of accessibility. One of the most challenging issues, however, is to determine who the relevant stakeholders are, as a mistake in this regard could severely undermine the community’s trust and goodwill towards an indigenous knowledge database design project. This paper is based on a study, which investigated the viability of developing a regional database of IK taking into account what is currently occurring in South Africa in terms of the relationship between IK and knowledge management.

Keywords: Indigenous knowledge (IK), knowledge system, knowledge management (KM), sustainable development, databases, information and communication technology (ICT)

Knowledge Management Practices Within Higher Education Institutions in the UK

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Abstract: Knowledge Management (KM) is widely regarded within the business world as an essential tool to underpin both efficiency of operation and quality of delivery. To date however, such practice is relatively under-developed in UK higher education; indeed, recent history of UK higher education is sprinkled with examples of failure in the effective management of knowledge. This paper uses the findings of a survey conducted within the United Kingdom on the current and intended KM practices in Higher Education institutions (HEIs) to investigate how effectively KM is being applied within HEIs to enhance competitiveness, looking at the contributing factors that hinder or promote KM within this context.

To date, no agreed approach to managing organisational knowledge has been commonly accepted, and several isolated, and at times diverging, notions are being advanced. A literature review on KM practices in UK HEIs suggests that few have dedicated processes that are institutionalised to leverage knowledge in order to spur innovation, improve instructional and support service, or maximize operational efficiency and effectiveness. It is also suggested that even fewer utilize the benefits of KM for competitive advantage.

Given that universities generally can be historically, locationally and financially very different, and that there has also been a much greater exposure of the UK higher education system to market forces since the 1990's, the paper examines whether these contributing factors have any impact on the KM practices within HEIs.

To what extent are HEIs moving towards adopting KM principles given the changing environment of HEIs? Are HEIs starting to realize the benefits of adopting KM principles to enhance efficiency and competitiveness? What are the current and intended practices within the UK? What are the factors that hinder or promote the implementation of KM within Higher Education? These and other questions related to KM are considered.

Keywords: Higher education, knowledge management, survey, United Kingdom, competitive advantage, data, information

One Size does not fit all – Towards a Typology of Knowledge-Centric Organisations

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Abstract: The knowledge management literature is characterised by frameworks for knowledge management implementation which tend to prescribe best-practice methods to a large range of companies. Although useful, a key weakness of these frameworks is their inability to account for contextual differences. Consequently many organisations attempt to apply a knowledge management framework that simply doesn't fit the organisational context resulting in little or no benefit from their efforts. A shift in focus from best practice to best fit is necessary to account for the difference in organisational contexts.

A social constructionist approach to the research affords the opportunity to identify areas of significant variation in knowledge management context and practices within knowledge-centric organisations. The proposed framework forms the foundation for building a typology of knowledge-centric organisations which will enable organisations to choose the most appropriate approach to knowledge management based on their specific context which varies along the dimensions of their knowledge-orientation, knowledge management intent and knowledge management enactment.

Keywords: knowledge management, knowledge-centric organisations, typology, social constructionism, configurational approach.

Role of Breakthroughs in Learning and Capability Building: Evidences from two High Technology Firms

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Abstract: For a researcher, the idea of building theory of capability building evokes images of phased process, learning mechanisms, and innate rigidities associated with the development process. Unfortunately, when it comes to applying these models in practice, this turns into a struggle for the practitioner to comprehend complex models and concepts presented to him by the theorists. It is this gap which this paper attempts to bridge. We do so by complementing the theory of capability building with the concept of 'breakthrough events' with the hope that it will not only enrich the capabilities literature, but also provides an anchor point to the practitioners to monitor the process of capability building.

The dictionary meaning of breakthrough encompasses important concepts like making an important or notable discovery, a penetration of a barrier or a productive insight or a sudden advance especially in knowledge or technique. Literature on innovation and entrepreneurship suggest that 'breakthroughs' play an important part in a firm's growth. In strategy literature, process studies have adopted methodology of studying 'key events'. Thus the concept of 'breakthroughs' have found mention in different forms and meanings in different literatures.

If we look at capability building process, there is an obvious danger of calling each action as a capability in itself. In contrast, breakthroughs which occur from interaction of external and internal events reflect culmination of these incremental accumulations and thus provide better hold and understanding of capability formation. While capability literature has addressed issue of building capability from various perspectives (learning, cognition etc), to our knowledge there is no study which adopts approach of using 'breakthroughs' to examine this process. Furthermore, breakthroughs are a good way to study how organizations through their actions overcome or exploit constraints and opportunities posed by the environment.

Korean firms' ascendance in the area of high technology has been the topic of interest for many studies, with most of them looking at it as a country phenomenon (for example, due to low wages and government support). In contrast, we look at two such cases, Samsung's microwave oven initiative and Samsung DRAM (Dynamic Random Access Memory) chip initiative- from the point of view of successful development of technological capabilities by harnessing internal and external (environmental) strengths. The point of departure for us is this "Key event technique" through which we explain the processes of learning and capability building.

The objective is to develop a typology of breakthroughs in capability building process, identify antecedents for each type of breakthrough, examine consequence/impact of breakthroughs on capability building process and study process of development of each type of breakthrough.

Keywords: Breakthroughs, learning, capabilities, high technology

Quality Issues in Web Information and Knowledge Management

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Abstract: This paper explores the basics of web-based information quality, identifies the various types of classification systems and investigates a number of quality issues linked to the use of the classification schemes employed in web information modelling and retrieval. It follows the most recent trends and emerging technologies and explores the dynamics of the different systems used. It examines the strengths and weaknesses of the existing methodologies and proposes a quality assurance framework that can be applied to web information modelling.

Keywords: Ontologies, folksonomies, classification schemes, information modelling, web information management

The View From Everywhere: Towards an Epistemology for Urbanites

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Abstract: Information and knowledge management in line with a traditional epistemology equates knowledge with science. This approach assumes that knowing is trans-historical and universal, and strives to arrive at unassailable justifications for truth claims by defining the necessary and sufficient conditions for which a proposition is known to be true. Imagining an idealised knower, without emotions or history, the goal is absolute abstraction and universal solutions. Traditional epistemologists operate under the assumption that certainty is only achieved by stripping away all but the bare reasoning required to make inferences; thus rendering the social, historical and economic context of the knower irrelevant. The perspective of this idealised knower is a 'view from nowhere' (Nagel, 1986). In this paper we analyse and critique this view in the light of its applicability to the situation and needs of urban dwellers. The findings of our analysis allow us to call for a broadening of knowledge discourse beyond science and technology. We argue for the development of an epistemological model which takes into account and values transitory, informal, soft, implicit, contextual and tacit forms of knowledge, and its sources and utility outside the hard sciences. This model requires policy changes towards a democratisation of knowledge production and exchange and an acknowledgement of the significance of supporting education and urban community networking as mechanisms which enable knowledge sharing and participation in knowledge societies. Our proposed epistemological model supports a 'view from everywhere'. We hope it can uncover policy as well as technical opportunities and help inform ways and approaches to enable the social and community appropriation of information and communication technology for local knowledge production and exchange.

Keywords: Urban informatics; epistemology; knowledge management; cities; urban studies; information and communication technology; tacit knowledge, contextualisation; social networks; South Africa

Financial Literacy and its Benefits on a Household, Corporate and Macroeconomic Level

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Abstract: Financial literacy has become a more frequently discussed topic, particularly in the United States. There is a general view that improvements of financial literacy should take place. However, supportive research has major shortcomings. Some of them are discussed in this paper, some findings as well. It is striking that research on improved financial literacy so far hardly has dealt with the corporate and the macroeconomic level.

There is no doubt about the need to improve individuals' financial literacy. But who should be responsible for improving literacy in private households? Can efficacy be measured? Should the corporate sector – apart from the financial industry – care about financial literacy? One conclusion of this paper is that there are various benefits in this respect. There are also macroeconomic benefits from improved financial literacy. This paper pleads for much more research, particularly related to emerging countries.

The inadequacy – or the absence – of statistics in financial literacy matters makes it difficult to get an empirical framework for more profound analysis and statistical correlations. However, the fact that the chairman of the Federal Reserve System in the U.S. personally is engaged in increasing financial literacy should be evidence enough that the topic is important.

This paper has three main objectives. First, is to demonstrate the importance of improved financial literacy by finding examples and perspectives that so far have not been used in the limited academic literature on this topic.

Second, it seems logical to extend the analysis of improved financial literacy from private households to the corporate and municipal sectors and, to try to reach macroeconomic conclusions. One can find a link between microeconomic financial literacy parameters such as intellectual capital formation, knowledge management and the informing of employees and the general public about these issues. Eventually, macroeconomic growth and welfare in a country will benefit.

Third, some really new results and figures are presented in this paper. This is done by means of a survey of around 60 experts in the field of finance and economic research from around the world - experts that are internationally well-known practitioners or academics – in other words producers of research and information who aim at the improvement of financial literacy. It should be added that this topic should be very relevant for emerging markets as well.

Keywords: Financial literacy, financial markets, emerging economies

Value Creation in Russian Companies: The Role of Intangible Assets

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Abstract: In today's changing economy managers of the leading companies understand that the key sources for value creation are Intangible Assets (IA). The latest surveys confirm the fact that nowadays these assets are the value drivers and not "traditional" assets having tangible form. The research held in the paper defines the impact of fundamental value of both tangible and intangible assets on the market value of assets of Russian companies. The influence of investing into tangible and intangible assets on the market value of a company's assets is shown. The main approach that is used in the paper is a method of calculated intangible value which was developed by T.Stewart. Developed econometric models are tested on the data of Russian stock market from 2001 to 2005 year. In the focus of the research there is both the analysis of the sampled companies (43 companies) as a whole as well as divided into five aggregated fields: mechanical engineering, extractive industry, energetic, communication services, and metallurgy. Conclusions about managing IA in Russian companies from the point of view of value creation are made in the paper. In the end, the main directions for further research in this field are outlined.

Keywords: Intellectual capital, fundamental value of intangible assets, market value, calculated intangible value

The Creation of an IC Model for a University in South Africa: A Solution to Learner Attrition?

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Abstract: Accepting that the attrition problem in higher education is of a complex nature and has been investigated by many other authors, however, the solution to it keeps eluding researchers. Research shows that:

- the highest attrition occurs during the first semester
- the failure rate decreases as the learner progresses to higher levels and the cost implications are enormous for all stakeholders

Existing attrition models, especially that of Tinto (1993) which has been adopted and improved by others (e.g. Pascarella & Terenzini, 1995) can be very useful. The problem with these models is that they all concentrate on attrition and not the retention of learners; and retention is not the opposite of attrition. The two approaches require different modus operandi. Furthermore, the learner is viewed as a “customer” who generates income. This is partially true since if modern management practices are used the learner can also be viewed as someone who is an asset to the institution. For the last decade the world economy has moved towards a knowledge or information economy. There is now sufficient evidence (Skyrme, 2005; Sveiby, 1998; Edvinsson, 1997; Kaplan & Norton, 1992; Sáenz, 2005; Mouritsen & Larsen, 2005) which points to the fact that intellectual (or intangible) assets make up as much as 90% of the assets of some very successful companies (e.g. Microsoft). It is then about time universities’ management moves in line with current modern management practices.

What is suggested here is that Edvinsson’s model (1997) be adapted to the university’s situation to curb attrition. The creation of an attrition model based on knowledge management (KM) could be used by institutions to monitor the learner’s contribution to the total IC of the university.

Keywords: Intellectual capital, human capital, market value, higher education, attrition

Information Anxiety: Fact, Fable or Fallacy

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Abstract: The aim of this paper is to compare and contrast the findings of two recent empirical studies that examined the construct of information anxiety. The concept of anxiety created from information has been studied for hundreds of years; however, this paper views this complex relationship based on the foundation provided by Richard Wurman's book *Information Anxiety*. The two studies explored the five subcomponents of information anxiety as described by Wurman: not understanding information; feeling overwhelmed by the amount of information to be understood; not knowing if certain information exists; not knowing where to find information; and knowing exactly where to find the information, but not having the key to access it. The first of these studies determined that respondents reported a statistically significant difference between several of the components while the second study's respondents did not report such a difference. The conflicting results beg the question: is information anxiety a fact, fable or fallacy?

Keywords: Information anxiety, knowledge management, information overload

Using Knowledge for Competitive Advantage in Professional Services: A Case Study

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Abstract: This case study reports on a highbred approach to understanding the knowledge management requirements for a professional services organization offering a range of information technology consulting services. The first step in this work was an analysis of four different sets of secondary data which represented previously published accounts of knowledge management in four different professional services organizations. This analysis was used to create a general framework for the effective use of knowledge management in an information technology consulting services. This framework was then presented to 12 partners in a small consulting firm as the departure point for a Socratic Dialogue. This technique using the in-depth exploring of issues in a group is particularly powerful for handling the fuller understanding of complex concerns. The Socratic Dialogue resulted in finding nine key issues for the more effective management of knowledge management.

Keywords: Socratic dialogue, knowledge management in a professional services organization, looking backward vs. looking forward, knowledge for competitive advantage

An Interorganizational Learning Approach to New Innovations: Exploring the e-Newspaper Case

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Abstract: In this paper we are addressing the following research question: How can an interorganizational learning approach influence an industry business strategy for a new innovation? When adopting new innovations organizations need to learn about the innovation's gains and how it functions in the organizations line of business. This organizational learning process varies between "trial and error", information seeking or a "wait and see" approach etc. When new innovations have the potential to cause paradigm shifts to whole industries interorganizational learning approaches are called for. We have explored the e-newspaper case, i.e. the introduction of e-paper technology in the newspaper industry. E-paper is a reflecting display technology with properties very close to print on paper, with high contrast and readability. Thus, an e-newspaper, i.e. a newspaper service published on an e-paper device, holds the potential of replacing the printed edition in the long run, thereby heavily reducing printing and distribution cost, making it an interesting prospect for the industry. In two research projects, DigiNews and UbiMedia, we have conducted interviews, future workshops, design focus group and steering committee meetings with newspaper representatives from nine Swedish newspaper companies and the Swedish Newspaper Publishers' Association. The purpose of this paper is to analyze how an interorganizational learning approach between competing organizations to new innovations can play out using the four modes of knowledge conversion by Nonaka and Takeuchi (1995). The results indicates that by taking such an approach, Swedish newspaper organizations were able to reach an agreement on collaborating on distribution, possible standards and business models while still competing on content, thereby initiating a joint business strategy for the e-newspaper introduction. Summing up, the findings show that an interorganizational learning approach benefits from: (1) being organized at very early in the innovation process; and (2) being organized by a neutral facilitator and academics are suitable for that role.

Keywords: Interorganizational learning, innovations, e-paper

Distance Learning among Teachers and School Principals in Francophone Institutions: An Initial Knowledge Repository Associated with Individual Competencies and Organizational Capabilities for Collaborative Work

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Abstract: More and more teachers and school principals in French-language minority contexts in Canada enrol in Web-based Distance Learning education programs. To reach instructional objectives, they are invited to complete collaborative learning activities using information and communication technologies (ICT). A number of studies have demonstrated the advantages of collaborative learning and practice communities for professional development. However, few studies have addressed the resources, knowledge and competencies adult learners need to possess to progress in a distance learning context. All the more, we know little about the knowledge management practices of educational institutions, although they offer more and more distance learning opportunities. As part of their research on organizational capabilities for the implementation of e-Government, St-Amant and Renard (2005) have elaborated a framework for the development of capabilities. According to the authors, two management fields need to be mastered in order to manage the development of organizational capabilities: problem resolution management and knowledge management. These two fields are strongly interrelated.

Inspired by this work, our study aims to create and evaluate an initial knowledge repository associated with individual competencies as well as organizational capabilities for collaborative work supported by ICT in a distance learning context. This article reports on preliminary results obtained from experimentation conducted with Francophone teachers and school principals enrolled in an online distance learning program, and the knowledge and know-how included in an initial knowledge repository. According to the results of this study, the majority of learners found the repository useful since it improved the quality of their group work and made it easier to reach instructional objectives.

Keywords: Knowledge repository; Web-based Distance Learning; School principals; Collaborative work; Knowledge management

Knowledge Resource Providers in a Grid Enabled Infrastructure - The Case of Deep Rural Small and Medium Enterprises

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Abstract: Creating a collaborative network of trading partners is becoming vital to business growth and success. This is particularly of great benefit to the Small, Medium and Micro Enterprises (SMMEs) who are hoping to focus on their own core competence and benefit from their partners across the value chain. Grid computing technology is emerging as a promising solution to make this collaboration and resource sharing possible. The focus of Grid computing has been described as coordinated resource sharing and problem solving in a dynamic and multi-institutional virtual organization. The challenge is in harnessing these heterogeneous resources together such that the grid can be operated as a single, local computer. Grid applications however, do not depend on computing power alone, but also on data which is heterogeneously distributed, structured, semi structured and/or unstructured. Naturally, users tend to appreciate structured information which is unambiguous and is explicitly represented in structure. This yields to easier data manipulation and integration with other users. Unfortunately most data is unstructured and described using a non standard language that makes data sharing difficult across diverse communities on the grid. These communities range from large organizations to deep rural Small and Medium Enterprises. Each has different resource capabilities and needs. Meeting deep rural SMMEs needs is much more challenging, especially when they themselves are not aware of what they really need or what technology is able to do for them. Meeting their needs requires a thorough understanding of their business activities in order to identify potential areas where value has to be added.

This study aims at identifying activities and business processes through which the SMMEs generate value and presenting the different data sources that constitute deep rural SMME knowledge which is quite different from their counterparts, urban SMMEs. We thereafter, discuss a framework to enhance the business activities of the deep rural SMMEs through a Grid-based infrastructure. The knowledge resources are then modelled and represented using ontology modelling languages and a usage scenario presented to illustrate the applicability of the model.

Keywords: Deep rural, SMME, grid, knowledge, ontology

Transactive Memory System in a Distributed Software Development Team: A Case Study

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Abstract: Physically dispersed R&D teams are indispensable part of modern economy. Challenges in managing such teams include management over electron media, multicultural team composition, geographical and temporal distribution of team members. Research on distributed teams does not keep the pace with reality. Similarly, knowledge utilization, i.e. application of the knowledge that already exists in teams, is the least studied stream in knowledge management research. Current study seeks to fill in these gaps by studying knowledge utilization in a distributed new product development team from a perspective of a transactive memory system.

Transactive memory system is a concept of group memory that allows to analyze how people may utilize each other knowledge in teams. This concept evolved out of the observation that people may, instead of memorizing information themselves, remember who experts in certain areas are and contact these experts when necessary. Transactive memory system describes three aspects of R&D work: expertise heterogeneity of team members, homogeneity of their knowledge of “who knows what” as well as “who knows who” in a form of communication network.

This paper uses a case study approach to study (1) how transactive memory system looks like in a distributed team, (2) how it is connected to communication between team members, as well as (3) if it is a necessary attribute of a successfully performing distributed team.

Collected data indicates that transactive memory system in a distributed team is geographically localized, i.e. team members know better those who are geographically proximate. Furthermore, it is shown that frequent communication between team members is important for the development of a transactive memory system. In a distributed team, overall communication pattern of a distributed team (frequent communication ties) is also geographically localized. The third question remains unanswered because the case team performance was rated as average.

Implications for theory include recommendation on a careful usage of the existing questionnaire for measurement of transactive memory system in distributed settings: the word “team” may lead to erroneous results. Managers who seek to develop in their teams transactive memory systems are advised to encourage communication particularly between teammates in remote locations.

Keywords: Distributed teams; information-processing; transactive memory; R&D performance; case study

Knowledge Management in Health Service Organizations: the Role of Knowledge Brokers

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Abstract: The purpose of this paper is exploratory and it aims to inspire more conceptual and quantitative studies on knowledge brokering, not to validate or invalidate particular conceptual approaches. Instead of adopting a particular definition of knowledge brokers and knowledge brokering, we have conceptually and empirically defined the concept of broker in reference to two dimensions that are tightly interdependent: knowledge intermediation and knowledge integration on which brokers can achieve a high or low performance. The combination of these dimensions generated four brokering role profiles: knowledge transmitter, knowledge intermediary, knowledge integrator, and knowledge brokers. The individuals that adopt the knowledge broker profile in carrying out their professional activities are the ones who contribute the most significantly to create value for their organizations. Such a perspective invites to consider factors that would help individuals to move from the transmitter profile to the intermediary and integrator profile up to the knowledge broker profile. Such factors were considered in terms of resources controlled either by individuals or the organizations where they primarily carry their professional activities. Survey data of 301 respondents that carry primarily their professional activities in health services organizations are used to estimate multinomial and binary logit regression models. The results of the regression models suggest that individually controlled resources such as the proactive role of brokers in searching ideas, information and reports from various sources located in other organizations, their level of education and experience are the major drivers of knowledge brokering activities. Organizationally controlled resources do not seem to help as much individuals to improve their knowledge brokering performance. Indeed, organizational investments only help to move from a profile of knowledge transmitter to a profile of knowledge intermediary or knowledge integrator, in other words these investments help only to move from the lowest performance to a slightly better brokerage performance. Furthermore, increasing the variety of external organizations that provide ideas, information and reports to brokers helps these individuals to evolve from a profile of knowledge integrator to one of knowledge broker. Finally, it is worth pointing that the number of employees in the organizational units of the respondents had no impact on their performance in knowledge intermediation and integration. The fact that individually controlled resources are the major drivers of brokering activities suggests that knowledge brokering is still an emerging role that is not yet formally institutionalized, even in large health services organizations. In such an informal context, individuals engaged in knowledge brokering activities have to rely primarily on resources that are individually rather than organizationally provided. The last part discusses these results and their implications for management and future research.

Keywords: knowledge, brokers, resources, organizations, regressions, survey data

Retaining Knowledge and Skills in Eskom Through Knowledge Management

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Abstract: Eskom, the seventh largest electricity utility in the world, like most other companies in South Africa, has suffered a significant loss of skills in recent times. This includes losing specialists in various disciplines in the last six years. The end result is the erosion of skills and the necessary experience base, for effectively utilizing technologies. The decision was made to investigate alternative methods of knowledge retention when considering the impact of this loss of skills on plant performance and efficiency. Eskom realized that certain parts of the knowledge management framework could be utilized to capture experience of people.

The art in achieving knowledge management is to capture the valuable tacit knowledge of specialists before they leave the company utilizing knowledge management tools, procedures and methods to capitalize on the intellectual asset of individuals. This is achieved by the conversion of tacit knowledge into explicit knowledge. The valuable tacit knowledge can be captured using methods developed in Eskom.

In addition, decision support systems have been used together with knowledge centers (know-how centers) to enable the optimization and delivery process in Eskom. Expert identification and domains of topical interest are the key elements of the knowledge centers.

The paper describes several case studies related to:

- Research in Eskom
- Human Resources help desk operation
- Expert identification and tapping of knowledge
- Departing experts
- Lessons learnt

Recommendations made include methods of implementation of knowledge management principles and integration with company processes to enable effective collaboration, sharing and delivery of information to the right place and at the right time.

The knowledge management drive has been continuously monitored and supported using the Prosci toolkit and the ADKAR change management model, which have proven to be successful during application in many companies.

Keywords: Valuable tacit knowledge, optimisation delivery

Reconsidering Knowledge...and Business Improvement

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Abstract: The continuously growing complexity of market processes is strengthening the logical role of knowledge as the organization's core capability to maximize business performance. Our conceptions of knowledge and knowledge representation, however, prove to be highly unproductive. Explicit knowledge management initiatives, if any, reinforce the production of information instead of reducing and managing it. Next to the lack of systematic attention for knowledge in business, these factors hinder knowledge realizing its full potential.

A fundamental problem is that -while disentangling knowledge from knowledge representation formalisms and thus getting away from the standard practice of building ontologies- insight into the nature of knowledge is an inevitable requirement for adequate knowledge management. We claim that adopting a functional view of the nature of knowledge reveals and restores the strong relation between knowledge and corporate effectiveness.

In a functional approach to conceptualization, functional equivalence instead of observable similarity serves as the basis for classification. The sets of conditions that have to be met in a particular situation are here taken as functional demands. These functional demands may vary across situations, thus precluding the possibility of a static one-on-one connection between functions and individual objects that is valid. Not the objects as potential instances of classes, but the relationships between objects given their properties and situations, defined in terms of functional demands, become central. These relationships define the concepts, and thus what we know. Classification amounts to relational matching of specified situations to specified objects.

The functional view does not only enable content improvement through rational classifications, but also enhances process descriptions and process implementations. It also aligns information technology to the new demands set by the knowledge economy by enabling goal-oriented, transparent and easy-to-use-and-modify knowledge structures. The paper further describes a real world case taken from the financial services industry to exemplify how a functional analysis of knowledge including aligned Match™ Technology realizes significant increases in business performance.

Keywords: Knowledge representation formalisms, functional view, rational classifications, functional equivalence, Match™

Knowledge Management Practices and Challenges in an International Non-Governmental Network of Organisations: Examining One World International

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Abstract: This paper is based on the outcomes of a study that explored the knowledge management practices and challenges in an international NGO network. The investigation constituted comparative case studies of two centres (one in Zambia and the other in the Netherlands) belonging to a single international network. An empirically grounded framework of knowledge management practices based on the taxonomy proposed by Holsapple and Joshi was utilised as the reference framework for the study. The framework provided guidelines to characterize factors that influence organizational knowledge management; knowledge manipulation activities (processes) and organizational knowledge resources.

The results of the empirical study confirm that a variety of factors affect knowledge management behaviours in an organization. These factors include managerial and internal controls such as management styles and incentives for knowledge creation and sharing; resource influences; and environmental influences relating to an organization's culture and the needs of partner organizations. The study highlights important variation in diversity, gaps and perceptions in managing knowledge between centres in the network that are based in Europe and Africa. This is despite significant communality in knowledge management processes and infrastructures. The results further show that institutionalization of knowledge management practices within a network seem to enable or constrain knowledge management at centre and network level. Recommendations are proposed to improve knowledge management practices at local and international level and include enhanced technical and advisory services at international level; capacity building; creating greater awareness of knowledge management; decentralization of knowledge management processes; implementation of a knowledge management strategy at network level and improving relationships between centres.

The authors conclude that networked NGO's and specifically OWI could operate more efficiently and incrementally enhance service provision by leveraging their knowledge resources more effectively. It is in this light that knowledge management practices should be examined in NGOs and particularly networks with their complex structures and attendant reoccurring and unavoidable problems.

Keywords: Non governmental organisations (NGOs), networks, development, Knowledge management, Zambia, Netherlands

Learning out of the Classroom

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Abstract: In the past, many business schools have tackled leadership education through “teaching” theories and models in the classroom. Participant interaction is limited to the classroom or to syndicate groups, which are often focused on specific assignment outcomes. The dominant paradigm of business schools is scientific thinking, which includes models, analysis and statistical research. This has implications for how learning processes are measured. Lissack and Richardson (2003) view this kind of thinking as creating unspoken assumptions in business schools: change is foreseeable; prediction is possible; boundaries are definable; identity is assumed and outcomes are more important than processes.

Ghoshal (2005) criticises the view that business studies is seen as a science. He claims that it has denied students of any moral or ethical considerations in theories. By taking a scientific approach to business studies, human intentionality has been replaced by trying to discover only patterns and laws. He goes on to say that the basis of such narrow thinking creates an environment of teaching where the student is not engaging with the complex economic, social and moral issues that are important to consider when governing corporations. Boyatzis et al (1994) claim that business schools need to change their approach from teaching to learning, a process of discovering knowledge through contextual problems, and assume that knowledge is “in the room”, and not only in the head of the teacher.

This paper responds to these challenges by highlighting the impact of contextually relevant leadership education at business schools and exploring out-of-classroom learning methodologies in achieving this relevance. It is based on a case study of a programme called Nexus, started in 2001 at a leading business school in South Africa (Gordon Institute of Business Science). Nexus is a response to the limited opportunities to engage meaningfully and develop an understanding of South Africa’s business and socio-economic challenges across traditional boundaries of race, gender, social strata and economic sectors.

Various evaluation methods employed to assess Nexus highlight the positive effect of out-of-classroom learning methods on the way participants conduct themselves in the South African business environment.

Keywords: Leadership, contextual, business education, dialogue, experiential learning, knowledge sharing

Thinking Versus Knowing: How Unthought Knowns Embed Collectively

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Abstract: Collective consciousness is an important aspect of any group endeavour. Beneath conscious motivations and commitments lurk a spectrum of fears, anxieties, fantasies and conjectures that are evoked in cross-border interactions. Containment and Engagement are both present in any transaction where knowledge and beliefs of one group brush against another group's knowledge and beliefs. Despite considerable evidence to the contrary, the organisation literature has tended to assume that groups of rational skilled adults can always find their way through to reach, interact and transact with other groups. This paper questions the myths surrounding cross-border engagements that involve groups to examine the pull of containment in national identities and its underpinnings. These myths have direct influence on how knowledge is perceived and engaged with. In terms of managing knowledge and knowing processes, understanding boundaries and boundary management become vital. Some insights from action research in the specific context of Finland and India are reported. The paper suggests ways to understand the collective embeddedness of unthought knowns and concludes that such embeddedness can be both enabling and disabling.

Keywords: Collective consciousness, thinking, knowing, embeddedness, boundaries, unthought knowns

The Intangible Asset "Family" - A Major Resource Within the Family Business

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Abstract: Although the topics Intangible Assets (IA), Intellectual Capital (IC) and its management (ICM) have been one of the major issues in management theory and practice over the last years a survey on family firm management literature shows that family business research has hardly been dealing with the issue Intellectual Capital.

The "family" represents a major resource and asset for the family business - however intangible and therefore not easy to deal with. Of course the topic "family" has been dealt with within family business research however this aspect has hardly been discussed from the IC point of view.

Therefore the first part of the paper puts a special emphasis on the asset "family" and tries to examine the different IC components of it. Considering the special features of the intangible asset "family" a detailed model for a possible classification (following the IC perspective) is proposed, showing that a strict assignment of the "family" to one specific component of IC is hardly possible.

The second part of the paper concentrates on strategies how to develop, retain and even protect the intangible asset "Family". The recruitment of family members for management and the family business is hereby of crucial importance and is therefore put into the centre of interest.

Besides the benefit that the issue Intellectual Capital can bring to the management of the asset "family" and the family business the paper finally points out a second synergy to consider.

Especially for the research in Intellectual Capital Management it is necessary to bring the topic down to small and medium- sized businesses - family firms are definitely major representative of this category and therefore the insights one gains when looking at family businesses under the IC perspective will also attribute to ICM research.

Keywords: Family business, intellectual capital management; The asset "family"; synergies for research

How can we Improve on What we Do? The Potential of Effectively Utilising our Community of Practice

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Abstract: Communities of Practice (Wenger, 2007:8) have been fostered and initiated widely across many organisations as a social Knowledge Management vehicle. A higher education environment is a context rich in knowledge creation (the author prefers ‘construction’ as knowledge is constructed by individuals and not ‘created’ to live independently), sharing and utilisation. Students and academics are involved in various Communities of Practice; but with academics the primary methods of engagement in developing these Communities of Practice (CoP) are through e-mails, journals and conferences, thereby not fully utilising the inherent intellectual capital, the utilisation of which would be significantly enhanced through the fostering of CoP at departmental level.

Much theory in Knowledge Management has evolved and subsequently moved away from knowledge as solely residing in artefacts (books, knowledge storage technologies) or individuals, to knowledge that is very dynamic, essentially being constructed by individuals through engagement with people, artefacts and new knowledge being constructed by shared meaning. Hence, we have moved towards an era where further integration of Knowledge Management theories and ‘Communities of Practice’ adds additional growth potential for organisational behaviour.

The author is an academic (and considers herself more ‘teacher’ orientated) in an academic support programme or ‘foundation programme’ whose main aims are to improve the learning and prior knowledge of the 1st year students entering the programme. However, the author’s focus is on how to best improve the current practice (the practice of the staff teaching on the foundation programme) so that this can be better facilitated. To improve the current practice, the author suggests firstly creating and fostering a CoP amongst the staff, which can then effectively be used to indirectly better manage and utilise the knowledge of the staff. Thus, the main concern of this paper is how best to manage the knowledge of the teaching staff as a department, so that issues related to student learning can be better addressed.

The research method employed involved an in-depth interviewing process, analysis of the interviews and it was only after this that further literature sought to support or refute the claims were sourced. The paper subsequently focuses on looking at the results of this Grounded Theory research and discusses the mechanisms of how the potential of this CoP to ‘improve on *what we do*’ could be realised.

Keywords: Communities of practice, prior knowledge and cognitive ability, knowledge and practice, trust

Knowledge Management and Enhanced Government Service-Delivery in Kenya

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Abstract: This paper explores the role that knowledge management (KM) can play to support governance, performance effectiveness, and service delivery in government agencies in Kenya. It further also addresses the challenges and problems which act as impediments to introduce KM and engender a knowledge society. The paper is based on data derived from the literature that was integrated with results obtained from a study conducted by Ondari-Okemwa (2006).

Kenya, like most countries in the sub-Saharan region and in contrast to many countries in the developed world, has not as yet productively integrated knowledge management into its government agencies. This can be attributed to the fact that knowledge is not leveraged effectively and because Kenya lags far behind developed countries as far as the application of information and communication technologies and the introduction of e-governance is concerned.

A major factor impeding the effective introduction of knowledge management practices is the fact that the Kenyan civil service is particularly embedded in bureaucracy and very few incentives are provided to encourage civil servants to generate, distribute and share knowledge and information. Many employees in the Kenyan civil service are traditional career civil servants who cannot envisage and appreciate the potential of knowledge management and the benefits of knowledge leveraging. They are further also wary of sharing knowledge as they think that by hoarding knowledge they enhance their value and competitiveness.

The low scores Kenya achieves on the variables which determine a country's capacity to effect a knowledge economy suggests that much work must be done to engender a society where knowledge is freely generated and effectively used in the public sector. The civil service is further plagued with numerous impediments that inhibit the generation and sharing of knowledge, the most severe of which are its entrenched bureaucracy, lack of incentives, cultural barriers and technology inadequacies. With reference to technology barriers it is evident that the ICT infrastructure urgently needs upgrading to facilitate the introduction of e-governance which in turn will enable the effective implementation of knowledge management programmes. Despite these impediments, it is our conviction that the delivery of basic government services can only to be improved if the civil service were to adopt knowledge management practices that are firmly integrated into service delivery procedures. Civil servants should further be encouraged and motivated to actively generate, manage and share knowledge and information.

Keywords: Kenya; government agencies; public sector; public service delivery; knowledge management

On Measuring Organizational Relationships: Threats to Validity in the Use of Key-Informants

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Abstract: The measurement of organizational characteristics in empirical studies that focus on inter-group, knowledge-based collaboration requires research methods different from those used for measuring the characteristics of individuals. As an answer to that, key-informant methodology is a frequently adopted approach that has been associated with qualitative methods. However, recently organizational researchers have used the technique to obtain quantifiable information on organizational structure, internal power distribution, within the group, and external relationships among groups that base their collaboration on the knowledge they share.

This paper focuses on the threats to validity, which are inherent in empirical studies that adopt the key-informant methodology as a social science tool. In particular, the paper thoroughly examines the effects that the Bagozzi and the Cook and Campbell construct validity criteria as well as the Huber and Power key-informant validity criteria have during the two important phases of a research, i.e. developing valid measures of the theoretical constructs, and testing the relationships between theoretical constructs. The empirical results used in this paper stem from an investigation that aimed to evaluate the contribution of Shared Knowledge and Information Technology to Manufacturing Performance. Mutual Trust and Mutual Influence, among the collaborating groups (in this case manufacturing, quality and R&D), have been used in our study, as the two antecedents of shared knowledge. For the purpose of this research, an evaluation model was developed and survey data was collected from 51 medium to large size industrial companies with a total of 112 manufacturing groups, representing 5 industrial sectors (alimentation, automotive, chemical and pharmaceutical, electro-mechanical, and textile), were analyzed to test the model.

The key-informant methodology that has been used for the selection of research responders was tested against threats to validity. As a conclusion, the paper exhibits the implications of the above widely accepted construct validity criteria and specific key-informant validity criteria, building upon the results of the above industrial empirical research. The lessons learned are presented in a way that may lead future organizational researchers to error preventive measures.

Keywords: Inter-group collaboration, key-informant methodology, threats to validity, lessons learned

Sharing of Experiences in the Area of Public Sector Skills Acquisition and Intellectual Assets Creation in Middle East and North Africa (MENA) Region With use of Situation Room Analysis

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Abstract: In the paper we present the concept of Situation Room Analysis (SRA) which can be an extremely beneficial development tool in developing corporate intelligence and increasing their intangible assets value provided that certain problems are resolved and provided that the corporate Management demonstrate that they have the will to remove the obstacles that currently stand in the way of widespread business process and decision-making connectivity. Especially for the MENA Region, there is the relatively recent experiences reported in the MENA Good Public Governance Initiative, it is widely recognised that best practice and valuable experiences could be found in different part of the world and it would be useful to disseminate the accumulated knowledge on successful experiences. It is in this respect that we promote the idea of an open channel for uptake and deployment of innovation created as part of European research projects in order to support novel adoption patterns in the MENA region. While it is all very well to call indiscriminately for adoption of collaborative practices such as the proposed SRA as a tool for development, the reality on the ground in the majority of the corporate world is that there are a number of problems, hindrances and issues which have to be squarely faced and resolved before the SRA concept can be used successfully as a development tool. These problems, hindrances and issues have been described as some length in the research and relate mainly to the kind of soft skills infrastructure and processes that are absolutely essential in any company before the SRA can function with maximum efficiency. Public sector in Europe had the luck to receive huge amounts of funding from different sources (direct funds from European Commission Programmes, Structural Funds, National Community Support Framework Programmes, etc.). However this plethora of resources did not result into successful project implementations. The treatment to this was also not the best: people simply increased the budgets in their projects while similar or even bigger scale suboptimalities emerged. The Middle East and North Africa (MENA) Region cannot afford this type of behaviour simply because there is a lack of similarly generous funding resources. Therefore, there is a great interest in the adoption and deployment of low-cost solutions. be them in the area of e-Government, e-Health, e-School, the common denominator seems to be: how can we achieve more (outcomes, results, impact, change, etc.) with less (resources, budgets, etc.).

Keywords: Knowledge practices, soft skills, communities

Knowledge Sharing Across Higher Education Institutes in Interregional Countries-The Case of an Academic Network Between Greece and Bulgaria

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Abstract: In recent years, there has been an impressive expansion of cross-border higher education initiatives. This expansion is characterized by the growing imperative of higher education institutions to integrate an international/intercultural dimension into teaching, research and community service in order to enhance their academic excellence and the relevance of their contribution to societies. Higher education institutions have long experience in this area, and are rapidly expanding their cooperation with their counterparts around the world. Currently the Technological Education Institute of Serres in Northern Greece has established an interregional project in knowledge transfer with the border-country Bulgaria. The project is aiming at: (a) fostering of sustainable interregional collaborations between the scientists in both border countries, (b) providing of interregional connectivity for science and engineering research and education programs to enable interdisciplinary collaborations and enrich the scholarship experience for academics and students, (c) initiation of technology transfer activities in scientific areas of common interest between the involved institutions of the interregional countries.

The complex issues that the knowledge transfer process in the frame of the above project raises –across the institutions of the two border-countries, provide the impetus for this paper.

Keywords: Higher education knowledge transfer

Social Software Begat Web 2.0 begat Enterprise 2.0 begat Business Value?

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Abstract: This paper is an investigation and exploration of the web phenomena Web 2.0 and its emergence from the Social Software movement and continuing evolution into its business version, Enterprise 2.0. With these emergent technologies, application, development environs, and services being given recognition by organisation for the potential as a business tool to aid collaborative working. This recognition is further supported through commercial interests and reactions to Web 2.0 of significant IT players. Evidence is further provided through the actions of a range of service and software providers, with have witnessed a series of acquisitions, both large and small, and larger mainstream software and services companies including Web 2.0 concepts or jargon in their products and services. But what is the practicality for organisations who want to adopt or adapt Web 2.0 into working and workable Enterprise 2.0 solutions and there mainstream activities.

Keywords: Web 2.0, Enterprise 2.0, social software, social computing, computer mediated communication

The Role of Experience in the Creation of Intellectual Capital

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Abstract: The resource based view of the firm recognises that organisations remain competitive and successful through the development of distinct competencies that constitute their competitive advantage. This competitive advantage lies primarily in the intellectual capital of the firm, and how it is configured and mobilised and intellectual capital is sustained and developed over time through individual and organisational learning. One perspective of intellectual capital is to conceptualise it in terms of three dimensions, namely human capital, structural capital and relational capital (Moon & Kym 2006). This paper is concerned with the role of both organisational and individual experience in the development of these dimensions of intellectual capital. An understanding of the role of experience in human capital is developed by referring to experiential learning theory. Relational capital is explored from a social capital perspective and structural capital from the vantage point of structural inertia theory. These theories reveal a complex and non linear relationship between organisational and individual experience and intellectual capital. While these organisational and individual experiences can enhance intellectual capital, there is also the possibility of stultifying it when innovation is required. The paper concludes by considering the role of experience when intellectual capital is being leveraged for organisational innovation, and the implications for leading such innovation.

Keywords: Intellectual capital, experience, innovation, individual learning, organisational learning, social capital, structural Inertia theory

Selecting and Applying Methods for Assessment of Intellectual Capital: Complexity of Decisions

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Abstract: In developed economies, the shift from the industrial to the knowledge economy has impacted significantly on the way business operates and on the relative value of its value components. Intellectual capital (IC) is increasingly acknowledged as a dominant strategic asset and a major source of competitive advantage for organisations. Despite an overwhelming body of literature on methods, models, systems and frameworks for assessment of IC, and increased awareness of the need for such assessment, relatively few organisations are actively and comprehensively assessing their IC. Assessment of intellectual capital can be required in various contexts. Various methods can be used for such assessment. In a previous paper, it was argued that, due to the complexities involved in selecting and applying (implementing/customising) an appropriate method for assessing intellectual capital in a particular context, knowledge management support systems are needed for managing the evolving body of knowledge concerning such assessment. To empirically test this argument, a questionnaire-type survey is performed to test perceptions of consultants, practitioners and researchers on the complexity levels of decisions to be made in selecting and applying a method for assessment of intellectual capital, given any particular context, and on factors influencing appropriateness of methods for assessment of intellectual capital. Convenience sampling is employed, coupled with snowball sampling to locate further suitable candidates. The findings of the survey is intended to contribute towards assessing sensibility and potential usefulness of the concept of a knowledge management support system for assessment of intellectual capital. This paper reports on the methodology and provides interim results of this survey.

Keywords: Intellectual capital, intangible assets, methods of assessment, complexity of choice, knowledge management support systems

Inhibitors and Enhancers to Knowledge Sharing: Lessons from the Voluntary Sector

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Abstract: This paper focuses on a British Academy funded study that the author recently led in a Citizens Advice Bureau (CAB) in England, specifically Charnwood CAB. The concept of knowledge management embraced the project with a particular focus on knowledge sharing. Previous studies on knowledge management and knowledge sharing have tended to be more prevalent in the 'for profit' sector rather than the voluntary sector, and lessons for best practice have generally been generated from commercial organisations. This project went some way towards redressing the balance.

Despite the lack of KM research in the not-for-profit sector, it is recognised that sharing expertise and knowledge is at the heart of voluntary sector organisations such as CABs. In fact one of the key aims of CABs is 'to ensure that people do not suffer through lack of knowledge of their rights and responsibilities or of the services available to them or through an inability to express their needs effectively'. Knowledge sharing between advisers and clients is core to the service that CABs seek to provide. However, sharing knowledge within CABs i.e. between management, workers and volunteers is also important to ensure provision of an effective service. Indeed, the transient nature of the workforce and volunteers in CABs makes it crucial for knowledge to be shared rapidly and effectively to ensuring a stable (yet increasing) knowledge base for the organisation.

This study investigated the enhancers and inhibitors to knowledge sharing processes within Charnwood CAB, a very successful CAB and one of the oldest CABs in the UK. This bureau handles around 18000 enquiries per year with a workforce of around 40 volunteers and 15 paid staff (10 full-time and 5 part-time). Although the literature focuses attention on technological and cultural barriers to knowledge sharing, the findings from this project tell a different story. The empirical work indicated that improving organisational processes for knowledge sharing are higher on stakeholders' agendas than implementing new technological systems or changing culture.

Keywords: Knowledge sharing, voluntary sector, enhancers, inhibitors

Core Competencies as Intangible Assets - How to Identify

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Abstract: The question how to reach competitive advantages is one of the most discussed phenomena in the field of strategic management. The market-based view comes to the fore of external competitive strengths when the management is using adequate strategies to meet them. The resource-based-view emphasises internal strategic resources whereby core competences are developed of specific corporate bundles. Assets are resources from which future economic benefits are expected. Intangible assets are non-monetary assets like employees (human capital), processes and technologies (structural capital) and the way how relationships are created to customers, suppliers, partners etc. (relational capital). In the world of business these intangible resources become more and more important. In this regard especially particular skills and experiences of individuals or groups must be pointed out. The fundament for a company's success is based on the creativity and the development of knowledge as well as of the experiences of the organisational members. Successful companies focus on intangible assets, which are the knowledge base for the creation of new performance. The importance of intangibles in theory and practice refers to the growing need to realise long-term competitive advantages by the management of competences. By means of three case studies it is intended to show how core competences – especially intangible assets - can be identified by the use of the qualitative method GABEK[®] (Ganzheitliche Bewältigung von Komplexität). The results are of importance for the management of such competences in future. The method supports the process of gaining and linking knowledge, know-how-bases and attitudes of a large group of persons in an organisation. The analysis of the internal corporate situation allows the identification of intangible core competences based on the investigated strengths and weaknesses of each company.

Keywords: Competitive advantages, strategic management, intangible assets, core competences, qualitative research, GABEK[®]

The Relative Impact of Social Capital and Organizational Learning on Knowledge Transfer in Organizations

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Abstract: Integrating organizational learning capability with social capital networks to shape a holistic knowledge sharing and management enterprise framework is a significant strategy to achieve organizational success. In alignment with the current focus on organizational learning and knowledge transfer (Hamel 1991, Zahra & George 2002) and social capital (including network and social resources) (Inkpen and Tsang 2005, Regans and McEvily 2003), this paper examines the effects of key variables of organizational learning such as learning intention, shared values, absorption capacity, integration capability, and social capital variables such as network structure, network stability and network relational quality on knowledge transfer in organizations. Literature review suggested that there is a lack of attention given to these variables on the effectiveness of knowledge transfer to improve organizational financial and non-financial performance (Process/Innovation).

650 firms were randomly sampled and surveyed from the register of the Industrial Technological Research Institute. Senior management (Chief executive officer, chief financial officer, chief operating officer) were asked to participate; 110 returns were used for the analysis in this study. The results indicated that absorption capacity, learning intention and integration capability had the greatest impact on knowledge transfer in organizations followed by network relation quality and network structure.

The finding suggests that organizational learning processes have a greater impact than social capital networks on the effectiveness of knowledge transfer. That is, the impact on knowledge transfer has a better result in Process/innovation (non-financial) rather than Financial performance in the organization. This result differs from previous findings which suggested that knowledge transfer in organizations should result in better financial performance. It may be that better Process/innovation is an antecedent to financial performance and further research can explore this area in greater detail.

Finally, this research finding provides management with a better insight into allocating appropriate resources to enhance the learning capacity and integration capability of individuals in organizations, and to further capitalize on the benefits of knowledge transfer.

Keywords: Organizational learning, social capital, network, knowledge transfer, knowledge management

The Future of Intellectual Capital

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Abstract: The concept and practice of intellectual capital as an approach to explain value creation in companies has a long history stretching back to the 1930s but it only gained prominence since the mid-1990s with the articles in Fortune by Stewart and the work of Edvinsson, then at Skandia. In the fifteen years since then the uptake of intellectual capital as a management system by industry has been dismal and stands in stark contrast to the uptake of systems such as the balanced scorecard and also stands in contrast to the volume of papers published on intellectual capital. This paper contends that there are two main reasons for this. The first is the continuing lack of a coherent central theory and hence consensus on the fundamental question of what intellectual capital is. The second is the lack of coherence and connectedness in the research in disciplines such as knowledge management which are associated with intellectual capital. Support for these assertions is provided by critical statistical and content analyses of the papers published in the Journal of Intellectual Capital since 2000 and other research both in detail and in general. The paper develops the analyses concentrating on ontology and taxonomy as fundamental areas and then analyses the patterns in publication approach and the breadth of the subject matter in the papers. These analyses are compared with an assessment of current business, governmental and societal needs. The paper continues with a personal analysis of the study results and concludes with a set of recommendations for the direction of future research and for a revision of the functions of international symposia on intellectual capital. Most important amongst the recommendations is the development of a central theory for intellectual capital to bind together the various strands of research and resolution of the ontological and taxonomical issues.

Keywords: Measurement, future research, publications, intellectual capital models

Developing a Leadership Company: Leadership at All Responsibility Levels as a Core Competence of the Leader of the Future

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Abstract: In the past 50 years, multitudinous ways to define and understand leadership behaviour have emerged. Of the many different views of leadership behaviour in an organisation, only some are relevant for the leadership company (LC) concept, which argues that leadership combines special traits and characteristics that individuals own and that empower them to affect others to achieve tasks. An alternative approach classifies leadership in terms of the power relationship between leaders and followers, which enables leaders to effect change in others. Yet another approach conceptualises leadership as an instrument that supports group members in their efforts accomplish their goals through vision setting, role modelling, and individualized attention. A LC renovates itself by developing leaders at every responsibility level, with the explicit goal of being teaching organisations throughout their business processes, organisational structures, and day-to-day operating mechanisms. The management team must prompt enthusiasm and create a social environment of respect and commitment that encourages and expects employees to contribute ideas. This study investigates the crucial leadership responsibilities and behaviours for successful leaders and LCs. Because the LC concept is still relatively new, the empirical portion of this study determines whether companies in the focal German-speaking area tend to develop and use the LC concept.

Keywords: Management, leadership, responsibility, empowerment, mentoring, values

Knowledge Transfer and Information Communication in Science: Mapping Social Networks among Crystallographers in South Africa

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Abstract: The author adopts the premise that technological innovation, a critical factor in the long-term economic growth of any country, can only function successfully within a social environment that provides relevant knowledge and information inputs into the innovative process. This is dependent on the efficient transfer and communication of knowledge and information which in turn relates to the amount and quality of interaction among scientists and technologists. These factors prompted a research project that used social network analysis techniques to investigate knowledge exchange and to map the knowledge network structure and communication practices of a group of scientists engaged with crystallographic research. This paper is based on this research project.

The findings provide clear evidence of a strong social network structure among crystallographers in South Africa. A core nucleus of prominent, well connected and interrelated crystallographers constituted the central network of scientists that provided the main impetus to keep the network active. This eminent group of crystallographers were not only approached far more frequently for information and advice than any of their colleagues, but they also frequently initiated interpersonal and formal information communication acts. It was clear that this core group had achieved a standard of excellence in their work, were highly productive; very visible in their professional community and they generally played a pivotal role in the social network. They generally maintained a high professional profile in the crystallography community and within the general field of science, published profusely, and generally emerged as the archetypal sociometric stars in their field. It is thus clear that high productivity, professional involvement, innovation capacity and network connectivity are intricately interwoven.

The crystallographers' work environment and concomitant work structure clearly affected network interaction. Working in a group structure stimulated network interaction, professional activity and productivity. A further benefit was that the leaders of these groups generally assumed gatekeeper roles that facilitated networking and ensured the importation and interpretation of new information and knowledge. It was clear that social networks operate more effectively in areas, such as Gauteng, where a sufficient number of scientists were amassed.

Keywords: Knowledge transfer; information communication; social networks; crystallographers; scientists

Mapping the Relationship between Knowledge Management and Information Architecture

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Abstract: This paper explores the relationship between knowledge management and information architecture and advocates the use of topic maps as a tool to explicate the relationship. Knowledge is defined in terms of traditional epistemological ideals and as a strategic resource while knowledge management is aligned to the ability of organizations to manage knowledge as a strategic resource in order to gain an advantage from it. In the knowledge management framework, knowledge is presented as a continuum consisting of tacit, implicit and explicit knowledge. Tacit and implicit knowledge is managed through the acknowledgement of the social nature of knowledge. On the other end of the spectrum, explicit knowledge is very close in nature and character to information. Due to the expansion of available information resources the design and structure of information (explicit knowledge) for effective retrieval has become very important.

Information architecture is a field that specializes in the design and structure of information for effective retrieval. Traditional information architecture tools such as metadata and subject classification address some of the issues, but experiences difficulty in heterogeneous environments such as the Internet. The challenge of heterogeneous environments is to apply structure, while allowing for the differences in content, interpretation and use that accompany different information resources. Traditional subject classification struggles to clearly represent the multitude of relationships that topics have to each other, or to explain those relationships.

Topic maps are considered as a possible solution to the concerns of metadata classification and subject based classification. Due to the extent and nature of the information recorded in a topic map, it becomes an information resource in itself. Topic maps also act as an enabling technology for knowledge management as it maps the complex relationships between concepts and include a range of information resources. This paper concludes with a representation of a conceptual model that explicates the clear and direct link between knowledge management and information architecture and the role that topic maps can play as enabling tool.

Keywords: Topic maps, knowledge management, information architecture, classification

Towards the Sufficiency Economy: Knowledge Management and Development for Sustainable HRD

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Abstract: A sufficiency economy is a neutral way of managing the impact of internal and external environment by using knowledge and innovation as main factors in production. Human resource development is also part of the sufficiency economy concept in order for organizations to become learning organizations which create innovation that relies on knowledge management. These knowledge management factors consist of personnel, information technology, knowledge process, leaders of learning, and reinforcement. These factors enhance productivity, increase competitive advantages, and improve efficiency in organizational decision making. Six hundred and twenty-six organizations participated in the sufficiency economy research for this paper. More than half (54.2%) of organizations were community groups, 18.7% were prototype communities, 10.2% were model agriculturists, 6.9% were saving groups, 4% were king's projects, 0.6% were private organizations and others were 5.4%.

The results show that the application of the sufficiency economy resulted in balance and long-lasting development. Participants were happy because they had to use knowledge, understanding and ethics in managing their lives. In this sense, the sufficiency economy is not only about saving but about living wisely. Participants are capable of surviving even if there is high competition and overwhelming innovation.

Keywords: Sufficiency economy, middle path, knowledge management, human resource development (HRD), and sustainable

The Emergence and Diffusion of the Concept of Knowledge Work

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Abstract: The past decades have witnessed the proliferation of research on knowledge work. Knowledge work has mostly been used as antonym to manual work, to refer to specific occupations characterized by an emphasis on specialized skills and the use of theoretical knowledge. The efforts to encompass all the various contexts where knowledge plays a relevant role in work tasks has resulted in various and ambiguous definitions of what knowledge work actually is.

In order to shed light on the elusive concept of knowledge work, we studied how it has appeared in the scientific discussion, and diffused from one scientific community to another. As the circulation of new ideas and concepts in scientific discussion is apparent through academic literature, we examined the emergence and diffusion of the concept of knowledge work through a citation analysis on articles from the Social Sciences Citation Index. The data set consists of 273 articles with 7,057 cited references for the 1974 to 2003 period, and we used a dense sub-network grouping algorithm on the co-citation network to distinguish highly cited groups of references.

We distinguish three periods of diffusion of the concept of knowledge work. The results show that Drucker's *In the age of discontinuity* (1969) and Bell's *The coming of post-industrial society* (1968) were the main influencers when the concept of knowledge work emerged in the scientific discussion from 1974 to 1992. After this period, we can distinguish a slow diffusion period from 1993 to 2003, when the concept started to gain attention, and a fast diffusion period from 1999 to 2003, when the research has proliferated.

The discussion dispersed outside the management domain already in the emergence period, but the management domain has stayed the main domain of discussion also later on. However, from 1992 to 2003 the discussion inside the management domain dispersed in different groups. One of the main influencers of a new group of research that appeared at this time was Zuboff's *In the age of the smart machine* (1984). This group, drawing on research conducted on knowledge-intensive firms, has recently produced new highly cited articles such as Blackler's 'Knowledge, knowledge work and organizations' in *Organization Studies* (1995). As the current discussion on knowledge work is dispersed in different groups, there is a need to engage in a common conceptual discussion and define what is actually meant by knowledge work.

Keywords: scientific discourse, knowledge work, bibliometric analysis, citation analysis

Alchemical Learning – A Model for Designing ‘Participatory Learning’

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Abstract: With the significant increase in budgeted revenue for executive development at organisational level, there is a proliferation of local and international executive education offerings. All of these promise to deliver to a range of learning objectives and outcomes. We would, however, question the extent to which we are seeing high impact learning initiatives that will not only translate into meaningful intrapersonal, interpersonal and cognitive change but would, in turn result in significant shifts in behaviour, and in the quality of thinking in the organizational context.

This paper interrogates the architecture of participatory learning, focusing on the design of the learning process. In this paper we contend that, without serious attention to the careful design and facilitation of a learning experience, impact will be limited and short lived. Many service provider offerings espouse notions of 'participatory' learning and the rejection of 'content driven' transmission of learning in favour of facilitated learning. Conversely, in our view, learner 'participation' is often viewed as an add-on: Q&A sessions at the end of a process, a fragmented moment in reflective journaling, or unfiltered 'group feedback'.

Through the use of an innovative model which we entitle 'Alchemical Learning', we explore alternative ways in which to engage learners meaningfully in the praxis and practices of learning. The Alchemical Learning Model explores four levels of outcome illustrating a way of conceptualising participation which can add more substance and depth to the process of learning and organisational enrichment. Providing this conceptualisation of participation through the introduction of the Alchemical Learning model, we attempt to demonstrate the use of participation as the primary mobiliser for learner engagement and meaning-making.

Keywords: Participatory learning, organisational enrichment, executive education, process facilitation, programme design

Managing Complex Adaptive Networks

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Abstract: This paper is theoretical, and addresses current issues of social networking and global cultures. It sets itself the task of creating a framework for designing and managing self-organising spaces for the generation, exchange, networking, and management of knowledge. It goes about this task by examining the theories of ecological 'affordances', actor-network theory, and complexity theory. Social networking, supported by social software, is key to the 'micro-global' social ecology within which self-organising behaviour takes place. It is paradoxical in that managing ecologies, and particularly managing self-organising networks, is somewhat of an oxymoron.

Keywords: Complex adaptive networks, actor-networks, complex adaptive systems, knowledge management