Proceedings of the 11th European Conference on Knowledge Management

Universidade Lusíada de Vila Nova de Famalicão, Portugal

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Edited by Eduardo Tomé
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Preface

These proceedings represent the work of presenters at the 11th European Conference on Knowledge Management (ECKM 2010).

We are delighted to be hosting the 11th annual ECKM at the Universidade Lusíada de Vila Nova de Famalicão in Portugal.

We are pleased to welcome three keynote speakers to the conference. On the first morning we will hear John Edwards from Aston Business School, Birmingham, UK talk about “A process view of knowledge management: it ain’t what you do, it’s the way that you do it”. On the second morning we welcome Nigel Holden from the University of Central Lancashire, UK who will address the topic “Knowledge as a network package: aspects of transfer and translation in international business”. To further enhance the ECKM experience we have the now well-established feature of a Knowledge Café led by David Gurteen. This year David will begin with a presentation leading into the Kcafé – looking how to “Make KM Work!”.

A primary aim of ECKM is for academics concerned with current research findings and for those from the wider community involved in Knowledge Management, to present their findings and ideas to peers and colleagues. The conference also provides a platform for practitioners and academics across the field of KM to meet and to form long-lasting networks and linkages with colleagues from similar areas of interests. The range of issues and mix of approaches followed will ensure an interesting two days.

287 abstracts were received for this conference. However, the academic rigueur of ECKM meant that, after the double blind, peer review process there are 148 papers published in these Conference Proceedings. These papers represent truly global research from some 39 different countries, including Australia, Austria, Belgium, Bosnia and Herzegovina, Brazil, Canada, Columbia, Czech Republic, Estonia, Finland, France, Germany, Greece, Hungary, India, Iran, Ireland, Israel, Italy, Jordan, Lithuania, Luxembourg, Malaysia, New Zealand, Norway, Philippines, Portugal, Romania, Russia, Slovakia, South Africa, Spain, Sweden, Switzerland, Thailand, The Netherlands, Turkey, United Kingdom, USA.

We hope that you have an enjoyable conference.

Eduardo Tomé, Programme Chair
September 2010
Biographies of Conference Chairs, Programme Chairs and Keynote Speakers

Conference Chairs

Dr. Rosa Moreira is the Rector of Universidade Lusíada de Vila Nova de Famalicão and holds a Doctor of Philosophy having presented the thesis The Logic of the Intentional Causation at the Society in the philosophy of John Searle, with the rank of Magna cum Laude, unanimously (2002), at the Portuguese Catholic University. Dr. Rosa Moreira has a strong interest in Arts and the artistic world, particularly in Music. She made a specialization in music teaching, centered on musictherapy. Since becoming a rector in 2005, Dr. Rosa Moreira has not ceased her teaching and scientific activity, and has had a very intense activity promoting the University in Portugal and abroad.

Dr. Rui Silva is the Director CLEGI (Centro Lusíada de Engenharia e Gestão Industrial). Rui Silva obtained a degree in Mechanical Engineering and a PhD. in Electronics and Computing Engineering at the University of Glamorgan (UK). He is the Dean of the Faculty of Engineering of Universidade Lusíada at Vila Nova de Famalicão, Portugal. He is also the Director of CLEGI, a Research Centre that focuses its work in the fields of Engineering and Industrial Management. His research centres on the development of intelligent systems with industrial monitoring capabilities, with an emphasis on Information Retrieval and Assessment in a technology based approach. He is author and co-author of international publications mainly in the fields of Artificial Intelligence.

Programme Chair

Dr. Eduardo Tomé concluded a PhD in Economics with a thesis on the European Social Fund in 2001 also at the Technical University in Lisbon. His main research interests are Social Policy and Human Resources / Knowledge Management / Intellectual Capital. He already published papers in International Refereed Journals as the Journal of Intellectual Capital, the Journal of European Industrial Training, the International Journal of Management Concepts and Philosophy, and the International Journal of Learning and Intellectual Capital. He is a member of the Editorial Board of the Electronic Journal of Knowledge Management. Since 2001 he has presented papers in around 4 international conferences every year.
Keynote Speaker
John Edwards is Professor of Operational Research and Systems at Aston Business School, Birmingham, UK. His interest has always been in how people can and do (or do not) use models and systems to help them do things. At present principal research interests include how knowledge affects risk management, investigating knowledge management strategy and its implementation; and the relevance of technology to knowledge management. He has published more than 50 articles in refereed journals, and is editor of the journal Knowledge Management Research & Practice.

Mini track chairs

Dr. Christiaan D. Stam is Associate Professor at the Centre for Research in Intellectual Capital at INHolland University of Applied Sciences. Central themes in his work are knowledge management, intellectual capital measurement and knowledge productivity. The latter topic was the subject of his PhD. thesis (2007), which was a joint initiative of INHOLLAND University and de Baak - Management Centre of the Dutch Federation of Industries. Before becoming a scholar, he was a consultant in the fields of knowledge management and intellectual capital measurement. He wrote several books and many articles.

Dr. Nuno Carlos Leitão is Adjunct Professor at ESGTS, Polytechnic Institute of Santarém, Portugal and Research at CES, University of Coimbra; PhD. in Economics, Lusíada University of Lisbon (2008); Master degree in International Economics, ISEG, Technical University of Lisbon (2002); Member of Scientific board of several scientific reviews. He has already published papers in international refereed journals.

Dr. Elena Irina Neaga is a researcher within Systems Engineering Research Division of the Department of Electronic and Electrical Engineering from Loughborough University, Leicestershire, United Kingdom. She has pursued research on knowledge management strategies, analytics and interoperable systems addressing resilience, management of complexity and risks as well as information and web infrastructure protection. She worked in manufacturing industry, research consortia, and higher education in Romania, United Kingdom, Canada, and The Netherlands. She has contributed to the European funded research and large interdisciplinary projects funded by UK’s Engineering and Physical Sciences Research Council, and industrial companies from North America and Europe.
Dr. Kalsom Salleh is a senior lecturer in the Faculty of Accountancy, Universiti Teknologi MARA, Shah Alam, Malaysia. She is also a registered Chartered Accountant as well as an appointed council member with Malaysian Institute of Accountants. Besides her teaching activities, her research areas of interest include Knowledge Management, Intellectual Capital and Electronic Government. She had presented and published many of her research papers on knowledge management in public sector organisations at international conferences and for journal articles and book chapters.

Elizabeth Real de Oliveira is Dean of the Faculty in Economics and Business Studies of Universidade Lusíada de Vila Nova Famalicão. Member of CLEGI – Centre for Research in Engineering and Industrial Management she researches in the fields of sustainability, Business Strategy and Innovation, and Knowledge Management. She is also a member of the Editorial Board of the Journal Economia & Gestão, associated to "Business Source Complete". Founding member of the Research Centre for Sustainability “Observatório de Crescimento e Sustentabilidade”.

Kirsimarja Blomqvist is a Professor for Knowledge management and a Vice-director for Technology Business Research Center at Lappeenranta University of Technology, Finland. Her research interests include trust, knowledge management, innovation, as well as inter- and intra-organizational collaboration. Her research on trust, innovation and networks has been published in several international journals and books. At ECKM 2010 she is especially interested to learn about knowledge transfer and trust in service business.

Dr. Anssi Smedlund is a Senior Researcher at Aalto University School of Science and Technology, Helsinki, Finland. His research focuses on social aspects of knowledge management and networks in service business. He is especially interested in social capital and social network analysis methods.

Dr. Tatiana Andreeva is a Senior Lecturer at the Organizational behavior and Human Resources Management Department and a co-director of research Center for Global Strategy and Innovation, Graduate School of Management (GSOM), St.Petersburg State University, Russia. She received her Master in International Business and Ph.D. in Economics at the same school. Dr. Andreeva is currently involved in
teaching, research and management consulting. Her key research interests are knowledge management, change management, and cross-cultural issues in management.

**Biographies of contributing authors (in alphabetical order)**

**Mahmoud Abdelrahman** is a PhD student in “Business Systems Division” at Manchester Business School. He received his MSc. in “Information Systems, Organisation and Management” from the University of Manchester and holds a bachelor degree in “Management and Business Administration” from Zagazig University in Egypt. He is doing PhD research regarding using KMSs to support DM processes in MNCs.

**Andréa Corrêa Flôres Albuquerque** -Masters in Informatics at Universidade Federal do Amazonas - UFAM (attending). Currently is associated researcher at Instituto Nacional de Pesquisa da Amazônia – INPA at the Nucleus of BioGeo Informatics of PPBio, and provides consulting in the areas of database for biodiversity, bioinformatics, geographic information systems, biodiversity data modeling, and main interest in the following topics: ontologies, semantic data extraction, conceptual modeling.

**Joao Pedro Albino** holds a Masters in Computer Science and PhD in Business Administration. He owns post-doctoral studies in Innovation and Technology Management and also post-doctoral in Knowledge Management by University of Aveiro, Portugal. He is currently a Full Professor at UNESP, Universidade Estadual Paulista. His research interest lies on computer science and industrial engineering with an emphasis on Knowledge Management.

**Yehuda Arad** has a Master in Business Administration, B.Sc in Engineering, and is a Lecturer at Ben Gurion University in Second Degree School for Safety Engineering & Managing Safety. For 8 years - Global VP Safety & Environment at Teva Pharmaceutical Industries Ltd. 30 years experience in management of safety in large scale operations, such as Senior VP in one of the companies of the Israel Chemicals Group.

**Nekane Aramburu** has a PhD in Economics and Business Administration and faculty member of the University of Deusto (San Sebastián, Spain), in the field of Strategic Management. She specializes in Organizational Learning, Change Management, and Business Organization. Her research focus is currently on Organizational Learning, Knowledge Management, and Innovation.

**Vasile Avram** PhD is professor of Internet Technologies for Business and Informatics for Business Administration at Faculty of Business Administration
from the Academy of Economic Studies in Bucharest, Romania. His research interests mainly include Internet Technologies, Database Management Systems, and Knowledge Management. Is member of the professional associations IEEE, ACM, INFOREC, and IACSIT.

Zdenka Gyurak Babelova, Ph.D. is a senior lecturer in the Institute of Industrial Engineering, Management and Quality at the Slovak University of Technology in Slovakia. Her current field of research is focused on human resource management and managerial competencies. She is working on projects focused on company management improvement and cooperation in automotive industry.

Nuria Calvo Babío is an associated professor at University of A Coruña. After twelve years working as consultant in multinational firms, now she works as a researcher in the Economic Analysis and Business Administration Department at University of A Coruña (Spain). Her research focuses on modelling human resources policies in organizations, to support strategic decisions.

Mehdi Bagherzadeh Niri graduated from B.Sc. in industrial engineering in 2007. Being the top student in the B.Sc. he was admitted directly for doing his master of Business Administration (MBA). His research interests are in the field of knowledge management, organizational learning strategy. More specifically, he is interested in various research topics related to Personal Knowledge Management, and knowledge active forgetting. He has presented papers at the first international Conference on strategy management (IRAN), fourth international Conference on maintenance (IRAN) and second international conference on social science (Turkey).

Walaa Bakry has more than 20 years experience as an academic and a researcher. He joined Westminster Business School in 2007 and has previously held lecturing and academic management posts at Middlesex University, the University of North London and City University. He has carried out many consultancy projects in the public and the private sectors and published widely in knowledge management, e-learning, project management and Information Architecture. Walaa is a chartered member of the BCS

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Keynote Abstracts

A Process View of Knowledge Management: it ain’t what you do, it’s the way that you do it

John Edwards, Aston Business School, Birmingham, UK.
Knowledge management needs to consider the three related elements of people, processes and technology. Much existing work has concentrated on either people or technology, often to the exclusion of the other two elements. Yet without thinking about process – the way people, organisations and even technology actually do things – any implementation of a knowledge management initiative is at best risky, and at worst doomed to failure. This presentation looks at various ways in which a process view has appeared, explicitly or implicitly, in knowledge management research and practice so far, and reflects on how more “thinking about process” might improve knowledge management in the future. Consistent with the presentation’s own overall viewpoint, the issues generally centre not on what a process view would suggest should be done, but on the way that it would be implemented in practice.

Making KM work! : A talk and knowledge café by David Gurteen

David Gurteen, Gurteen Knowledge Community, UK
Knowledge Management has tended to focus on idealistic solutions such as creating a knowledge sharing culture. Or has not being aligned with the business strategy or real needs of the business. It has thus largely failed to live up to its expectations. This need not be the case. Knowledge Management should be pragmatic and focus on real, tangible, business problems. You don't "do KM" you respond to business problems and develop business opportunities by adopting a KM mindset and applying KM tools, and techniques. In his talk, David Gurteen will summarise from his experience over the last ten years what makes a KM project or programme successful. He will then facilitate a Knowledge Café where he will pose the question to the participants: “Why do you think KM has not been as successful as it might have been and what would you do to address that?

Knowledge as a network package: aspects of transfer and translation in international business

Nigel Holden, University of Central Lancashire, UK
In international business practice knowledge is created and generated in networks for transfer and implementation in other networks linked to (very) different operating environments. All the while the knowledge is invariably reshaped – and occasionally distorted - by the impact of cultural factors and language barriers. Some KM writers use the terms ‘transfer’ and ‘translation’ interchangeably when referring to these processes, but the latter term is a
mere metaphor. In this presentation the term ‘translation’ will be introduced as a robust analogy for transfer of knowledge in cross-cultural contexts, for knowledge transfer is, exactly like translation from one language to another, concerned with the transposition of meaning from one cultural environment to another. Specifically three constraints on a good translation - ambiguity, lack of equivalence and cultural interference – will be applied to cross-cultural knowledge transfer. A notable merit of the analogy is that it allows for a seemingly urgently needed understanding of the role and nature of tacit knowledge in international business.
A Negotiation Protocol for Data Integration Driven by Ontology
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Abstract: Data integration comprises of a combination of data available in different sources, allowing users with a unified view of these data. After three decades of research aiming to resolve data integration problems, we are still unable to classify it in a single problem. Additionally, researches indicate that the use of formal ontology is a suitable resource for dealing with data integration problems and can contribute with open problems, such as: system architecture, content and functionality, data type, interoperability and performance requirements. The current environment for such integration is the World Wide Web, in which information and service are enhanced by semantic definitions. The Semantic Web is the new frontier, allowing the Web platform to understand and provide users and computers with a much richer content, as knowledge. Ontology can also contribute with knowledge acquisition issues, particularly on the Web, since it is expert dependent, tacit knowledge to be considered and expert availability. Ontology must be available, in the form of a modular knowledge base, to guide its acquisition, allowing reuse and sharing. Regarding data complexity where knowledge is unstructured, representing different domains, we propose a framework that uses a negotiation protocol. The protocol identify one or more integration meaning points, and ensure certain level of semantic agreement, that is, two systems try to ensure that they agree on the knowledge needed. The result of the negotiation protocol becomes a set of knowledge which will be encapsulated and made available for use, as well as, part of the Web content.

Keywords: Data integration, ontology, semantic web, knowledge acquisition, protocol

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Abstract: It is generally accepted that the capacity of an organization to innovate lies in its capacity to generate new knowledge (Nonaka and Takeuchi, 1995; Nonaka, Toyama and Byosière, 2003). For this to be possible, knowledge sharing is considered a necessary condition (Nonaka and Takeuchi, 1995; Nonaka, von Krogh and Voelpel, 2006). Actually,
innovation is a “dynamic capability” with several dimensions (Teece, 2007, 2009). The first one is the capacity to sense and shape opportunities and threats (i.e. the ideation stage of innovation processes). The second one refers to the selection of the new ideas to be addressed and to their subsequent development and fulfilment (i.e. innovation project management). The last one is the capacity the company has to reinvent/transform itself and not die because of unfavourable path dependencies generated by past success. In this paper the focus will be on the second dimension (i.e. on innovation project management). In particular, the influence of knowledge sharing that takes place through the company’s management processes on the development of innovation projects will be analyzed, as well as the impact of the latter on innovation success. Moreover, the influence of different elements of the management context (organizational design, organizational culture and information and communication technology – ICT – infrastructure) on knowledge sharing will be examined. Finally, considering the degree of technology intensity as an important contingent variable in terms of organizational conditions (Mintzberg, 1979), the moderator role of this variable will also be examined. The population subject to study is made up of Spanish manufacturing firms with over 50 employees and with R&D activities. A questionnaire was designed and submitted to the CEOs of the companies making up the target population. A sample of 142 respondents was obtained and Structural Equation Modeling based on Partial Least Squares (PLS) has been applied to test the hypotheses formulated. The results obtained show that the characteristics of the management context (i.e. organizational design, organizational culture and ICT infrastructure) exert a significant influence on the knowledge sharing that takes place through the company’s management processes, and that the latter exerts a significant impact when it comes to guaranteeing successful project management and good innovation results. As far as technology intensity is concerned, there is just one relationship that is moderated by this variable: the one that connects innovation project management with innovation outcomes. Good performance in the former proves to be a much more relevant issue for achieving successful innovation in medium-high and high technology firms than in medium-low and low technology firms.

**Keywords:** Knowledge sharing; innovation project management; innovation performance; management context; technology intensity level
The Acquisition and Sharing of Domain Knowledge Contained in Software with a Compliant SIK Architecture

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Abstract: The benefits and needs for extensive knowledge management towards the organizations require, among other things, to change software architectures for a better adaptation to the knowledge era. The change argued in this paper refers to adding a component in the form of one or many companion knowledge repositories expressed as Resource Description Framework (RDF), to systematically acquire, structure, formalize, store and maintain domain knowledge described as business rules, for all business rules that are incorporated in the software product itself. For every software adopting this architecture, the companion repositories acts as vectors to manage, communicate, transfer and share what is called “software inherited knowledge” (SIK), like a genetic repository. SIK architectures refer mainly to software that incorporates internally, mixed with its logic, the served domain business rules. It refers also partly to software that uses externalized business rules but keeps also business rules internally incorporated and does not refer at all to business rules management systems that define and manipulate externally all business rules. As it is defined, SIK allows applications to inherit domains rules from other applications and direct (or little adapted) usage of those business rules, from the Business Rules Management System (BRMS) the company may have. The inheritance of business rules, by using SIK architecture, is different from the inheritance induced by the internal software classes and objects, in object-oriented applications. One aim of this paper is to define and explain the SIK concept, together with all related concepts, from both theoretical and practical perspectives. Another aim of this paper is to exemplify how software can be designed or adapted to be compliant with SIK architecture. The last aim is to outline and emphasize the major benefits, for all users and environments where the application software is used, when adopting SIK architecture for software applications or when buying applications complying with that architecture.

Keywords: knowledge management, business rules, software inherited knowledge (SIK), software architecture
Managing Organizational Knowledge Active Forgetting: How top managers understand the concept of managing old and obsolete knowledge?

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Abstract: Nowadays, organizations face with Rapid changes and unpredictable events in the business environment. One of the unavoidable consequences of these rapid changes in today’s business life is the oldness and uselessness of current technical and non-technical knowledge. In this changing environment, organizations find that their current knowledge and technologies become less effective, or even no longer useful. In fact, the other side of the creation and development of new knowledge is accumulation of obsolete knowledge that not only remains in the memory of organization, but also play a destructive role in the process of creation and learning new knowledge. Therefore, firms need to set their strategies toward such old, irrelative and misleading knowledge clearly. On the other hand, the influential role of top managers in the process of Knowledge Active Forgetting (KAF) and strategic actions in organizations can lead us to this conjecture that the way in which they conceive and implement the process of Knowledge Active Forgetting might have a direct effect on the success of managing old knowledge. So, the way in which they understand and make sense about the concept of old and obsolete knowledge, and the process of KAF, not only has a crucial impact on whether they consider this course of action as a strategic agenda, but also can fundamentally influence the specific approach that they might adopt in dealing with old and obsolete knowledge. In this research, we try to analyze top managers’ viewpoints about the concept of old and obsolete knowledge and different practical approaches toward KAF in the organization. The main aim of this article is to achieve a deep understanding about the managers’ perceptions that is deeply rooted in rich data gleaned based on qualitative approaches. Therefore, interviews with top managers involving with this process have been done through exploratory case studies in several Iranian companies. In this way, we are to elicit their understanding about old and obsolete Knowledge and practical approaches toward KAF.

Keywords: Knowledge management, knowledge active forgetting, unlearning, organizational forgetting
Evaluating a Knowledge Management Systems Development Methodology: Practical Application in a Virtual Recruitment Organization

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Abstract: Knowledge management systems are arguably beneficial to organisations but the question remains how to develop Knowledge management systems in a way that is useful, justifiable and can bring value to organizations. This paper brings new insight into developing Knowledge management systems in organizations through evaluating a Knowledge management systems development methodology through practical application in a virtual recruitment organization. The Knowledge management systems development methodology emerged from, and was validated in, practice by an inquiry into a number of challenges and opportunities experienced by organizations. Findings were articulated in the form of emergent theory and practical guide published in ECKM 2008 and ECKM 2009 respectively. The development methodology consists of five participatory, intertwined phases. The first is making sense of the organizational problematic situations that initiated the desire for change. The second is envisioning improved situations that clearly address current challenges and opportunities in the organizational problematic situations. The third is designing the Knowledge management system using architectural components that consist of knowledge agents, knowledge flow and knowledge interfaces. The fourth is exploring technology options to support the Knowledge management system. The fifth is managing the potential evolution of the Knowledge management system. This paper contributes to theory and practice in knowledge management systems through evaluating the development methodology and reflecting on its concepts, practices and propositions. For researchers the paper adds to scarce empirical research that addresses the practice of developing Knowledge management systems in organizations. For practitioners the paper evaluates and refines grounded propositions and insights into how to develop Knowledge management systems in a useful and justifiable way that brings value to organizations.

Keywords: Knowledge management systems, knowledge management systems development, knowledge management systems architecture, knowledge management systems development methodology, virtual organization, case study
The Identification of Key Managerial Competencies as a Tool for Increasing Business Competitiveness

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Abstract: The article deals with defining the impact of key managerial competencies on the performance of organizations by identification of key managerial competencies and the creation of competency models. It’s common practice in today’s competitive market for companies to realize the value of their employees. The expert consensus reflects this by viewing the staff as the most important factor in maintaining a competitive advantage. Companies recognize the need for good employees and especially upper-level managers. Though companies are typically aware of this need they are often unable to identify what qualities are necessary for their managers. These qualities are called competencies. This article focuses on the competencies of managers as a key factor in raising the overall competitiveness of the company. Managerial competency is the ability of managers to apply their knowledge, skills, attitudes, and personal characteristics in practice to achieve a desired performance. Competency directly relates to factors that contribute to the performance of both managers and the company. This is the primary reason why companies should value the importance of key managerial competencies and focus on their development. Research results taken from industrial companies in the Slovak Republic clearly indicate the realization of a direct relation between specific managerial competencies and the overall performance of their organization, yet only 17% of these companies were systematically engaged in the issue of managerial competencies. If companies wish to elevate their overall performance, they should clearly address the identification and long-term development of key managerial competencies. Identifying competencies forms the basis of a Competency Model. The Competency Model describes a specific combination of knowledge, skills, and other personality characteristics that are necessary for the desired performance of a manager. Many consulting companies offer Competency Models, but there’s no guarantee that these Competency Models will address the key managerial competencies for a given, specific company. The conditions of each company are unique, and companies would benefit by tailoring competency models to their specific needs. The present article will explain the procedures for creating a Competency Model and identifying the characteristics that differentiate the exceptional managers from average ones. Following this procedure will enable companies to identify high performance competencies. The Competency Model is a tool for increasing the efficiency of the human resource department by enabling it to unify the recruitment, evaluation, training, development, and remuneration of employees thereby increasing the
overall competitiveness of the company. It also functions as a tool to evaluate employees’ work skills and the way associates present themselves in the context of a team and the manner in which results are achieved. Creating a Competency Model and implementing its application is not necessarily a cost-effective endeavour. However, many surveys have verified that properly trained employees in this context are able to operate at a twenty times more productive rate than other untrained associates. This, more than anything else, is the reason why organizations should adopt a policy that invests in competency models that are worthwhile.

**Keywords:** competency, managerial competencies, outstanding performance, identification of competencies, competency model

### Investigation into Current Supply Chain Practices at a Private Healthcare Provider in South Africa

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**Abstract:** As primary objective this descriptive research established to what extent a South African private healthcare provider in the metropolitan province of Gauteng, has contemporary knowledge and understanding of supply chain practices. In addition, the study investigated to what extent the selected private healthcare provider has adopted and applied such knowledge as recognised practices and concepts defining integrated supply chain management. To facilitate this, a generic supply chain model was defined for the private healthcare provider. This supply chain model – based on the private healthcare provider’s value chain – provided a roadmap for testing and benchmarking the selected organisation’s knowledge and application of supply chain practices. In terms of repeatability and objectivity of assessment, the defined approach lends itself for future comparative investigations of, either other primary healthcare providers’ relative performances on a defined supply chain continuum, or to determine knowledge levels and application competence of supply chain practices in different industries. Research was conducted to measure the level of assumed or explicitly attributed knowledge of supply chain practices in relation to the companies’ ability for the application, implementation and utilisation of industry best-practices as pertaining to supply chain management. This component of specialised expertise can be viewed as a niche area of knowledge management and knowledge application from both strategic and operational perspectives, in the context of competitive operations in the Southern African private healthcare industry. Output of the analysis was subsequently plotted on a supply chain evolution matrix.
postulated as part of this study. This model measures and depicts the respective maturity levels of selected supply chain practices (within the specific industry). This allowed the investigation to establish the exact supply chain fit as a study output – in terms of the postulated supply chain matrix and evolution model – for the participating private healthcare company.

Based on study findings, the critical importance of knowledge and application of current supply chain management practices in terms of strategic positioning was confirmed by the private healthcare provider. The company’s view on its operational performance was also validated, with the selected organisation regarding the management of its overall supply chain as a potential source of strategic and operational advantage, e.g. attracting capital, fostering investor confidence and in bringing new projects to realisation in an accelerated manner. Based on the collated findings, the study concluded that the particular private healthcare provider demonstrated good levels of knowledge of current supply chain practices covering a relatively large portion of its own supply chain, whilst applying current supply chain practices (incl. the proper management and application of this knowledge) to a large extent across its own supply chain.

Notwithstanding the progressive level of supply chain practice utilisation at the selected organisation, the study concluded that significant monetary savings of between 10 – 20 % still existed in potential total operating cost reduction, specifically in terms of further adoption and application of supply chain practices at the participant’s private healthcare operations. Adapting current integrated supply chain management practices into the South African private healthcare industry therefore holds the potential for increased shareholder value creation. This in turn, could translate into substantial amounts being made available annually for continuously increasing healthcare and service provision requirements, as well as enabling advances in the search for continued innovation. Thorough knowledge, understanding and application of these principles will therefore not only improve the participant’s competitiveness and success in local markets, but could indeed prove to be one of the kingpins for success and sustainable operations in an increasingly competitive market and changing economic landscape.

**Keywords:** Integrated supply chain practices, private healthcare provider, knowledge awareness and knowledge application, knowledge management, implementation, supply chain evolution matrix
Exploring Web 2.0 Applications as a Mean of Bolstering up Knowledge Management

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Abstract: Web 2.0 applications aim at improving the interaction between users. Web 2.0 principles overlap with characteristics of knowledge management (KM) or could be applied to reshape KM practices. Applying Web 2.0 applications to KM has the potential to improve the sharing and creation of knowledge. However, little research has been conducted in this area. This research aims at identifying Web 2.0 applications for bolstering up organizations’ KM practices. An additional aspect addressed is how Web 2.0 applications for KM can be categorized and how they match different aspects of the KM strategy of an organization. The research examines the suitability of Web 2.0 applications in KM by conducting exploratory case studies in two student-run organizations, which are an interesting research subject because their members are considered most open towards new technologies. The case studies aim at exploring which Web 2.0 applications are in place. Based on the findings we propose a framework for categorizing Web 2.0 applications for KM. The findings indicate that Web 2.0 applications may enhance KM and may even initiate a new era of KM. Moreover, the article provides a discussion of a number of Web 2.0 applications and proposes a way of categorizing these applications. The proposed framework allows assessing the use of Web 2.0 applications for KM and can be used as an orientation for the introduction of Web 2.0 applications in organizational KM. The research contributes to the general understanding of how Web 2.0 applications can be used in KM. The proposed framework for categorizing Web 2.0 applications provides an orientation for organizations that want to use these applications for bolstering up their KM practices.

Keywords: Web 2.0, Collective Intelligence, User-Generated Content, Social Computing, Knowledge Management, KM 2.0

Knowledge, Technology and University Social Responsibility (USR): A Conceptual Framework

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Abstract: Corruption and bad practices in education, business and education have contributed to damage public confidence and public trust. Corporate Social Responsibility is now acknowledged to be an important concept in the business practices of today organizations. There is no general consensus on
agreeing on the concept definition of Corporate Social Responsibilities (CRS). This is mainly due to the fact that different organizations in various countries have their own interpretation of the CRS. The last decade, a growing pressure on knowledge-companies to play a role in social issues have pushed them to incorporate some ethically practices within their business routine. The aim is to contribute more effectively to the economic development and for a better knowledge society. However, only recently universities have been called up to be more involved in developing the right education that will emphasize the need to develop the ethic, moral and social capability that are needed in today managers and citizens. University Social Responsibility (USR) could be defined as the educational processes that contribute the capacity building for sustainable society where core business investments are aligned with social responsibility values. Knowledge Management can play an important role by fostering sustainable society model. Knowledge processes such as knowledge transfer or sharing can contribute to support the different dimensions of USR. This is an ongoing research paper therefore the model linking knowledge, technologies and a successful USR practices is mainly conceptual. In order to validate this conceptual framework, an empirical investigation is currently conducted.

**Keywords:** Information communication technology, Knowledge management, knowledge transfer, university social responsibility, transparency, accountability

**Investigation of Knowledge Sharing Practices Among Expatriates in Thailand**

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**Abstract:** In the knowledge economy landscape, successful global consulting firms are the ones putting focus on effectively and efficiently organizing and managing the highly distributed diversified knowledge in the organization. In order to sustain their competitive advantage, knowledge-companies need to harness knowledge and to analyze knowledge sharing mechanisms and learning in the whole private or non-governmental organization. There are a number of research works investigating the role of expatriates in sharing knowledge from their headquarters to local subsidiaries or vice versa. However, very little research work has been performed in order to explore the knowledge sharing process among the expatriates from different organizations. This paper investigates how expatriates are sharing knowledge in order to facilitate their implementation in Thailand, one of the fastest growing and very promising markets in South East Asia. There are several trade association networks in Thailand that aim to bring to the expatriates an
exchange platform in order to exchange crucial knowledge needed for a successful settlement either for a short or long term assignment. This paper presents an ongoing research work. The first step aimed at understanding the concept of knowledge sharing amongst expatriates. Therefore, our approach of study is based on in-depth interviews with several Expatriates and managers of 2 network associations such as the Chamber of commerce. Based on the outcomes of these interviews we plan to design a survey instrument that will be sent to a larger number of expatriates. The present paper focuses mainly on discussing the finding from the interviews. It focuses on identifying factors that inhibit or facilitate knowledge sharing among expatriates through the various trade and cultural association networks.

**Keywords:** knowledge sharing, expatriates, multinational national companies (MNC’s)

**The Alignment of Knowledge Management Strategy in Practice: A Case Study**

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**Abstract:** Knowledge management aims to utilise organisational intellectual assets to increase productivity, value and competitiveness. Current research recognizes that one of the major predictors of knowledge management success is the alignment between business strategy and knowledge management strategy and subsequently the choice of information technology supporting these two strategies (Earl 2001, Binney 2001). One approach to aligning knowledge management and business strategies is to add a knowledge dimension to common strategy tools. There are many frameworks that have been developed by researchers but managers in organizations find it difficult to apply them in practice (Earl 2001) This case study focuses on the relationship between business strategy and knowledge management strategy. The Knowledge Portfolio (Drew, 1999) is applied to a real case with the objective to examine the practicability of the framework. The Knowledge Portfolio is a SWOT analysis tool which is enriched by a knowledge level. The relevant business knowledge of an organisation is analysed from a strategic point of view. Subsequently, the results can be utilised to formulate a knowledge management strategy. The focus of this study is the Canterbury Health Laboratories (CHL), a public organization operating in the knowledge-intensive medical and health sector. The information for the analysis was collected from websites as well as from internal documents and repositories. Additionally, seven interviews were conducted with respondents from various levels of the organisation. The objective of this case study is to apply Drew’s Knowledge Portfolio in practice. The business knowledge of the CHL is analysed and categorised with the aim to formulate a knowledge
management strategy. Furthermore, this approach enables to draw conclusions on the applicability of the framework.

**Keywords:** Keywords: knowledge management strategy, strategic alignment, knowledge portfolio

**A Proposal for System Performance Evaluation for an ERP Knowledge Extraction Model**

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**Abstract:** Much has been researched and discussed in the importance played by knowledge in organizations. We are witnessing the establishment of the knowledge economy, but this "new economy" brings in itself a whole complex system of metrics and evaluations, and cannot be dissociated from it. Due to its importance, the initiatives of knowledge management must be continually assessed on their progress in order to verify whether they are moving towards achieving the goals of success. Thus, good measurement practices should include not only how the organization quantifies its knowledge capital, but also how resources are allocated to supply their growth. Thinking about the aspects listed above, this paper presents an approach to a model for Knowledge extraction using an ERP system, suggesting the establishment of a set of indicators for assessing organizational performance. The objective is to evaluate the implementation of projects of knowledge management and thus observe the general development of the organization.

**Keywords:** Knowledge extraction, knowledge assets, knowledge management, knowledge management systems, system performance evaluation

**Idea Management by Role Based Networked Learning**

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**Abstract:** In our effort to introduce an idea management system to our university, we did a lot of research into what would be the most effective way for accompanying people through the whole process from having an idea to entering it into a computer-supported system and following it up. We are convinced that many ideas are like raw diamonds or small seeds: therefore, instead of evaluating them directly after registration (like in conventional systems), in our solution they get some special attention and nurturing so that
they can shine and grow according to their true potential. Beyond the mere
entering of ideas, we differentiate several further aspects that contribute to
the growing of an idea seed. These are primarily launching and introducing
the idea management system as well as learning how to participate in the
process and how to use the platform for exploring the potential of ideas in
collaboration with others. For this purpose we developed: 1) a method for
idea cultivation that we called “Seven Phases Tendri” which enables people
to participate in the growing of ideas; 2) a community platform (a dedicated
on-line space) supporting this process, and 3) a learning method, which
supports people in their effort of becoming a facilitator of the cultivation
process. Everybody at our university who is interested in the cultivation and
development of ideas is invited to participate. Entering an idea is easy, and
the process of cultivation of the idea is guided by a facilitator. If a participant
is interested in becoming a facilitator, she is offered to take part in a learning
phase. This learning process starts after defining the learner’s roles according
to her wishes, knowledge and previous experience (there are six roles
available: novice, observer, operator, examiner, creator and evaluator). After
having completed this step, participants (users) are learning together with
experienced facilitators how to go through the different stages of the idea
management process which we call “idea cultivation”. The whole project is
still work in progress, and a first validation of the system has started with a
pilot project in Spring 2010. By September 2010 we expect to have more
outcomes. In this paper, we want to concentrate on the networked learning
aspect, and would like to introduce the concept of role based networked
learning as a ‘situated learning’ method (Lave & Wenger 1991) designed for
accompanying learners through the process of idea management. We will
begin with briefly describing the concept and its different components. We
then explain the role based networked learning approach and its power to
promote learning in a networked way on the basis of your own interest and
settings. Finally we will conclude with an outlook on the general potential of
this approach.

**Keywords**: role based, networked learning, e-collaboration, idea
management, idea cultivation, situated learning
Customer-Related Capabilities for Sustainable Competitiveness in Service Business – A Micro-Foundations Approach

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Abstract: In the spirit of micro-foundations approach, we first argue for the need to distinguish organizational capabilities and individual skills in sustainable service business. Second, we review existing literature on customer-related capabilities and analyze customer-related capabilities and skills in two polar cases from the services sector. Based on study we argue that individual skills such as careful listening, skilful problem-solving and emotional capacity may be some of the differentiating factors in service business. We suggest that further research in service sustainability should focus on studying the interplay of individual skills and organizational dynamics, but also the institutionalization of the critical individual skills.

Keywords: service business, capabilities, skills, micro-foundations approach

Economic Freedom, Democracy, Human Development and Cultural Paradigm: Qualitative Determinants of Foreign Direct Investments

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Abstract: The traditional analysis of the foreign direct investments' (FDI) determinants usually derives from the rational choice framework. Consequently, these determinants include: market size and growth potential of the host country, production costs, real and financial infrastructures, transaction costs, geography and resources. Relatively less attention was paid to non-traditional qualitative factors such as political, social and cultural FDI environments. Thus, this study advances a theoretical and empirical framework able to capture the potential impact of qualitative variables. Our main argument consists in the thesis that such variables are able to exercise a larger influence on the amplitude and structure of FDI flows than it can be predicted from a classical approach, due to the interlinkages between these and domestic / foreign subjects’ behaviours. Bounded-rational investors will consider in their investment decisions not only the macroeconomic and sectorial conditions of the host economy, but also the descriptors of the socio-political and cultural architecture and the compatibility degree with their own
referential. Meanwhile, the FDI’s success depends on passive transfers of technologies and institutional mechanisms as well as on the absorption capacity of such elements. Our methodology involves a Principal Component Analysis applied on the explanatory variables and a pool data regressions model on a sample of countries with FDI stocks as dependent. The Index of Economic Freedom, Polity IV project Index of Democracy, Political Rights index (Freedom House), Internet users, and World Values Survey questionnaires data and the KOF Index of Globalization (Swiss Federal Institute of Technology Zurich) are used as proxies for the status of economic freedom, democracy, cultural paradigm, knowledge-based society and openness degree to globalization in host countries. The empirical results suggest that there is room for a more detailed study of the FDI behaviors especially in developing countries since institutional, functional, socio-politic and cultural paradigm factors matter more to these behaviours than it can be deduced from standard analysis. These outcomes concur with a recent promising body of literature that attempts to surpass the limits of rational choice models in order to provide a more realistic description of FDI determinants.

**Keywords**: foreign direct investments, economic freedom, democracy, knowledge society, culture

**Capitalising Knowledge Exchanges: An Interpretative Model**

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**Abstract**: In today’s economy, companies establish intense interactions with trading partners: co-design teams and other formal/informal structures are commonly used to implement collaborative knowledge creating processes. However, companies not only learn from R&D but from all the operational or managerial activities that are involved in trading. Business relationships are often represented just in terms of “economic transactions”, namely the material acts of exchanging goods and money. However, the act of trading involves an intense exchange of knowledge between the parties. Companies learn from all the operational or managerial activities that are involved in a business relationship: so, it is important to understand the mechanisms by which they can capitalise knowledge exchanges with trading partners. To represent these processes, the paper employs and develops the model of knowledge transaction proposed in a previous study: a knowledge transaction is defined as the act of exchanging valuable pieces of knowledge. The model is applied for representing and interpreting the mechanisms of inter-firm interactions that are involved in economic transactions between a seller (more precisely, a supplier) and a buyer (i.e. a client firm). Since any economic transaction implies a number of communications before, during,
and after the material exchange, and these communications carry pieces of knowledge, consequently they involve a number of knowledge transactions. Each piece of knowledge has a value for both the “sender” and the “receiver”. Consequently, a knowledge transaction implies a “payback” that may consist in another piece of valuable knowledge.

To validate the usefulness of the model of knowledge transaction, a case-study analysis of inter-firm business relationships and economic transactions in a group of interacting firms (i.e.: the SAP network) is proposed. The case-study that focuses on the identification and analysis of knowledge transactions occurring in trading allows to verify the potential usefulness of the model, to highlight the current elements of weakness of this research line, and to suggest the points of a future research agenda.

**Keywords:** knowledge exchanges; knowledge value; intellectual capital; knowledge transaction; interpretative model; case-study

**Inter-Generational Learning Dynamics in Universities**

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**Abstract:** The purpose of this paper is to present some results of our research in the field of inter-generational learning and knowledge sharing in universities. This topic is important because a university is by its own nature a nested knowledge organization, due to a continuous flow of students and the bottom-up regeneration of the faculty staff. Knowledge creation and knowledge loss are intertwined processes, and both of them are strongly influenced by the age scale. A university is a multilayered knowledge organization, where the inner most layers are represented by older professors who concentrate the fundamental structures of knowledge, and the outer layers are represented by students in their different learning cycles. In this paper we are interested in assessing the choices done by the academic staff, in the context of the determinant criterions and trade-offs in inter-generational learning. This had been done in the framework of Analytic Hierarchic Processes (AHP). We thought that this is a proper tool since it mainly belongs to the field of decision-making with the possibility to determine vectors of priorities for the individuals participating in the decisions under study.

**Keywords:** Learning dynamics, university, knowledge sharing, knowledge creation, analytic hierarchy process
Conditionant Organizational Factors in Knowledge Management Processes

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Abstract: The present study is an integrant part of a wide research focused on local and public management competitiveness (represented by the clients’ satisfaction perspective), considering knowledge management and quality management as its main vectors of influence. In this sense, the present research has as its main purpose to analyze empirically the differences in workers’ perceptions about the degree of applicability of knowledge management processes, considering a set of organizational variables, namely organization size, organization location, quality certification and department. We seek therefore to confer empirical sustainability on the reflections of a conceptual nature developed by some authors, particularly concerning the influence of organizational size on the processes of Knowledge management (e.g. Cardoso 2003; Davenport & Prusak 1998; Denton 1998; Nonaka, Toyama & Kono 2001; Ryan 1999), and also assess to what extent the other variables considered in this study can also be considered determinants of knowledge management processes (e.g. Cardoso 2003). This research took the form of a cross-sectional questionnaire study and involved the collection of quantitative data from 81 Portuguese Municipalities (41 with quality-certified services and 40 without quality-certified services), belonging to all Portuguese regions (north, centre and south). Thus, the sample is made up of 1361 participants who carried out their professional activity in the Municipalities under study. To gather the data for analysis, we applied the GC Questionnaire, originally developed by Cardoso (2003), and adapted and validated by Brito (2003) for the local government sector. The dimensional study of this questionnaire, developed through exploratory and confirmatory factor analysis, shows a tetra-dimensional structure, with: Factor 1 – knowledge oriented culture; Factor 2 – Knowledge management practices; Factor 3 – Social and discursive knowledge management; and Factor 4 – Strategic knowledge management. In data analysis, we used MANOVAs weighted by the number of respondents in each Municipality, which appeared to be most appropriate for testing the formulated hypothesis. The obtained results showed that the studied variables do indeed affect knowledge management processes, or in other words, knowledge management is influenced by a set of organizational variables which should be taken into consideration. However, it is important to emphasize that the differences mentioned and confirmed did not appear in an equable way in all knowledge management processes considered. In fact, it was the (more formal) processes related to knowledge management practices that were seen to be more affected by the organizational variables.
studied (five), whereas those seen to be less influenced by the variables studied were the (more informal) processes related to social and discursive knowledge management. We discuss practical and research implications of the present study, taking into account the influence of some organizational variables on the knowledge management processes considered.

**Keywords**: knowledge management processes; quality certification; local government sector; organizational variables

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**Knowledge and Group Decision-Making Using Knowledge Maps in GIS**

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**Abstract**: In many decision-making problems geography plays a very important role. Decision-maker (typically groups of people) selects the best solution among several alternatives according to his/her knowledge. A geographic information system (GIS) allows us to visualize, understand, analyze and interpret geographical data, information and knowledge in many ways that shows relationships, patterns, and trends in the form of maps, globes, reports, and charts. GIS helps to solve problems by data which are quickly looked up and easily shared. GIS, maps and models represent special forms of data, information and knowledge formalization. The mathematical model and its solution also support information and knowledge formalization and sharing among group members. In this paper we will discuss group decision-making process using GIS, various forms of knowledge maps in GIS and models in GIS. Our aim is to formalize correspondence between these items.

**Keywords**: Knowledge map, model, GIS, layer, decision-making

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**Corporate Culture Influence on Effective Initialization and Application of Knowledge Management in Enterprises**

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**Abstract**: The article deals with the development of a corporate culture creation process model supporting an effective application of knowledge management in enterprises. Actual turbulent changes influenced by the world
business depression have created an absolute new set of conditions for the operation of various entrepreneurs. To be able to react to the above mentioned changes and to ensure their continuous sustainable development, it is necessary to optimize their performance in a definite way. Companies must especially become ‘operational’, which means they must be able and ready to respond quickly, be in a close relationship with the customer, support the business mind by offering operational autonomy and to constantly innovate and be innovative. A fundamental prerequisite for the optimization of an enterprise’s performance is in the given conditions that lean on effective knowledge management. The initialization and the subsequent effective application of knowledge management within enterprise is a necessity in order to create an adequate corporate culture. Nowadays the corporate culture is regarded as a decisive pre-requisite for the long-term prosperity of enterprises which enable the company not only to adapt to varied conditions but also to take a competitive advantage of this. Despite the general acceptance of the mentioned postulate, the results of the research carried out in industrial companies that were active in the Slovak Republic during 2007 – 2009 indicates the fact that these companies did not pay sufficient attention to the issue of an optimal culture creation. The approach of enterprises towards the building of their culture (in many cases it is more an outwardly declared effort to change, however without any particular practical outputs) is in a campaign form which means they indeed develop intense but only short-lasting efforts in a determined direction, but these efforts are soon forgotten with time. However, when building an optimal (thus in given conditions that are highly effective) culture it must be a long-term mission which intervenes in the value orientation and development of the company who has a longer horizon during which time the crucial trend of the optimization must enable the initialization and subsequent effective application of knowledge management within enterprises.

**Keywords:** organization, prosperity, knowledge management, corporate culture, corporate culture optimization

**Internet-Based Review Models for Scientific Knowledge: A Radical Innovation?**

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**Abstract:** In this paper, we analyze the evolution of scientific knowledge evaluation practices, traditionally called as review processes and usually carried on by peer experts. Both technological improvements (due to the Internet and the web 2.0) and new theoretical frameworks (e.g. open innovation, open access initiatives, and crowd-sourcing) call for the exploration of new models of scientific/academic knowledge evaluation.
These new models aim at improving the quality and the reliability of traditional review processes in the publishing industry. Analyzing second-hand data and a representative sample of review models, we demonstrate that the impacts of the Internet and the Web 2.0 technologies on the evaluation processes can be exemplified in two dimensions: incremental and radical. Focusing on the incremental dimension, we demonstrate that the Internet improves the traditional review processes by reducing their costs in terms of time and money. Concentrating on the radical dimension, the advent of the so-called Web 2.0 generates a radical change of scientific knowledge evaluation, due to the development of more collaborative, open, and interactive reviewing processes. In this latter dimension, the following models have been developed and adopted: (i) collaborative review models, where readers participate in the process of evaluation through their comments on the manuscript; (ii) bibliometrics techniques which measure the significance of the manuscripts for the community by counting how many times a paper is downloaded or cited; (iii) guild models, where authors can post their articles on a journal website after being invited by a group member. In the paper we evaluate these innovative review models and describe their main common characteristics, as well as their strengths and weaknesses. In the conclusions we demonstrate that none of the models seems to prevail over the role of the traditional review processes, but this may depend on social issues instead of technical ones.

**Keywords:** scientific knowledge creation, scientific knowledge evaluation, review processes, Web 2.0 and collaborative innovation

**Enterprise 2.0 and Semantic Technologies: A Technological Framework for Open Innovation Support**

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**Abstract:** Open Innovation is a new paradigm for improving the innovation processes of enterprises, based on the collaborative creation and development of ideas and products. The key feature of this new paradigm is that the knowledge used in this process comes not only from internal sources, i.e. R&D departments, but also from other employees, clients, etc. The introduction of the Open Innovation paradigm in an enterprise requires not just a modification of the corporate process of innovation but also a cultural change which requires support by an advanced technological infrastructure. Corporate knowledge has to be made explicit, exchanged and shared between participants, and therefore tools for knowledge management, analysis support and information structuring are required to make these tasks affordable and the data available to all the involved actors. In additions, tools
for innovation process support have to provide a high degree of interactivity, connectivity and sharing. All these characteristics can be identified in an Enterprise 2.0 environment where editing and creating documents is easier and interaction and collaboration are key aspects. However, Enterprise 2.0 tools do not provide formal models for the creation of complex systems managing large amounts of data and this can be overcome by incorporating Semantic Web technology. The introduction In this paper we show how an ontology-based analysis of plain text can provide a semantic contextualization of content support tasks, such as finding semantic distance between contents, and can help in creating relations between people with shared knowledge and interests. We also discuss how the adoption of tools combining Enterprise 2.0 and Semantic Web Technologies supports the Open Innovation process and how three large multi-national European companies, in financial, energy and telecommunication fields, have profited from this new paradigm.

**Keywords:** Enterprise 2.0, semantic web, open innovation, semantic technologies

**Role of Organizational Commitment in Knowledge Management: Exploring a Relationship**

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**Abstract:** Over ten years, researchers at the Faculty of Psychology and Educational Sciences, University of Coimbra, have developed a set of researches focused on knowledge management (KM). These researches have sought to clarify the role of KM on business performance, as well as to clarify its relationship not only with other organizational processes (including, information and communication technologies, quality of working life, organizational commitment, human resources management, total quality management and customer satisfaction), but also with organizational and socio-demographic variables (e.g. department; post-held; workers’ age, gender and qualifications, etc.). The referred researches has being developed across a set of Portuguese organizations belonging to different activity sectors, namely industrial sector, local government sector, hotel sector, creative industries sector, higher education sector, social economy sector.

In this sense, the purpose of this paper is to investigate the relationship between OC and KM. Specifically, we analyze the influence of OC on KM. This is an empirical study based on three independent samples: industrial sector (n = 300), higher education sector (n = 298), and social economy sector (n = 217). Data were generated from two questionnaires, namely KM questionnaire and OC questionnaire. In data analysis, we used exploratory
factorial analysis and multiple regression technique, which appeared to be most appropriate for the accomplishment of research objectives.

The research findings indicate that both measure instruments have reasonable psychometric characteristics. It was possible to obtain empirical evidence about the impact of OC on KM processes. Specifically, in all three samples, Personal commitment is the one that present not only a positive impact on KM processes, but also a more consistent and continuous influence.

**Keywords:** knowledge management; organizational commitment; higher education sector; industrial sector; social economy sector

**An Integrated Model of Knowledge Management: From Development of a Short-Form of KMQ to Empirical Validation of the Model**

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Abstract: The purposes of this research are to develop and validate a short-form of Knowledge Management Questionnaire (KMQ; Cardoso, 2003), and to present and empirically validate an integrated and procedural model of knowledge management processes that includes strategic knowledge management, cultural orientation towards knowledge, knowledge management practices and social and discursive knowledge management. This research took the form of a cross-sectional questionnaire study. Three different samples were used: subjects from the Portuguese industrial sector (n = 1215), from the Brazilian industrial sector (n = 633), and from the Portuguese local government sector (n = 1361). The Knowledge Management Questionnaire (KMQ) appears to be a good measurement/psychometric instrument for the assessment of workers’ perceptions of the applicability of knowledge management processes. However, due to its length, administration of the instrument is rather time-consuming, hindering its use in preliminary organizational diagnosis and in research contexts. Thus, we developed the 15-item KMQ-SF (Short Form), and investigated its psychometric characteristics and invariance in three different samples. The core of the integrated model proposes that strategic knowledge management affects knowledge management practices and social and discursive knowledge management through the mediation of cultural orientation towards knowledge. Tests of the model were undertaken through structural equation modelling using maximum-likelihood estimation procedures. The various measures of goodness of fit used indicated that the proposed model had a good fit with the data. These results demonstrate strategic knowledge management as an engine of the whole process and
cultural orientation towards knowledge management as a core vector of knowledge management. We discuss the implications of this study for research and practice, shedding light on the process of knowledge management.

**Keywords:** Knowledge management; strategic knowledge management, cultural orientation towards knowledge, knowledge management practices, social and discursive knowledge management.

**Technological Environment Forums: A Strategic Space of Dialogue in ECOPETROL S.A**

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**Abstract:** The Technological Environment Forums (TEF) of ECOPETROL respond to the need to find scenarios of environment analysis to generate new business opportunities that support the company’s business strategy. The TEF are part of a knowledge management system as a practice of collective creation and transfer of knowledge. The TEF planning and execution, experience that is shared in this paper, is made by multidisciplinary teams to ensure that its reach and results respond to the concerns of the business. Due to its methodological rigor, within a divergent-emergent-convergent process with high-level experts and facilitators, the TEF has become an example of strategic dialogue with a great deal of credibility and institutional acceptance representing a space of collective creation of knowledge, synergy and commitment among the participants. This experience could help other companies interested in integrating practices of last generation in knowledge management within their strategic processes.

**Keywords:** forums, knowledge management, strategy, technological environment monitoring, business forecasting

**Managers and Employees do not see eye to eye: Knowledge Gaps in Work Life Balance**

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**Abstract:** In recent years, companies and official institutions have promoted the implementation of work life balance (WLB) initiatives in organizations to foster employees’ personal balance to help them finding a life rhythm that allows them to combine their work with other responsibilities, activities or aspirations. As a consequence, research on WLB practices has also
increased in recent years. Academics affirm that the implementation of WLB practices helps to achieve better organizational results such as benefits or higher levels of productivity. On the other hand, different studies have found that WLB practices also improve employee outcomes such as higher satisfaction, commitment and reduce their work family conflict and turnover intentions. However, some authors have argued that there are differences between the availability of WLB practices in companies and employees’ perceptions of access to such practices. The literature is sparse on the differences in perceptions between managers and employees in relation to WLB and its effect on usage. Using two samples of 229 managers and 511 employees from the same firms of an industrial sector in Spain, this paper aims at filling this gap in the literature. We employed T-test analysis for measuring the mean differences of availability of WLB practices according to managers and employees and logistic regression to evaluate the effect of WLB availability on the usage of such practices. Results show that availability of WLB practices in the organizations is significantly higher that what employees from the organizations believe. Moreover, findings show that usage of WLB practices is predicted by what is perceived by the employees in the organizations. This research contributes to our knowledge of the existence of the perception gaps between managers and employees and their influence on the take-up of WLB. Implications for academics and practitioners are discussed. Limitations and future lines of research deriving from this research are highlighted.

**Keywords**: work life balance, perception gap, usage, Spain, SMEs

**How to Create Relational Capital in Hospital-in-the-Home Units**

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**Abstract**: The Spanish healthcare system has undergone important changes, particularly with respect to the development of new hospital services. Today, more than ever, the factors that define the nature and structured of the Spanish healthcare environment (e.g. demand, costs, system deregulation) are undergoing rapid change thus obliging hospital administrators to develop and implement flexible and adaptive strategies in order to survive in an increasingly challenging environment facing hospital management. This work examines how the existence of some learning practices is linked to knowledge transfer and how this component is linked to relational capital. These relationships are examined through an empirical investigation of 54 doctors and 62 nurses belonging to 44 Hospital-in-the-Home Units. In an
applied sense, the findings provide homecare practitioners with identifiable factors, which enable two learning models (conceptual and operational) and address the relevant issues by changing strategies at both the individual and organisational levels.

**Keywords:** Hospital-in-the-home units, Conceptual Learning, Operational Learning

**Knowledge Sharing and Organisational Enabling Conditions**

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**Abstract:** Whilst a large and important part of knowledge in an organisation is tacit, there is growing evidence to suggest that organisations spend most of their time focusing on codifying and managing explicit knowledge and neglecting tacit knowledge. This paper looks at the organisational enabling conditions that enhance tacit knowledge sharing. It argues that whilst organisations cannot force their employees to share their tacit knowledge without the willingness of the individuals to take part, it is possible, to foster the means that encourage the willingness of employees to share their knowledge with others in the workplace. The paper identifies a number of factors that influence the intentions of employees to share their knowledge within an organisation. Factors such as organisational commitment, rewards and incentives, trust and learning orientation are believed to affect the intention of employees to share their knowledge with others in the workplace. These factors are combined with new variables introduced from a social cognitive perspective of intention to engage in knowledge sharing behaviour. This study uses Ajzen’s theory of planned behaviour (TPB) to develop and test a research model to assess factors that influence knowledge sharing intentions. Briefly, at the initial level, employees’ knowledge sharing behaviour is determined by their intentions. At the next level, the intentions are themselves explained by three conceptually independent antecedents: 1) attitudes towards knowledge sharing, 2) perceived social influence on knowledge sharing, and 3) personal control for knowledge sharing. Understanding factors necessary to enhance knowledge sharing intentions and perhaps knowledge sharing behaviours in the workplace represent significant progress towards leveraging the vast collective knowledge that exists within an organisation. This paper provides evidence of the importance of perceived social influence and personal control and gives reasons why employees may or may not be willing to engage in knowledge sharing activities even when their attitude to knowledge sharing is positive. The paper suggests that, sharing knowledge is governed by the strength of perceived social influence and supported by personal control in the form of adequate skills and capability rather than from having positive attitudes toward
knowledge sharing. It also shows that employees who feel the organisation continues to reward them, who are confident in their ability to share, who can trust their work colleagues and management, and who have high aspirations for acquiring and developing new skills, are more willing to engage in knowledge sharing activities.

**Keywords:** Knowledge management, knowledge sharing, organisational conditions, intention to share, behaviour change, social influence

**Collaborative Semantic Content Management: An Ongoing Case Study for Imaging Applications**

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**Abstract:** This paper presents a collaborative solution for knowledge management, implemented as a semantic content management system (CMS) with the purpose of knowledge sharing between users with different backgrounds. The CMS is enriched with semantic annotations, enabling content to be categorized, retrieved and published on the Web thanks to the Linked Open Data (LOD) principle which enables the linking of data inside existing resources using a standardized URI mechanism. Annotations are done collaboratively as a social process. Users with different backgrounds express their knowledge using structured natural language. The user knowledge is captured thanks to an ontologic approach and it can be further transformed into RDF(S) classes and properties. Ontologies are at the heart of our CMS and they naturally co-evolve with their communities of use to provide a new way of knowledge sharing inside the network. The ontology is modeled following the so-called DOGMA (Developing Ontology-Grounded Methods and Applications) paradigm, grounded in natural language. The approach will be demonstrated on a use case concerning the semantic annotation of anatomical data (e.g. medical images).

**Keywords:** Knowledge Management, Content Management System, Collaborative Ontology Engineering, Social Web
Employee Skill-Set Certifications: What`s in it for Them? A It-Related Case Study

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Abstract: Most managers today do not know what specific kind of knowledge the individuals in their organization possess. As firms become larger, more knowledge intensive, and more globally dispersed, the need for managers to “know what we know” is more acute. Thus, a common initiative within the tacit knowledge management approach (Sanchez, 2001) is usually some effort to improve understanding of who knows about what in an organization. A tacit knowledge approach may lead to improvements in employee satisfaction and motivation, when an organization “officially” recognizes, validates and makes visible in the organization the kind of knowledge that individual workers claim to have (Sanchez, 2001). In this sense, a investment in the certification of professional competences represent one of the available alternatives to adjust the workforce to flexible work processes demands, responding to social and labour rights compliance needs, possibly leveraging personal understanding and organizational action capabilities (Alexim & Lopes, 2003; Cegielski, 2004; Rainbird, 2001). Certification of competencies is a widespread and growing trend in labour markets. In the IT sector, the question of whether certified individuals are better able to perform in an IT job-role is a workplace learning and performance management current relevant issue. The purpose of this study was to determine how IT professionals perceive certification programs as a professional training alternative, and the kind of effect the effective participation in one of the programs has in that judgment, and in the motivation necessary to enable certification learning activities, ultimately making a tacit knowledge management strategy “available”. Presently, any individual can claim to be an “expert” in a particular process, subject matter or technology. In fact, one disadvantage in the tacit knowledge approach is that individuals in an organization may claim to have knowledge that they do not actually have or may claim to be more knowledgeable than they really are. Despite this fact, qualifications and credentials have long served as signals for organizations. As some authors put it, certifications are double-edged, as they can also be used as “credentials” to gain prestige and influence, having nothing to do with competence development, as they are valued as impression management or self-presentation strategies. The data for this exploratory study was gathered from a 58 employee sample of a Portuguese-based multinational software engineering company. An experimental Competence Certification Effects Scale (CCES) was used, and after a consistency analysis, the original 22 items were reduced to 17, grouped in a 4-factor structure: “Certification Intrinsic Value”; “Certification as Training”; “Career Management”; and “Effort Trade-off”. Cronbach`s alphas were .81, .81, .83, and .81, respectively. In short, the findings of the study indicate that there is a significant difference in
the perceived usefulness of a certification, if an employee participates or not in a dedicated certification program. This difference is more significant in more senior, management-related roles, as for junior engineers that don’t participate in a certification program, this participation isn’t seen as a professional development anchor or a valid education driver. The study further points out that certification programs tend to be judged in an instrumental way, for extrinsic motivation reasons, more by its positive effects in terms of career management or professional within-peers recognition, than by its intrinsic value as institutional learning or knowledge management anchors or personal development drivers.

**Keywords:** competency certification; self-directed learning; tacit knowledge management, career management; development driver/anchor

**Measuring the Effectiveness of Training Informal Businesses in Soweto, South Africa**

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**Abstract:** Unemployment and the lack of sufficient job creation have been major areas of concern in South Africa’s economy for many, many decades and the training of entrepreneurs is thought to be one of its major solutions. Apart from an extensive relevant literature study, this research can mainly be labelled as a quasi-experimental research project where an experimental group of informal entrepreneurs in Soweto, South Africa were trained while a comparable control group received no training. After nine months the pre- and post-testing results from both groups were compared to measure whether the training led to a substantial increase in job creation. The literature research (not fully revealed here because of space restraints) revealed that: South Africa never-ever was (for the past 60 years) in a position to create enough jobs … only a very, very small part of the small and medium sized enterprises (SME) sector, the so-called gazelles, are the actual job creators; Business entrepreneurs do not have the creation of jobs as an important objective; The bigger a country’s informal business sector, the bigger the evidence that that country’s formal economy is failing and not working; Many, many initiatives exist to develop and train small and medium sized enterprises(SME’s), but seldom (if ever) an attempt is made to measure the outcomes of such training in academic and scientific accountable ways; Not all SME training is successful, and; The success or failure of SME training is totally dependent on the content and the quality of training delivery.

The empirical research revealed that especially in the informal business sector the availability of reliable financial and other business information is almost non-existent. This complicates the measurement of success and failure as well as the quantification of pre- and post-test results. The job
creation results achieved within the first nine months of 2009 by the experimental group (a growth of almost 45% new full time jobs) surpassed even the most optimistic expectations. The conclusion can be made that the Mini Enterprise Programme (MEP) training did contribute tremendously to the creation of new jobs. The philosophy and practise of “learning by doing” of Junior Achievement South Africa (JASA) seems to be an excellent recipe for business training.

The over-all conclusion of this research is that the training and education of “informal” small business owners can contribute very much to the creation of new job opportunities in the economy, but the design, content and delivery of the training modules are critical pre-requisites for successful outcomes.

**Keywords:** Small and medium enterprises (SME’s); training of entrepreneurs; measuring SME training; job creation and entrepreneurship

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**Enhancing Knowledge sharing in “Fuzzy Front End” of NPD: An Aerospace Case Study**

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**Abstract:** This paper describes the actions undertaken by an aerospace company in order to improve the knowledge transfer during the Fuzzy Front End (FFE) phase of the New Product Development Process (NPD). In this phase the organization specifies a product’s concept and decides whether or not to invest resources in the further development. The FFE phase is characterized by a large amount of information and knowledge coming from internal and external actors and the impact of each decision is very high. The result of these chaotic, unpredictable, and unstructured activities is the conceptualization of a new product, a prerequisite for a program. The internal organizational knowledge is very important since core competences and competitive advantage of a company need to be evaluated and integrated for realizing a product that best fit the organizational abilities. This paper case study describes the Knowledge management strategy and system introduced to support the internal knowledge transfer in the FFE phase of an aerospace company. The findings show that in addition to traditional codified knowledge sources, it is essential that knowledge from multiple sources is effectively integrated using technological and not-technological initiatives. The case study experiences suggest lessons for other firms attempting to manage knowledge assets in FFE.
Keywords: Aerospace Industry, Knowledge sharing, knowledge management strategy, new product development, Fuzzy Front End, Value Network

Scaffolding Knowledge Management in ePortfolios
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Abstract: A key challenge in Higher Education is how to develop learning and assessment opportunities that will assist students in constructing and sharing knowledge through absorbing, embedding and reflecting on their learning experiences. This paper explores the role of ePortfolios in knowledge management within the context of education. Portfolios provide students with the opportunity to document their learning journey and have become established artefacts in evidence-based practice. EPortfolios support a range of multimedia which can be included to enrich the portfolio and embrace social technologies. This paper examines a range of applications of ePortfolios in different UK Higher Education Institutions, across disciplines including education, business and computing. Differences in the purpose, use, style and assessment of ePortfolios are considered and a taxonomy of distinct approaches to structuring ePortfolios is developed. The taxonomy is then analysed in terms of the extent to which the different applications of ePortfolios provide opportunities to support the development and assessment of student knowledge. Specifically, the role of structuring knowledge within ePortfolios is considered. The initial findings demonstrate that ePortfolios harness a student’s skill in social networking, capturing their imagination and promoting engagement in knowledge related activities. The role of the artefact in stimulating and facilitating knowledge is reviewed using the theory of the task-artefact cycle. The experience of using ePortfolios in knowledge management is then compared against previous work which has explored the use of blogs as tools of knowledge construction to encourage reflection. The paper concludes by proposing recommendations for the development of learning opportunities which embrace the knowledge management capabilities of ePortfolios and considers the potential broader role for ePortfolios in knowledge management.

Keywords: ePortfolio, scaffolding, situated practice, reflection, technological knowledge artefacts
Reflected Action Learning: A Method for Collective Competence Development

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Abstract: The aim of this research is to suggest a method for collective competence development among IT-consultants. IT-consultants are involved in many challenging situations. They need to manage different organisational, semantic and technical issues. Managing this complexity requires a variety of competences. Examples of competences needed are business development, project management and information system development. The competence developed is often individually based. Due to the competition between consultancy firms it is not sufficient with an individually based consult competence; rather the IT-consultants have to carry joint work procedures of the organisation. A consultancy firm possessing a high organisational competence is selling more than working hours; they are selling a reflected development approach. The competence of the IT-consultants is decisive concerning the outcome in the clients’ organisations. The reasons for suggesting a reflective and structured approach for collective competence development are: 1) many IT-consultants are exchange experiences only hastily and at random. This means an ad hoc development of joint competencies. 2) IT-consultants often collaborate with clients rather than with other IT-consultants. If the IT-consultant is the only representative from the IT-organisation the interaction with other consultants is limited. The character of the IT-consultants’ work situation means that there is a risk that the competencies resides only on an individual level and that they will not be properly transferred to the collective and organisational level. We have been inspired by theories such as: experiential learning, organisational learning, knowledge-in-action and storytelling. The method development has been based on empirical data from two IT-consultancy firms. The main message of the paper is to argue for the need of a structured collective competence development process and that it is not sufficient to rely on sporadic and occasional knowledge exchange.

Keywords: competence development, organisational learning, knowledge-in-action, knowledge transfer, knowledge management
Knowledge Management and Impact on Governance of Romanian Universities

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Abstract: The purpose of this paper is to describe the relationship between governance and knowledge management in a Romanian university, paying attention to the ways in which the notions of knowledge, constructions of the role of governing councils and shared understandings about performance in committee roles, might impact on the university's future success. The paper illustrates that effective governance and strategic success are dependent on appropriate knowledge manipulation activities. The authors conclude that in the case example, the types of knowledge targeted are narrow and committee members are focused on processes that do not effectively enable the creation or transfer of knowledge. This is a single case study and further research would be required in order to confirm the exploratory findings. An important shift in improving effective knowledge strategies in the organization will involve the reconceptualization of the role of knowledge in the university. The paper begins to unravel the practical issues that constrain the role of university, some aspects concerning the higher education in Romania.

Keywords: knowledge management, governance of universities, Romanian universities

Knowledge Management in Organizations: A new Proposal

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Abstract. Organizations that display high levels of creativity and performance manage their knowledge effectively. Early Knowledge Management (KM) models tended to focus on explicit and quantifiable knowledge. Collectively, people in organizations display capabilities similar to those of human mind: accumulation of experience (memory), learning of new behaviors and understandings, and solving of problems and innovating (intelligence). Authors propose that these collective capabilities should be focused and managed. The paper describes a new approach to knowledge management, the Organizational Mind Model, a holistic approach that incorporates insights from three main streams of research in knowledge management: organizational memory, organizational learning and collective intelligence. Its application in an organizational setting illustrates the potentialities of the approach.
Keywords: Knowledge management, organizational memory, organizational learning, organizational intelligence, organizational mind model

Information Cascades as Social Learning: The Case of Box-Office Ticket Sales in the Philippines

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Abstract. The experience nature of movies makes box-office ticket sales unpredictable and uncertain. As such, consumers look for indicators, or signals used by producers, that infer cues of product quality. These signals infer product quality and entices information cascading through social learning. We investigate how social learning and information cascades explain box-office ticket sales for blockbusters, sleepers and flops, thereby reducing the risks inherent in movie production. Using appropriate regression estimation procedures, the 2003 box-office ticket sales in the Philippines shall be explained using specific indicators of social learning and movie signaling. Then the resulting model shall be applied to specific films entered in local film festivals capturing the decisions of producers and directors to the films’ revenues. The signaling effect of pre-release advertising matters significantly in creating film awareness. Empirical results show that higher levels of advertising expenditure, brand-related variables such as veteran actors, directors and sequels correlate high with box office earnings. In terms of film creativity, local producers are encouraged to make movies that are in line with the comedy genre as they cater to a wider range of audience.

Keywords: information cascades, signaling, social learning, word-of-mouth

Knowledge Transfer – A Study on Construction Projects in a Norwegian Public Sector Organisation

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Abstract: The phenomenon of reinventing the wheel is a notable problem in project organisations. This paper looks at this phenomenon and the role of knowledge transfer in dealing with this phenomenon. In this regard, this paper considers four construction projects that are carried out by a public sector organisation in Norway. Primary focus of knowledge transfer that this paper considers is on the activities connected to dealing with and managing uncertainty in projects. The paper starts with presenting relevance and importance of studying the phenomenon of reinventing the wheel. After a brief
discussion on methodological issues, this paper looks at how the organisation handles knowledge transfer in order to reduce or avoid reinvention of the wheel. Knowledge transfer in this regard is viewed both organisationally (for the whole organisation) and with respect to the four projects. This description points out current practices of the organisation with respect to knowledge transfer. Then, some possible causes for reinventing the wheel are described, followed by a presentation of two main areas in which occurrence of reinvention of the wheel was noticed. They are: Tools and processes connect to managing uncertainty in projects. Each project used tools and processes that they developed when it comes to managing uncertainty. But, there are similarities between the tools and between the processes. This paper points out that institutionalising knowledge is a major challenge in connection with knowledge transfer and reducing reinvention of the wheel. At individual and group levels, the extent of knowledge transfer seems to be good. Various arenas for transferring knowledge were used satisfactorily. But, when it comes to make the individual and group knowledge into organisational knowledge, and utilise the organisational knowledge at group and individual levels pose a challenge. This paper considers a theoretical model to address the issue of institutionalising knowledge. The theoretical model focuses on levels of learning (individual, group and organisational learning) and processes of learning (intuiting, attending, interpreting, experimenting, integrating and institutionalising). Following the theoretical discussion, suggestions for institutionalising knowledge are presented, first as a framework – an overall guideline – and then some concrete methods to support the framework are described. Though institutionalising knowledge can be seen as a positive effort, it can also hinder development of new knowledge. Hence, this paper points out the importance of considering the tension / balance between exploitation of existing knowledge and exploration of new knowledge.

**Keywords:** Reinventing the wheel, knowledge transfer, project management, managing uncertainty, Norwegian public sector organisation

**The Status of Knowledge Management (KM) in Medway Primary Care Trust of the National Health Service (NHS)**

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**Abstract:** With the increasing need for organisations to remain ahead in the game, there has been a great push from the government to improve the quality of health services delivered by the NHS. This push has led to the need for detailed planning and execution of its strategic agenda. Many organisations have found the need to adopt and implement KM as a business strategy in order to gain a competitive edge in their organisational circles; so
far Medway PCT and the National Health Service (NHS) as a whole are no exception. Like every other NHS organisation, Medway PCT has recently split its services into two business arms based on their roles in the provision of health services. These arms include; NHS Medway staff (Commissioners), who are responsible for the procurement and commissioning of health services being delivered to the community and the NHS Medway Community Staff (Providers) who actually provide the services to the community. In the long run, these two units will function as completely separate organisations and as a result has highlighted a need for the understanding of their KM needs both individually and collectively. The aim of this research is to assess the capability of Knowledge Management (KM) in assisting the NHS in meeting its strategic objective of supporting patients better within the Medway community, as well as providing a comparative study of the Providers (NHS Medway Community staff) and Commissioners (NHS Medway Staff). The study focuses on three critical success factors which are People & Culture, Processes, and Information Technology (IT). It also looks at NHS’s KM collective ability to influence its three major strategic objectives which are: Understanding the quality of available data and their limitations in terms of collection, terminology, and how data are shared across agencies. Considering how these data will be made available to other agencies and to the public. Exploring the availability of existing tools, resources and examples of good practice and where appropriate using these. The survey was conducted all over the trust in the different locations which included; hospices, hospitals, healthy living centres and clinics. Questionnaires were developed and distributed across the trust. The data collected has been analysed using SPSS.

**Keywords:** knowledge management (KM), Medway Primary Care Trust (PCT), Strategic Health Authority (SHA), National Health Service (NHS), Information Technology (IT), NHS Medway Community Staff (Providers), NHS Medway Staff (Commissioners)

**Freedom of Information and Knowledge Assets**

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**Abstract:** An increasingly important consideration in managing knowledge assets is the role of government. While laws and regulations can govern how knowledge is developed and protected, government can also be an unrecognized partner in a knowledge system. More and more organizational knowledge, and by extension data on individual consumers, is finding its way into governmental hands. Whether collected as part of an agency mission (e.g. census), as a regulatory matter (e.g. Food & Drug Administration), or as a purchase (marketing database), governments in many countries and at all levels are increasingly attached to knowledge management systems. Given
that such knowledge assets may be proprietary and/or subject to privacy promises, government’s vulnerability to Freedom of Information Act (FOIA) claims can be a matter of concern for some organizations. In the US, attitude and practice regarding the act has varied over time and can also vary markedly by agency and jurisdiction. Perhaps most disconcerting, we know very little about FOIA outcomes. This paper reports on data gathered from the FOIA annual reports of departments at the federal level in the United States. Data are readily available on FOIA requests processed, approved, and denied. Further, data laying out the reasons for denial, administrative or by exemption are also available. By gathering and analyzing such data, we are able to establish a benchmark of FOIA practice and provide some guidance to organizations concerned about providing sensitive data to government agencies.

Keywords: Intellectual Capital, Confidential Business Information, Freedom of Information Act, Consumer Privacy

Strategic Knowledge Management in a Low Risk Environment

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Abstract: This paper will continue our work concerning the strategic management of intellectual capital. Based on the Rothberg/Erickson SPF framework which balances knowledge development with knowledge protection, we continue to explore differing circumstances and their impact on IC strategy. The framework differentiates between IC that needs to be aggressively developed in the firm (or not) and IC that is vulnerable to competitive intelligence incursion and needs protection (or not). Previously, we have looked at an environment within which substantial development of IC is necessary in order to be competitive but in which those same knowledge assets are at risk from competitive efforts to appropriate them (Erickson & Rothberg 2009b). In this paper, we will develop the scenario wherein aggressive development of IC may not be useful (highly tacit knowledge, difficult to share or apply in other situations) and little competitive intelligence activity is taking place (SPF 5 in the framework). In particular, we will characterize the nature of this environment in terms of theory, identify representative firms and industries, and apply data to the framework. Where appropriate, contrasts with other SPF environments will also be made.

Keywords: Knowledge Management, Intellectual Capital, Competitive Intelligence, SPF Framework
Identifying Knowledge Transfer Problems From Sport Science To Coach Practice

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Abstract: Knowledge management (KM) promotes effectiveness and efficiency in all sectors, encompassing a broad range of tools, technologies, and managerial practices intended to produce benefits by making better use of an organisation's intellectual capital and managing vast amounts of knowledge. In practice, KM is crucial to support the decision making process, providing the correct knowledge available at the right time, in the right manner. Considering that making good decisions is a crucial aspect of sport training, KM is fundamental to this process. Previous research found that despite the abundance of scientific literature, databases and electronic papers concerning sport sciences, there is a general perception that sport coaches lack operative data to the decision making process. As a result, there is a general perception that a “gap” exists between sports science findings (scientific knowledge) and coaching practice. In this sense, we come to a paradox: the amount of available scientific findings may not correspond to the enhancement of coaching knowledge to make the best decisions, which suggests difficulties in knowledge transfer from science to practice. This interdisciplinary investigation attempts to identify the major problems of elite sport coaches, regarding the transfer of scientific knowledge to coach practice and to point out some intervening strategies, in order to contribute to the increase of knowledge utilisation in the training process. This study used a survey to evaluate the perceptions of 41 elite sport coaches, regarding the usefulness, availability, completeness, scope, relevance and valued aspects of scientific data, information and knowledge. Results show that (1) elite coaches lack operative data; (2) research knowledge is often not adequate; most times has no relevance and is not useful, or does not comprehend the complex ecological problems; (3) most of coaches show low interest regarding academic publications and investigations, but a high demand for “adequate” scientific knowledge. These results reveal that knowledge sharing and transfer techniques must be implemented, in order to provide coaches with operative knowledge to support decision making process.

Keywords: Knowledge transfer; sport coach decision making; information quality
Understanding Global Leadership: A Proposal Model Combining Global Mindset and Competencies Approaches
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Abstract: This paper proposes an integration of two frameworks in order to explain leadership development mainly in internationalization processes. Those frameworks are global mindset inventory (GMI), a set of global leader attributes (composed by intellectual, psychological and social capital) and competence approach, taken as a two dimensional concept: an input or capacity, including knowledge, skill and attitude (SKA), and an output or delivery, the use of these SKA in a professional context in a way that adds value to an organization. We propose that GMI framework can be understood as inputs needed for an international leadership development but it has to be assessed through competence models. We analyzed those concepts in a Brazilian steel company, which is going through a rapid internationalization process. We concluded those combined framework offer an interesting explanation of this firm leadership development process.

Keywords: global mindset inventory, competence models, internationalization

The Influence of Leadership and Culture in the Practices of Knowledge Management: A Case Study in Health Organization
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Abstract: The need of knowing the processes of knowledge in the organizations in a managerial perspective is a key success factor. Thus, the procedures of knowledge management demand continuous support from leaders in order to make sure that staff is aware of its value. Yet leaders must support knowledge growing instead of controlling it otherwise they would be influencing the groups to adopt certain procedures regarding a problem. Leaders are actors in this field. Their role is to supply strategic vision, to motivate, to communicate effectively and to act as an agent of change. In this way organizations should pay attention to leaders especially to its leadership style which is fundamental to the management of knowledge initiatives in organizations. Knowledge management and leadership are strongly
connected with organizational culture. The interaction between these organizational features will demand adaptation in both ways and will become the basis of organizational practices facing internal and external problems. In the health care sector this interaction are very particular. Theory states that the existence of good practices regarding knowledge management, the leader profile and how he fits into the organizational culture, results in the development of groups that practice excellent health care. In order to understand how knowledge management interacts with leadership style and organizational culture in the development of nurse groups, we designed a single case study in a Portuguese public hospital. The study includes quantitative and qualitative analysis (surveys and in-depth interviews) in order to use a multi-method approach according to Stiles (2001). This is a paper in progress so findings will be discussed as soon as they are being analyzed.

Keywords: knowledge management, leadership, organizational culture, health care institutions

Strategic Networks as Facilitators of Knowledge Management

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Abstract: In today's business environment, knowledge has become one of the most valuable resources. By establishing relationships with their counterparts, organisations have the opportunity to share and increase their stock of knowledge. In this context, the importance of strategic networks has grown significantly. The objective of our paper is to develop a conceptual model that combines different concepts and elements to explain and understand the phenomenon of strategic networks as facilitators for the sharing of knowledge. In doing so, we elucidate the chief elements likely to impact on the outcomes of network-based knowledge management. We conclude that a firm’s overall corporative strategy must consider the importance of intra- and interorganisational networks as a means for knowledge management.

Keywords: strategic networks; knowledge management; corporate strategy; conceptual model
An Approach to Absorptive Capacity Based on the Portuguese Textile Industry

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Abstract: The main purpose of this research is to identify the hidden knowledge and learning mechanisms in the organization in order to disclose the tacit knowledge and transform it into explicit knowledge. Most firms usually tend to duplicate their efforts acquiring extra knowledge and new learning skills while forgetting to exploit the existing ones thus wasting one life time resources that could be applied to increase added value within the firm overall competitive advantage. This unique value in the shape of creation, acquisition, transformation and application of learning and knowledge is not disseminated throughout the individual, group and, ultimately, the company itself. This work is based on three variables that explain the behaviour of learning as the process of construction and acquisition of knowledge, namely internal social capital, technology and external social capital, which include the main attributes of learning and knowledge that help us to capture the essence of this symbiosis. Absorptive Capacity provides the right tool to explore this uncertainty within the firm it is possible to achieve the perfect match between learning skills and knowledge needed to support the overall strategy of the firm. This study has taken into account a sample of the Portuguese textile industry and it is based on a multisectorial analysis that makes it possible a crossfunctional analysis to check on the validity of results in order to better understand and capture the dynamics of organizational behavior.

Keywords: absorptive capacity, knowledge, learning, innovation, cooperation

Knowledge Management as a Tool for the Productive Transformation of a Region in a Developing Country

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Abstract: With the aim of bringing about and facilitating the processes of innovation and production transformation in the Valle del Cauca department, which involves the competitive development of the region, a knowledge management model has been designed for the University-Firm-State relationship. The aim of this model is to determine the scientific, technological
and innovatory capacity of the region, reinforce the regional capacity for the generation, management and use of knowledge, consolidate the institutional nature of the Regional System of Science, Technology and Innovation, and encourage innovation in production sectors. This research uses the empirical-analytical method to respond to the question, ‘How to use knowledge management as a driving force for innovation and the production transformation of a region in a developing country?’ The model is based mainly on the theoretical bases of triple helix innovation which brings together institutional players of the university, industry and State, as well as the knowledge activities identified by Holsapple y Joshi in the *Intellectus* model of the measurement and management of intangibles. The results show that the production transformation of the region based on knowledge management and innovation is not a spontaneous process, it requires effort on the part of the players within a regulatory framework which generates mechanisms which will enable the production sector to add greater value to their processes, products and services as a result of interaction with the research networks, centers and groups and their networks for transferring the results of their research. This model is organized around the dynamics of the Regional System of Science, Technology and Innovation, to be put to use by those institutions which play a decisive role in the region such as Departmental Council for Science, Technology, and Innovation (CODECTI), the University-Firm-State Committee of Valle del Cauca (CUEEV), the Network of Universities for Innovation in Valle del Cauca (RUPIV) and the Regional Commission for Competitiveness of Valle del Cauca (CRCV).

**Keywords**: knowledge management, innovation, open innovation, competitiveness, relationship university-firm-state, production transformation, regional innovation system

**Integrated Knowledge Management Model: An Empirical Test**

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**Abstract**: This paper reports the results of an empirical test of the integrated knowledge management model. This model proposes four inter-related concepts, namely knowledge stocks, knowledge processes, social initiatives and technical initiatives as core components of the organisational knowledge management (KM). To test the model, a survey-based study was conducted in the context of public administration of a European country using 185 senior civil servants as subjects. The results of the study provide a confirmatory test of the proposed model. They demonstrate that both social and technical initiatives represent significant factors in explaining and predicting the status of the organisational knowledge stocks. However, the results indicate that they both affect knowledge stocks indirectly, by influencing organisational
knowledge processes. Furthermore, the findings suggest greater importance of social than technical enablers in advancing organisational knowledge. They also suggest that social initiatives may be an important enabler of technical initiatives.

**Keywords:** knowledge management (KM), socio-technical issues in KM, integrated KM model, empirical test

**Establishing an Operational Approach to Knowledge Management in Small to Medium Sized Software Enterprises (SMEs) – Building a Typology of Knowledge Scenarios**

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**Abstract:** The relevance and importance of studying knowledge management (KM) at the level of the organisation should not be underestimated, as the success of KM is largely reliant on the organisation’s ability to learn and remember. Small to medium sized enterprises (SMEs) differ from multinational enterprises (MNEs) and as a result, the KM approach for SMEs differs from that implemented by larger organisations. SMEs are multifaceted in nature and extant research acknowledges the absence of empirical research in terms of how SMEs manage their valuable knowledge. In an SME, the characteristics and attitude of the founder/manager are the primary influence on organisational decision making, this means the founders’ understanding of KM and the value of the associated benefits, directly impact the KM approach operationalised. Using multiple cases, this study pursued a qualitative analysis approach across five small to medium sized software enterprises (SMEs), with the objective of developing ways to illustrate the knowledge approach pursued in a small software company. The Typology of Knowledge of Scenarios presents three types, Type: 1 Hybrid, Type 2: Human-mediated and Type 3: Techno-oriented. This typology provides an actionable mechanism for supporting software SMEs to evaluate their dependency on external knowledge resources, management involvement, mode usage and the volume of knowledge activity generated by the organisation. The merit in establishing this Typology of Knowledge Scenarios lies in further leveraging the vocabulary and iconisation to uncover additional types in other organisations dealing with different knowledge domains.

**Keywords:** Knowledge Activity, Routine and Non-Routine Modes, External Knowledge Resources, Hybrid, Techno-Mediated and Human-oriented
Best Practices in KM Initiatives within Malaysian GLCs
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Abstract: This paper aims to provide an overview of the approaches to evaluate organizational performance based on value propositions as an effort to aid practitioners to identify frameworks for KM performance evaluation. The approach takes the form of case studies which includes an overview of the literature on organizational performance in the context of KM. The research focuses on a company’s capability to measure their levels of knowledge exploration (return on knowledge-ROK). The usage of focus groups from various organizations were among the key methods in gaining a better understanding of the best practices scenarios among the government link companies (GLCs). From the findings, there were evidences of similar traits and differences in adopting best practices which indicated there is a need to increase action research that examines alternative measures of performance evaluation based on an organization’s knowledge assets. More importantly, the study showed that “lessons learned” was the preferred value propositions in lieu of best practices due to their capabilities to respond and adapt to changes in local economic markets and conditions. This paper also highlights the key success factors to KM initiatives among the GLCs in order to enhance organizational performance thus achieving competitive advantage. The KVA method would have practical implications to managers on how to optimize on organizational performance whereby knowledge assets will no longer be merely termed as “goodwill” in company balance sheet. This paper illustrates as a feature of best practices-the alternatives measures in developing frameworks for KM performance evaluation namely the KVA (knowledge value added). The core element of the KVA is the ROK (ratio on knowledge) ratio as indicators of knowledge assets within the company. Essentially the KVA would allow business managers and stakeholders to identify the potential earnings of knowledge assets throughout the company.

Keywords: Knowledge management, organizational performance, knowledge exploration, best practices and knowledge value added (KVA) method
‘We do not have time for Online Knowledge Sharing’: Identities and their Barriers to Organizational Learning in Managed Networks of Practice in a Distributed Organization

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Abstract: In this study, using social identity as a point of departure, we explore barriers to knowledge integration and organizational learning in (through) top-down-initiated managed networks of practice (MNoP). This article examines knowledge sharing and integration in two different settings – online and face-to-face (f2f) discussions – and in particular how these settings structure the knowledge processes, with consequences for the cultivation of networks of practice (NoP). Our empirical context is a distributed public organization in Norway. We find a complex context where barriers are related to lack of engagement, conflicting learning modes and identities related to different knowledge types. First, the identity of being a ‘productive worker’ creates barriers to organizational learning in the online setting, since the online meetings interrupt task handling, which is measured and rewarded by management. Second, three ideal types of work-role identities (professional, regulator and inspector) are observed among the employees, which originate from and structure different learning modes. Inspectors are experience-based learners who prefer to work (f2f) in pairs and learn from each other in work contexts. Professionals look for opportunities to reflect on and discuss their practice either face to face or online. Regulators are rule-based learners who prefer to wait for ‘somebody at the top’ or ‘the court’ to tell them what the proper interpretation of the law is. Three, the study reveals the dominance of two main types of knowledge, i.e. more natural science and positivistic based versus more social science and interpretive based. These knowledge cultures structure different learning opportunities and barriers; the former fits better with online tools. The potential of MNoP and online contexts seems greater than has been obtained so far; however, it also seems clear that the potential and barriers vary and depend upon both identity and knowledge cultures.

Keywords: Identities, public organization, barriers, online context, GoToMeeting
Knowledge Management: An Emerging Imperative of Success

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Abstract: Firms do not significantly differ from one another in terms of basic resources of capital, manpower, or raw materials. What differentiates one firm from another are the additional unique and sustainable competitive advantages that it can offer to the external world. Intellectual capital or knowledge has in the recent years emerged as one such major advantage. Today only those organizations can grow and survive who formulate effective strategies to manage knowledge. Initiating knowledge management strategy is all about achieving competitive advantage through a learning organizational approach. The ultimate goal of such a strategy is to increase profitability to ensure the long term growth and survival of the organization. This is the reason why, today most of the organizations are gearing towards golden benefits of knowledge management. The paper focuses mainly on how Knowledge Management is gaining importance worldwide. The concept of Knowledge Management has been dealt in detail. It is described as collecting the intellectual and job-oriented knowledge and making it available for others, especially who are in need to create a learning organization. Efforts have been made to prove Knowledge Management a tool for achieving competitive advantage in today’s context of market driven economy. A Delphi group survey is used as a proof to advocate the findings regarding the use of Knowledge Management Technologies in companies around the world. Various companies and their dependence over Knowledge Management tools and techniques have been revealed. Further, concept of learning organisations has been focused. Learning organizations develop as a result of the pressures facing modern organizations and enables them to remain competitive in the business environment. A learning organization has five main features; systems thinking, personal mastery, mental models, shared vision and team learning. The research is exploratory by nature that basically uses secondary data to make assumptions regarding prevalent trends in Knowledge Management across the globe. On the basis of these assumptions conclusions are being drawn and suggestions are made.

Keywords: knowledge management; business; learning organizations; competitive advantage; information
Exploring Knowledge Management Initiatives in a Multinational Company: Creating a Corporate Memory Through Networking

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Abstract. This study examines the implementation of knowledge management (KM) initiatives in a multinational corporation operating in the marine insurance industry. Through a case study approach we collected data in five locations of the firm, and were able to identify both formal top-down KM initiatives set off from the company’s headquarter as well as local KM projects initiated from the branch offices. Altogether, these formal KM initiatives fit into four main categories of KM projects focusing on 1) creating a knowledge sharing culture 2) creating a corporate memory, 3) creating a corporate directory, and 4) strategic competence management. Additionally, several initiatives of knowledge networking became exposed through interviewing since most of the participants took part in one or several informal working groups of either co-local or geographically dispersed structure. Employees participating in these groups shared knowledge across boundaries of geographical locations, divisions, functional areas, professional specialties and project teams. These groups had characteristics in terms of being self-organizing and emergent, self-selecting and not defined by the organization’s hierarchical structure, and responsible for establishing their own agendas and leadership. Due to these observed informal qualities, these groups conform to the criteria of communities and networks of practice. The paper exploits the repository model (process approach), and the networking model (practice approach) of KM, and review former research studies which have documented the strengths and weaknesses of these models while implemented in an organization. The repository model of KM focuses mostly on making knowledge explicit through codification procedures aiming to catch, store, and reuse knowledge from databases. The networking model of KM concerns building an environment that stimulates tacit knowledge sharing through social interactions in communities of practice. The company under investigation implemented initiatives belonging to a combination of both repository and networking models of KM. The informal grassroots initiatives of networking created an infrastructure for knowledge sharing and an intangible corporate memory across the entire organization. Firstly, the paper illustrates that bottom-up, informal KM initiatives as such may facilitate knowledge workers more than formal top-down KM initiatives. This is also supported by one body of former KM research. Secondly, findings indicate that an intangible and dynamic corporate memory embedded in the networks’ repertoire, is better off for mobilizing knowledge throughout the organization compared to explicit knowledge saved in a document management system for reusing purposes.
Keywords: knowledge management initiatives, corporate memory, network of practice, networking model, repository model

Knowledge Conversion and Social Networks in Driving Team Performance

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Abstract: This study aims to find out how different processes of knowledge management and patterns of social networking affect team performance. Our data on teams originate from a sample of different organizations from a variety of both public and private industries in Finland (76 teams; 499 employees). Our aim was to put the team phenomenon into an everyday context by analysing the interplay of knowledge creation and social networks in teams which function on a permanent basis. Both knowledge creation and social networking proved to be drivers of performance, but the results showed that whereas team members see the knowledge conversion processes as central to performance, top management emphasize the importance of social networks in value creation. In our examination, lively within-team interaction combined with leaders' access to the host organization was found to be the key to team performance.

Keywords: Knowledge management, social networks, teams, teamwork, performance

Universal And Specific Elements Of Organization’s Innovative Culture In The Context Of Knowledge Management: The Case Of Financial Services Provider

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Abstract: An overview of contemporary research in the field reveals a somewhat paradoxical trend regarding the application of the term ‘innovation culture’. It is possible to distinguish universal and specific qualities of innovative culture at different levels. However, the problem is that it can happen so that universal and specific qualities of innovative culture can be modified depending not only on an organization’s type (profit, non-profit), but also on a particular sector (services, manufacturing, etc.). This article strives to answer the question: can universal and specific elements of innovation culture modify depending on the character of organization’s activity? This article aims to identify modifications of universal and specific elements in the
context of a particular sector and to illustrate this in the case of an organization providing financial services. Innovative culture of such organizations is distinguished by greater sensibility for tolerance of risk and uncertainties. Networking is also specific, it is more related to the activity of organizations supplementing the activity of banks but not the networking with organizations of the same type.

**Keywords:** innovative culture, elements of innovative culture, financial services

**Design and Application of a new Workshop Concept on the Development of an Innovative Transport Unit - a new way of Knowledge Sharing**

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**Abstract:** For a product-oriented project, the product development in particular the design and decision phase is of a high relevance. In this phase and based on the identified requirements, ideas and solutions are summarized, evaluated and filtered. In the interdisciplinary research project "TelliBox" (within the 7th work program of the European Union) an innovative container for the intermodal transport has been developed. Within the consortium the diversity of ideas and images to realize such a container was huge and common approaches, particularly for the filtering and combination of the best possible solutions, seemed not very promising, since they were not able to integrate all participants into the process. Thus, the procedure of solution-finding and filtering turned out to be rather inefficient and uneconomical. Therefore a new workshop concept was developed that allowed to summarize, evaluate and filter solution proposals. The concept was used for a heterogeneous project consortium, with divergent desires and requirements, during the solution development. The workshop's aim was to consolidate the individual images and ideas of the 25 participants (researchers, developers, operators, freight forwarders, etc) and to define of about three to five plausible solutions. These had to fulfill all technical requirements and needed to be accepted by all stakeholders before they were worked out in detail and finally decided on. The workshop concept was split in five communication levels ("Dialog", "Inner Dialog", "Exchange within Groups", "Exchange between Groups" and "Exchange within the Consortium") where different processes were located. These processes involved several methods like speed dating, morphological analysis, poster session etc. accompanied by methodical working phases like individual work, group work or even work in the whole consortium. This new approach to the creation of ideas and the sharing of knowledge showed that solution finding processes can be shortened and that the integration of all relevant
participants lead to an innovative and feasible solution. Thus, the product development was accepted by all parties and was successfully accomplished without any compromises concerning the requirements. The fact that all project partners were able to present their own ideas and discuss them without any prejudices promoted the approval and acceptance of the decisions made. Through their involvement the partners were also much more interested in the next steps of the project.

**Keywords:** knowledge sharing; workshop; product development; transport

**Sharing Knowledge, top-down or vice versa – Could it be in-Between? A Study on Enablers and Barriers for Knowledge Sharing in the City of Helsinki**

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**Abstract:** This study focuses on enabling knowledge sharing in a context of a large capital city, Helsinki. The theoretical discussion draws from understandings on the concept of knowledge followed by elaboration of concept of communities and more specificity knowledge activist. The paper reports a large survey conducted among all people employed by city of Helsinki. Altogether 1800 responses were received. The results show that the closest superior was perceived as knot points in knowledge sharing and either accelerators or blocking the idea generation. Overall, the role of individuals and the informal organization became emphasized. Moreover, the respondents did not feel that new knowledge created in projects were adapted to the actual working practices and perceived large barriers in-between development work and practice. Moreover the results emphasize the need to include employee perceptions on knowledge management studies thus enlarging our understandings of the practicalities on knowledge sharing and contributing to knowledge management literature. It also highlights the importance of understanding the interplay between the formal and informal organizations in knowledge sharing processes. The study gives new insights to knowledge management programs especially in the context of public sector.

**Keywords:** sharing knowledge, concept of knowledge, communities, knowledge activist
VIKOBAMA: Introducing a new Approach to a Knowledge-Based Vision Development Process

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Abstract: In his recent work, Nonaka argues that what differentiates firms from one another is their vision of the future and their practical ability to act out and to realize that future vision (Nonaka / Toyama 2008:2). Thus, the development process of a future vision is crucial for the long-term well-being of a company or of an organization. The purpose of this paper is to introduce a new method of a knowledge-based vision development process called VIKOBAMA (Vision development and knowledge-based management). The main focus of this new approach is on the development of a knowledge vision, together with a mission statement on a collective level (of organizations, firms, teams or communities). There are three important and groundbreaking aspects of VIKOBAMA:

- the creation of self-transcending knowledge is most vital for the whole process
- the individual visions of the employees are of high importance, and are therefore well integrated into the overall vision of the system
- a radical bottom-up approach is implemented on a collective level

These three aspects are essential steps for the development of a sustainable overall vision of any system.

Furthermore, this paper describes some experiences with the method of VIKOBAMA, mainly taken from several case studies with medium-sized companies in Austria. In addition, the paper at hand is one of a few studies which both, theoretically and practically, deals with the aspect of self-transcending knowledge in the context of vision development processes and knowledge-based management on the individual level as well as on the collective level. The paper is organized into three parts. Part 1 points out the importance of a sustainable knowledge vision in companies and gives a short overview on how to create a knowledge vision in the context of the SECI/ba model of Nonaka and his colleagues as well as on the context of the fifth disciplines of organisational learning (system thinking) by Senge. Part 2 introduces the VIKOBAMA method itself and describes the main steps of this knowledge-based vision development process. Moreover it deals with the most important aspects of the creation of self-transcending knowledge, as well as with knowledge transfer and with knowledge distribution of implicit and explicit knowledge. In part-3 several case studies with medium-sized companies in Austria will be analysed, in which we have applied the VIKOBAMA method.
Keywords: Knowledge vision; self-transcending knowledge; knowledge-based management; concept of ba

Managing Knowledge Wisdom - The Next Step in Knowledge Management for the Ageing Workforce Phenomenon

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Abstract: Ageing workforce is a global phenomenon. By 2016, the number of workers aged 60-65 are expected to double in Australia. An ageing workforce highlights amongst social, economic and fiscal impacts, the greatest challenge to organisations in their ability to retain and use their knowledge for continued competitive advantage and sustainability. Organisations in order to compete in this warfront of being successful, need to understand what is their central knowledge factor(s) that has made them successful in the past, and will continue to be competitive and successful in the future. Organisations will have the challenge of discovering and ensuring that the knowledge of wisdom that was the spell of their success does not exit them, with the slow but sure seismic shift in labour, as the ageing workforce depart. Building a collaborative knowledge system has slowly gained credence in organisations. Organisations are realizing the crucial role of employees in their interaction, skills and engagement and the different "knows" that has denoted a productive workforce and organisational success. The next step for knowledge management perhaps is arguably the economic foresight challenges of the chaotic workforce demographic changes that needs to bring about managing organisational wisdom knowledge in this knowledge-era. Knowledge management needs to provide some comfort for industries and organisations that are facing the ageing workforce crisis. Wisdom can be defined as the "power of judging rightly and following the soundest course of action, based on knowledge, experience, understanding, etc (Webster's New World College Dictionary, 1997, p1533). This insightful description needs to be captured and retained for future transfer and collaborative use. After all, it is the agency of humans who bring their individual subjectivity and passion as knowledge and wisdom and make that contribution towards organisational success. The paper cites examples of organisations from two different industries in Australia which are facing this ageing phenomenon. The purpose of this paper is create interest and discussions amongst knowledge management scholars to not stop at knowledge management and to look at the next step of organisational wisdom and associate it with knowledge management and understand what wisdom is and how it can be managed, if at all.

Keywords: Knowledge, ageing, wisdom, organisational wisdom, workforce
Strategies for Developing Communities of Practice in the Organizations
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Abstract: In today’s world project organizations are facing the challenge of completing project successfully while efficiently managing their knowledge which they gained throughout the project. There are two types of challenges project organizations are facing with regard to knowledge sharing. Firstly, how to prevent “reinventing the wheel” and share knowledge gained throughout the project amongst peers. Secondly, how to enhance communication among peers working on different aspects of the project, or even in virtual teams. One way of enhancing communication is the development of communities of practice (COP). COPs contribute to social capital—connections, relationships, and common content—and thereby contribute to the bottom line by increasing innovation, decreasing the learning curve among members, and increasing the dissemination of ideas among members. These communities can be formal or informal and are viewed as connecting and enhancing knowledge sharing mechanisms within similar projects or across dissimilar projects while helping to connect peers working in various projects with each other. Due to temporary nature of projects there is a substantial risk of knowledge loss. Therefore, it is imperative for any project organization to develop strategies for the establishment of COPs and encourage workers to participate and collaborate through the mechanism of COPs to exchange knowledge formally and informally. These strategies can address information and communication technologies (ICT) aspects for establishment of online COPs or strategies for setting up COPs where people could make face-to-face meetings. Keeping in view the importance of COPs we consider it imperative to highlight strategies for developing communities of practice. Therefore, the objective of this paper is to present effective strategies which organizations can follow in order to establish communities of practice and encourage project workers to participate in these and hence, enhance their knowledge base for timely and efficient decision making.

Keywords: knowledge sharing, communities of practice, project organizations
Obstacles of Success of Technology Parks: The Case of Jordan

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Abstract: Given the potential importance of technology parks, their complexity in terms of the scope of required investment and the growing interest of governments to use them for creating sustainable development there is a pressing need for a better understanding of the obstacles to emergence and success of these entities. Briggs and Watt (2001) argued that the goal of many technology parks and the factors driving innovation success are still a mystery. In addition, it is argued that the problem with analyzing technology parks and cluster building is that recent studies analyze “the most celebrated case studies… to ‘explain’ their success” (Holbrook and Wolfe, 2002). This study uses intensive interviewing to explore obstacles to success of technology parks in Jordan. The study identified the following obstacles to success: 1. absence of a culture of entrepreneurism, 2. lack of autonomy and independence from university officials and government bureaucrats, 3. lack of a critical mass of companies that allows for synergies within parks and finally, 4. lack of a shared vision among parks’ stakeholders. The study also found that the education system and the country’s’ financial set up played a negative role in many ways. The inability of the education system to instil a culture of entrepreneurism among schools and universities’ graduates affected the number of entrepreneurs and start-ups in the economy and the value attached to research. Finally, the weak structure of the financial system in Jordan makes it difficult for start ups to obtain funding to commercialize their innovations.

Keywords: Science and technology parks, obstacles, success, Jordan

Knowledge Management Approach for Enhancing of Urban Health Equity

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Abstract: Cities are the symbols of dreams, aspirations and hopes of individuals and societies. Equity within almost all urban features like Urban Health (UHI) is an example of such everlasting dreams and hopes among citizens and nations. However between indicating Urban Health Equity (UHE) challenges and acting towards equity is still an immense interval. Despite all
progresses, the value of knowledge to improve the quality of life, welfare and equity has not been recognized by individuals, communities and entire populations. This is caused by lack of an appropriate integration of Knowledge Management (KM) in UHE tools and models e.g. Urban HEART. In this context, World Health Organization (WHO) defines the role and functionality of KM to help and promote bridge the “know-do” gap, particularly the gap between knowing and acting for UH. To deploy KM for enhancing of UHE the most significant and principal aspects are improving the access to UH information, creating of knowledge-based resolutions, sharing and transferring of experiences, best practices and lessons learned, leveraging of knowledge society and sustaining the UH-knowledge society. Besides different accounts of KM, fundamentally KM enables and fosters UH society to capture, refine, organize, store, share and transfer explicit/implicit knowledge. This KM-lifecycle is applied in strategic and operational levels. In this paper, due to the main challenges of UHE, and the deficiencies of UHE assessment and response tool-Urban HEART- a conceptual model of applying “Knowledge Management for Urban Health Equity” (KMUHE) is introduced. This model is the outcome of theoretical and literature studies. A unique part of this work is to clarify the functionality of KM specifically KM-lifecycle to promote to bridge “know-do” gap by identifying three types of UHE knowledge-stakeholders as global, national and local. Despite the similarity of KM-lifecycle, the processed knowledge differs from the value, significance and uncertainty for each type of stakeholders. Thus KMUHE empowers and reinforces UHE particularly on basis of Urban HEART and by means of KM-lifecycle, compensates the theoretical and practical lacks of Urban HEART by considering its components as knowledge-intensive processes, and finally promotes to bridge “know-do” gap of UHE. The KMUHE provides a mechanism under its framework to ensure that the collected data, information or knowledge are processed and applied to develop more effective interventions towards UHE. In this context the future research is focused on refining of KM-lifecycle, defining a practical or example scenario for proofing the proper functionality of KMUHE, comparative studies either among other available equity tools or KM models for UHE, and defining context-oriented view of the contents either as knowledge collected from a knowledge-intensive processes (or sub-processes) of UHE or knowledge collected directly by Urban HEART.

**Keywords:** urban health equity, knowledge management, KMUHE, urban HEART, knowledge stakeholders
Abstract: Globalization is largely driven by organizations’ need to expand the sources for inputs to the respective value chains and/or by exploring new market opportunities. When engaging in global activities, organizations are attempting economies of scale or of scope. Research on the resulting strategies accordingly categorizes these along their level of intended cost savings and of standardization versus local customization. Regardless of the chosen strategy, the organization needs to engage in cross-border knowledge exchange, and only limited research has explored the differential requirements for such cross-border knowledge transfer, that is essential to the success of any strategic approach. This paper posits that different regional strategies require different designs and tools for managing knowledge exchange. The following dimensions drive the design of the needed knowledge exchange processes: knowledge type (explicit or tacit), which is prescribed by the chosen strategy. The other aspect is the level of local responsiveness or customization of the strategy, which then results in two cultural dimensions, namely the ability to translate the knowledge content (making the knowledge known) and the ability to create a culturally acceptable exchange process (enabling the dissipation of knowledge). Building on previous work, (Klingenberg and Rothberg, 2009), this paper refines and discusses a prescriptive framework that captures these dimensions, and allows placing the different strategies followed by globally active organizations.

Keywords: knowledge transfer, cultural dimension, regional strategy, knowledge transfer process design
The Use of Tacit and Explicit Knowledge in Public Health

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Abstract: Planning a public health initiative is both a science and an art. In the complex environment in which public health practitioners work, often under time constraints, where formal research literature is unavailable or uncertain, public health practitioners often draw upon ‘other forms’ of knowledge (e.g., tacit, or experiential, knowledge). Through use of focus groups and one-on-one interviews we aimed to gain a better understanding of how tacit knowledge is used to inform program initiatives in public health. This study was designed as a narrative inquiry, which is based on the assumption that we make sense of the world we live in by telling stories. Six public health units were purposively selected for maximum variation, based on geography and academic affiliation. Analysis revealed different ways in which tacit knowledge was used to plan the public health program or initiative, including discovering the opportunity, bringing a team together, and working out program details (such as partnering, funding). The findings of this study demonstrate that tacit knowledge is drawn upon, and embedded within, various stages of the process of program planning in public health. The results will be useful in guiding the development of future knowledge translation strategies for public health organizations and decision makers.

Keywords: Public health, knowledge management, tacit knowledge, explicit knowledge, knowledge translation

Communities of Practice and Intensional Networks Promoting Doctoral Studies

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Abstract: Previous research argues that doctoral students need opportunities to gain a sense of belonging with scholarly communities during their doctoral training. Learning environments, like communities of practice or intensional networks provide socio-cultural environment where the learning has been
seen to happen. The concept of community of practice has gained some critics, however showing it’s relevancy in the context of doctoral studies. Anyhow, the meaning of communities of practice and intensional networks need to be better understood in context of doctoral education. This study aims to explore doctoral students’ experiences of peer communities during their doctoral studies. The focus is on student-led reading groups and one pilot group for part-time students lead by a senior scientist from the department. This qualitative case study explores experiences of doctoral students in one technical university department in Finland. Material was collected by interviews (N=10) and analyzed by using thematic analysis. The results showed that both student groups experienced communities of practice beneficial to their doctoral studies. The results indicate that peer learning is very important part of the doctoral education for full-time students, but the feeling of belonging to a certain scholarly community is important for all doctoral student groups. Results support the idea that departments and faculties should provide students with different kinds of platforms for scientific discussion and networking with other doctoral students in the scientific community. The results indicate that full-time doctoral students have opportunities to utilize their intensional networks for promoting their doctoral studies. Furthermore, the results suggest that especially part-time students need help from departments and faculties to find useful connections.

**Keywords:** community of practice, doctoral education, intensional networks, qualitative research, case study

**Knowledge Transfer Processes in the Automotive Supplier Industry – Designing an Integrated Knowledge Transfer Model**

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**Abstract:** More and more tasks in the service sector are shifted to India for comprehensible reasons (highly educated young people, stable economic conditions, low wages, etc.) and excellent future prospects. Along with this, international companies plan at least partly to transfer firm-specific knowledge towards India so that knowledge management has become a key success factor for the performance of plants or subsidiaries in India. It is obvious, that the transfer of technological knowhow is of major interest because at least in the industrial sector it is the technological competence of a company which is seen as the core competence of a firm. This contribution focuses on a research project dealing with the knowledge transfer processes (engineering tasks) within a global automotive tier one supplier between the headquarters in Germany and one of its subsidiaries located in Pune, India. The findings of this case study are based upon action research and a comprehensive
The article provides an overview of existing empirical studies in order to identify the dominant factors of successful knowledge transfer. These factors form the basis for improvements in the current case study demonstrating that knowledge transfer processes can be managed successfully by obeying theoretical insights. Concluding practical measures in the context of a real project are presented.

**Keywords:** Knowledge transfer (KT), KT model, automotive engineering service, outsourcing

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**Labour Market Adjustment and Intra-Industry Trade: The Portuguese Case**

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**Abstract:** This manuscript examines the structure of Portugal’s manufacture sector. We have examined the Portuguese labour market adjustment, using a panel data approach over the period 1995 - 2006. This paper presents two contributions. First, we use industry-specific control variables. Second, we show different framework for adjustment cost. Our results are support for the smooth-adjustment hypothesis (SAH) of intra-industry trade. The results show a negative correlation between changes of employment and marginal intra-industry trade (MIIT). The results also show a positive correlation between changes of employment and knowledge. International technology diffusions will be associated with changes in labour market. This result is according to the literature. We also introduce economic dimension and market structure; these proxies confirm the smooth adjustment hypothesis (SAH).

**Keywords:** Marginal intra-industry trade; Labour market adjustment; Enlargement; Portugal; Knowledge; Technology

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**The Project Team’s Creative Potential Support**

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**Abstract:** The world around us requires a creative approach to problem solving. Innovation and creative potential are emphasized by companies more and more. If companies want to lead in the market they have to generate new, untraditional ideas which satisfy the stakeholders’ needs. The work from project teams can be a way of achieving this. Project team building is a prerequisite for the successful achievement of project goals. The project
A Knowledge-Based Approach to Support Decision Making Process in Project-Oriented Collaboration

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Abstract. For many organizations and countries alike, innovation and knowledge management (KM) are no longer luxury items, but rather necessities and a means of sustaining economic development and competitiveness. KM plays a vital role supporting innovation in the sense that innovation often draws upon lessons from the past, sometimes those that have been forgotten, or that can be put together into new combinations to produce new results. Project-based collaboration gained a new dimension within the Internet era. Sharing and capitalisation of knowledge within a project can be highly amplified through the use of Internet services, since it can reach a bigger audience in a more effective way. Thus, research have tackled these aspects providing good models and tools to support knowledge cycle (capture, creation, cleansing, sharing, dissemination, and capitalisation) in a project-based context. Providing functionalities to share best practices and lessons learned from previous projects can be an effective means of
implementing lean processes inside organizations as a response to organizational business problems. Knowledge is generated in a continuous flow involving sharing and conversion, considering individuals, communities, and the organisation itself. KM is more than a balanced emphasis on knowledge creation and sharing. It must also recognize the presence of learning systems in organizations. How people and groups, in complex social systems, organise themselves around learning and problem-solving, or even to detect problems may have nothing to do with how and what they do at their operating level, and usually does not. The work presented here describes a conceptual model focused on collaborative work performed in a project-based context, where the knowledge transformation processes proposed by Nonaka and Takeuchi in their SECI (Socialization, Externalization, Combination, and Internalization) model within the knowledge spiral, are used in an evolving way by the knowledge workers involved in a given project. Each project represents a potential environment for the generation of new knowledge which can be capitalised on new projects. Our approach, which is being validated under the scope of the CoSpaces Integrated Research Project, intends to support professionals and working teams by enhancing decision making on co-located and distributed project meetings, improving project conduction through the anticipation of problems, deviations, solutions, etc., relying on two main elements: (i) ontology-based classification and indexation of similarities among projects; and (ii) historical data analysis through data mining techniques (issues & solutions) produced at each decisional gate. This can be achieved by a knowledge system based on collaboration models and contextualized information which is shared and used by knowledge workers. Results achieved so far and future goals pursued by this work are also presented here.

**Keywords:** Collaboration, knowledge management, behaviour, reasoning, ontologies

**Information Management and Knowledge Management: Are Portuguese Organizations Feeling the Difference?**

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**Abstract:** Although there are some works trying to clarify the difference between Information Management, IM, and Knowledge management, KM, the distinction between those concepts is far from being well understood in the business community. This lack of clarity increases with the fact that some KM literature authors use the two terms indiscriminately, others argue that KM includes IM, and still others define them independently, but relating them. For instance, some authors say that KM has two ages, the first corresponding to IM, aiming to store, explore and transfer explicit knowledge; the second
aiming to explore, improve communication and innovation, focusing the need to manage tacit knowledge, moving from transmit to learn, becoming a social activity and not only a technological one. Nevertheless there is a growing interest in KM and organizations say they are doing it, and even in many large, and some small, organizations a new corporate executive is emerging – the chief knowledge officer, CKO. Are they different from the chief information officers, CIO? Are organizations really making KM? Is there, in practice, any difference between KM and IM? To provide some answers to these questions, this paper presents empirical evidence of how IM/KM is practiced in some Portuguese organizations. Based on an exploratory study conducted in four Portuguese organizations, the paper describes the practices that are being developed in those organizations, discussing them in order to answer the questions: How do organizations interpret the concepts of IM/KM, do they think they are different? Which IM/KM processes they develop? Which computer based systems are used to support those processes? Who leads IM/KM and which skills are necessary to those executives?

**Keywords:** information management, knowledge management

**Valorization and Commercialization Companies in the Knowledge to Market Process of Higher Education Organizations Applying Science-to-Business Marketing Methods**

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**Abstract:** Technology transfer systems involve the participation of different agents in the process of research and innovation. Universities are a big part in this process. It is necessary to give more value to research developed in the university. In order to do that, it is important to evaluate the technology itself, taking into account all the criteria required to make it eligible. As a result, it can be transferred to the market, to the time-to-market and to the resources we need. Traditionally, universities have been involved in the creation of innovation and knowledge through the participation in research projects funded by the public sector, resulting in the increase of the research areas of work in the research groups. They have also been involved in the creation of innovation and knowledge through collaborative agreements with companies, where most of the cases the intellectual property has been transferred to the company. The technology transfer to the industry is more evident in the second case. But what happens in the first case? The universities accumulate a stock of technologies not productive in the markets. The scientific production level of the University is easily quantified by the scientific publications and the number of patent applications and granted
patents. But, the most serious difficulty that we find is the exploitation of the research results, mainly due to the fact that the research is not oriented to the market, and the researchers neither have commercial skills nor a business oriented mind to do it. To set up an effective commercial model and to encourage the scientific and technological opportunities identified in the university, a valorization and commercialization entity must be created in the university. This entity with independence and autonomy from the university's decision-makers, would carry out the valuation process and the exploitation of the detected results, as well as to promote the technology transfer culture. This entity would act as a new agent in the marketplace and will have own legal status which would make the intangible assets of the university more available to the industry, after passing an evaluation process. Hence, it is essential to know what the intangible assets in the university are, identify the technology that needs to be promoted in order to make it transferred in commercial and industrial words. To get the intellectual capital of universities to industry, science to business marketing techniques should be applied. One of the innovations we propose is the creation of a new profile, the Tech Evaluation Manager, a figure working in the university whose task is the detection of technologies closer to the market that need an evaluation and marketing process to definitively reach it, which would be done by the Valorization Company.

**Keywords:** commercialization, valorization and commercialization companies, knowledge to market, tech evaluation manager, marketing strategies, science-to-business marketing

**From Individual Learning to Inter Organizational Knowledge**

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**Abstract:** Knowledge represents an important resource in firm's management (A. Dewulf and all 2005, J.C.Spender, 1996, 2006a, 2006b) which improves competitive advantages. Nevertheless, the knowledge acquisition requires complex and ambiguous processes especially in specific contexts such as those of collaboration. Our review of the strategic alliances literature begins with the Garette and Dussauge (1988, 1995) as well as Hamel (1991) writings about the knowledge transfer process in strategic alliances. Since then, many researchers have been interested in this topic. Several authors confirmed the competitive nature of knowledge transfer (Nonaka 1994; Hamel 1991; Prahalad, Hamel & Doz 1999; Lyles 1988; Pucik, 1988; Kogut 1989, Inckpen 1998, 2000, 2002; Simonin 1993,1999, Grant, 1996, 2004). But, it seems that none have treated all of the problems encountered by a firm when processing knowledge transfer (at least in the same research). In this paper, we have tried to describe, to explain these
problems and to highlight the knowledge learning factors (P. Kale, H Singh, H. Perlmutter 2000; Lyer 2002; Hitt and al 2000; Oliver 2001; Osborn and all 1997; Liebeskind and all 1996; SK Muthusamy, MA White 2005; BN Anand, TKhanna 2000; KM Eisenhardt, JA Martin 2000…). At first, we examine different researches on strategic alliances in terms of learning. Then, we will attempt to update the single and double loop model (Argyris and schön, 1978), and that by switching to a three loop model, and specifically to inter organizational and “hyper restricted” learning systems. The absorption capacity, the ambiguity and its antecedents, partners’ opportunism, the nature of the alliance, the theories of action and obviously the defensive routines, act as determinants of inter organizational learning in strategic alliances. A three-loop model will be offered to summarize our view.

Keywords: knowledge, learning, collaborative, process, alliances, model

An Aproach for Implementing Knowledge Management in Small and Medium Companies in Brazil: A Case Study

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Abstract: The search for competitive advantage in a global environment must consider the use of tacit and explicit knowledge circulating inside companies. Differential factors can be easily replicated nowadays. Due to the great volume of knowledge and information, it is necessary to create a system that allows the management of important knowledge. Existing models for Knowledge Management are based on the reality at large companies. In Brazil, most of the companies are smaller ones. This work presents a simplified model to implement Knowledge Management in Small and Medium Companies in Brazil, based on a unique case study with limited scope. Despite some human and financial restrictions, Knowledge Management can help smaller companies, preserving organizational memory and increasing process efficiency. Observing a unique case prevented any generalization of the model. But the recommendations can be references to other companies, because projects like this must address the specific issues of each organization. The objective of this study is to introduce a simplified model for planning Knowledge Management at small companies in Brazil, considering their restrictions and also seeking to create a competitive advantage. Human aspects are very important in Knowledge Management, but that is not the focus of this study. The model was conceived presuming the participation of all people involved.

Keywords: Knowledge management in small companies, project model for small companies, knowledge management indicators
Knowledge Management Strategies and Innovation: an Empirical Analysis for Luxembourg

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Abstract: The research evaluates empirically the effectiveness of knowledge management (KM) strategies in promoting innovation at firm-level. Knowledge personalization and knowledge codification strategies, extensively discussed in the current literature, are explored in order to assess their impact on innovation success. The econometric research tests two main propositions derived from the theoretical literature on KM and innovation. The first proposition is that a pure personalization strategy is superior to a pure codification strategy in promoting innovation. The second proposition is that mixed strategies (i.e. KM strategies based on combination of personalization and codification) are superior to pure strategies.

To test these hypotheses, the impact of pure and mixed KM strategies on both innovation propensity (probability to innovate) and innovation intensity (innovative sales per employee) are evaluated using firm-level data from the Community Innovation Survey (CIS 2006) for Luxembourg. The formal analysis is developed within the framework of a knowledge production function. The function is estimated with the Heckman selection model in order to address selection bias issues arising from the fact that distinction between innovative and non-innovative firms cannot assumed to be random. In terms of innovation intensity, the results confirm the view that pure personalization strategies are more effective than codification strategies in promoting innovation. Codification is effective only when combined with personalization and this appears as the main reason for joint adoption of KM practices. On the other hand, the returns from personalization are not increased by the simultaneous adoption of codification. These results hold also when the analysis is restricted to companies that actively manage their knowledge by implementing at least one KM practice (KM-active). In terms of innovation propensity, the strength of correlation between individual strategies and probability of innovation is highly comparable. However, when focusing only on KM-active firms, such correlation is not detected, suggesting the need to consider more articulated KM strategies for KM-active firms. Finally, despite the presence of interactions, mixed strategies are not more effective than pure strategies in promoting innovations. Combined readings of these results suggest that a KM strategy focused on personalization is the most effective in promoting overall innovation success.

Keywords Knowledge management; innovation; Luxembourg CIS 2006; knowledge production function, Heckman selection model
Knowledge Ecosystems’ Development in Business and Healthcare Using Knowbots

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Abstract: Knowledge Ecosystems (KEs) desist to be just a new paradigm and become reality for many economic and social fields. The KE is a digital ecosystem (DE) where knowledge flows dynamically among the entities within the ecosystem. Defining the KE as an ecosystem that “fosters the dynamic evolution of knowledge interactions between entities”, we emphasize on dynamic character of knowledge into the ecosystems. Continuous knowledge creation is what transforms the DE into a KE, the process of dynamic knowledge creation occurring when internal knowledge is made external. What makes the KE different from the classic DE is an active and general process involving (1) the creation of knowledge, (2) the intentional elicitation of knowledge, (3) the ability of share knowledge across the entities and (4) the possibility to depreciate and forget knowledge. These processes involve the gathering, processing and usage of a huge volume of data and real time information. This requirement far exceeds the human knowledge agents’ capabilities to fulfil it, leading to the necessity of designing and use Knowledge Agents (Knowbots). As the KEs continue to expand, new issues in knowledge creation and sharing processes emerge. Therefore, KM techniques used by classical organizations are challenged to give answers to the KEs particularities. Since we are in the stage of both identifying and managing these particularities, approaching such a field is quite provocative for the KM as a whole.

In this respect, our paper will focus on two sets of problems:
1. First we will investigate the main processes and conditions that precede and accompany the KEs’ development, both in business and healthcare areas. A distinctive attention will be given to knowledge dynamics, and knowledge networks designing, respectively.
2. Secondly we will identify and describe the role and functions of the Knowbot in creating and developing of the KEs. We will first define the concept, and then will present its evolution and main characteristics. At the end, we will analyze the knowbots’ structure, their way of working, and the way they fulfil their tasks within the KEs.

We conclude our paper work by opening few development directions concerning the evolution of knowledge networks designing and knowbots’ creation, programming and roles in the tomorrow KEs.
Taking into account our previous researches in the KE area, this paper is a consequent continuation of our work, contributing to the building of an integrate vision over the role of the KM techniques and tools as well as the knowledge dynamics in the existence of KEs.

**Keywords:** Knowledge Ecosystem, Knowledge Agent (Knowbot), Dynamic Knowledge Flows, Knowledge Networks, Business KEs, Healthcare KEs

**A new Framework for Designing eWorkflow Systems for eBusiness Processes**

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**Abstract:** Traditional framework for designing workflow systems is becoming increasingly inadequate in the new eBusiness era which is characterised by an increasing pace of radical, discontinuous and unforeseen change in the business processes. This traditional framework has ignored the human dimension of organisational knowledge creation and as a result workflows systems designed using this framework are less capable in dealing with dynamic situations encountered in ad-hoc and collaborative work processes in the new eBusiness environment. This paper highlights the limitations of the traditional framework and presents a new knowledge enhanced framework and shows how it could tackle the traditional framework limitations and support the process of designing flexible and dynamic eWorkflow management systems that respond to the continual changes of business processes in the new eBusiness environment.

**Keywords:** eWorkflow, eBusiness process, knowledge enhanced framework, knowledge management, workflow design pattern repository

**The Influence Of Organizational Structure and Information Technologies on Organizational Learning**

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**Abstract:** Organizational learning (OL) is a set of actions (information acquisition, information distribution, information interpretation, and organizational memory) within an organization, which intentionally and unintentionally produce knowledge. Information Technologies (ITs) are considered as common facilitating tools for all learning agents. The organizational structure also plays a crucial role in determining learning processes. This study aims to analyze the importance of some IT technologies on the OL, and examine empirically whether the organizational
structure (job specialization –vertical and horizontal-, formalization, autonomy, and centralization) affects directly to the OL process. Carrying out regression analysis, this study has two different implications. First, Information Technology (IT) is a powerful tool to improve OL process. And second, organizational structure directly affects the OL, where low formalization and centralization, and high vertical job specialization are significantly associated with greater capacity for OL process.

**Keywords:** Organizational learning, organizational learning tools, organizational structure, organizational design parameters

**The Contextualist Approach of Understanding Knowledge Management System Initiatives in Higher Education: Case Studies of Malaysian Public Universities**

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**Abstract: Background:** Research on the Knowledge Management System (KMS) initiatives has become an emerging issue across the globe. However, there is a paucity of studies concerning KMS initiatives in the context of higher education although knowledge management practice is a norm in the academic communities. **Aims:** This study aims to fill this gap and provides a broad empirical analysis on KMS initiatives in the Malaysian Public Universities. This study also offers an understanding on other higher education institutions that have attempted, or are in the process of, implementing the KMS to consider the necessary elements required to continue with their projects. **Methods:** This research adopts the multiple-case study methodology to investigate four public universities which represent the different characteristics of environment surrounding the higher education institutions in Malaysia: the newer universities were established after the year 2000 and the older universities established before that particular year. This study argues that KMS initiatives are not just an issue solely focused on technical aspects but it also requires equal consideration of the reality on the complementary relationship between the social context and the social process surrounding it. An interpretive approach is used as a mode of inquiry to allow the researcher to make sense and establish meaning from the complex problem rooted from the the real-world situation. A multi-dimensional framework of the contextualists’ approach is adopted from Pettigrew (1985) as a theoretical basis for the collection, interpretation and analysis of the data. **Findings:** The findings demonstrated that the older MPUs have more challenging issues in dealing with contextual elements to influence the KMS initiatives. The contextual elements constitute an attempt
to take into consideration some external elements and also local organizational context in which the KMS initiatives were implemented. **Conclusions:** The main contribution of this study is to give guidelines to interested universities, or to the universities which are already in the process of implementing more effective and holistic KMS initiatives.

**Keywords:** Knowledge management system initiatives, public universities, a multiple case study, interpretive approach, contextualists’ approach

### The Faculty of Materials Science and Technology in Trnava on the Way to Excellency

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**Abstract:** This paper describes some aspects of the current situation of university education in Slovakia within European context. Since 1989, the traditional conservative university environment of Central Europe has undergone a large number of fundamental changes, reforms and other accompanying processes that followed the absence of democracy and academic freedom in the previous period. The authors analyse the structural and organisational changes and their consequences at the Faculty of Materials Science and Technology (MTF), one of seven faculties of the Slovak University of Technology (STU). The characteristics of engineering education described in a three-level model reflect changes in the context of harmonization of university education, and support the creation of European Higher Education Area. Consequently, the economic and administrative processes in a scientific-educational institution are mapped from the standpoint of available resources for analytical work, the launching of information systems (IS) in the institution, and establishment of a new platform for information and communication technologies at schools and universities. The experience with the Common Assessment Framework (CAF) model as a comprehensive tool for complex quality management is highlighted. This model was inspired by the European Foundation for Quality Management (EFQM) model and the German Academy of Speyer model. The CAF model offers a relatively simple insight into working with a comprehensive quality-oriented tool that is primarily focused on customers, citizens and results. CAF may start a long process of quality development, which may lead the candidate towards a prize and recognition, such as "The National Prize of Slovak Republic for the Public Sector." The core of CAF is a self-evaluating tool that gives opportunity to learn more about a particular organization. The following section is dedicated to staff and student opinions, since human factor is critical for the implementation of the quality
management model. In the final section conclusions and perspectives are described. The goal is to share experience with professionals in the field.

**Keywords:** Excellency, quality, engineering education, knowledge and process management

**Knowledge Management in the Public Sector: Communication Issues and Challenges at Local Government Level**

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**Abstract:** Rapid developments in new technologies and the explosion in digital connectivity have led to a growing recognition of the importance of knowledge management as a critical resource for competitive advantage. These developments present both opportunities and challenges for governments, who are compelled to adopt new management tools and techniques. As such improved knowledge management has become essential for public sector organizations at national, regional and local levels. The creation and transfer of knowledge has become a critical factor in the public sector organizations' quest for high quality decision-making, and service delivery. Communicating professional knowledge is a key ingredient in KM processes. This paper examines the key issues and communication challenges faced by small municipalities in their endeavour to implement knowledge management programs. It draws its material from a survey data collected from a small municipality in Norway. The paper highlights the role of adequate and inadequate communication behaviour patterns for knowledge transfer at local government levels.

**Keywords:** knowledge sharing, knowledge transfer, public sector KM, knowledge communication

**Managing Knowledge, Complexity and Resilience in the Global Enterprise**

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**Abstract:** The contemporary world is interconnected, interdependent and complex. Globalisation encompasses the economic, social, cultural, environmental and political spheres, and has positive and negative consequences. On the other hand advanced exploitation of knowledge can bring benefits and overcome major economic, social and environmental problems or crisis. This paper explores relevant aspects of managing knowledge, complexity and resilience in the global enterprise. In today’s dynamic and highly competitive global business environment, enterprises and
supply chains must possess the abilities to rapidly change processes in order to satisfy emerging business needs alongside to cope with new threats and/or vulnerabilities as well as unexpected events and disruptions. The enterprises that have these characteristics and abilities to perform better even in extreme situations are defined as resilient enterprises. In order to achieve their objectives the resilient enterprise requires new knowledge approaches such as the knowledge accelerators that are proposed in this paper. Moreover the consequences and interdependencies between knowledge, complexity, uncertainties, risks and resilience are analysed. The paper demonstrates that knowledge management and a new knowledge accelerator approach incorporating supporting tools including data mining, ontology/semantic based tools etc., significantly contributes to the adaptation or accelerating self-organising capabilities in complex networking environments, and maintaining an acceptable level of functioning in case of disruptions (more or less severe or known). A definition of the concept of knowledge accelerator is provided.

**Keywords:** Global enterprise, knowledge management, resilience and resilient enterprise, systems of systems, complexity, risk, knowledge accelerator approach

**Enterprise Information Portals: Potential for Evaluating Research for Knowledge Management and Human Capital Assets Using Social Network Analysis**

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**Abstract:** Enterprise Information Portals (EIP) are being increasingly referred in the literature as one interesting technological solution to support organizations in their knowledge management initiatives. This paper seeks to explore the hidden potential of enterprise information portals to support knowledge management initiatives through the usage of social network analysis on research results and co-authorship/co-work relationships that may suggest ways to more effectively utilize knowledge capital and other organizational resources. For that purpose in this paper we will present field research results on evaluating knowledge management and human capital assets based on EIP data repositories using social network analysis. This evaluation will be made through the use of social network analysis techniques applied to authorship data from papers published in international journals with refereeing covering the last twenty years of research activities from a
How to Initiate Knowledge-Based Change Processes in Companies

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Abstract: The paper presents the methodological framework for unlocking developmental potential of knowledge in order to support decision makers at company level. Key elements are (i) results and findings from an ongoing knowledge management impact study; (ii) an approach for benchmarking a company’s knowledge management maturity and proposing a pathway to effectively and efficiently improve the level of maturity; and (iii) a sensitivity model for evaluating knowledge management interventions according to their effectiveness and directly controlling those change processes. The proposed methodological framework aims to help companies in identifying their needs for change and purposefully intervening in their processes and eventually to lend them a hand in managing their human resources, selecting technology or changing the organisation. For this, elements are to be integrated into a web-based infrastructure in order to give company managers direct support and a test bed for defining the most appropriate intervention strategy. Whereas this is the front-end for accessing any methodological support, the paper focuses on the conceptual basis of the three key elements and the theoretical basis for enabling knowledge-based company development.

Keywords: knowledge management maturity, impact analysis, benchmarking, sensitivity modelling, knowledge-based development, unlocking developmental potential of knowledge

Architecture of a Multi-Framework set for Collaborative Knowledge Generation

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Abstract: The scientific development of different disciplines at the beginning of the 21st century can only be conceived in an interdisciplinary context. This fact implies both an in-depth documentation and cooperation among the
scientists in the diverse knowledge spheres. Knowledge workers are not linked to a unique organization, but they are in touch with persons belonging to other organizations. In this complex relation system, the employers are involved concurrently in similar working situations, but, at the same time, they are permanently learning. That is why, Internet technologies are improved to sustain this net society, being adapted, at the same time, to individual needs and profiles. The creation of conditions for organizational culture of academic communities’ development presupposes a suitable socio-technological framework as a communicational and a social framework, as well as an ethical and an axiological one. This multi-framework set allows for the knowledge worker’s creativity, besides improvement of the value system and managerial ethics based on transparency, communication and understanding. Such efforts include the exchange of information and experience, the building of consensus, the creation of new knowledge through collaboration and rapid decision-making. Our multi-framework set gives the possibility for new knowledge creation: innovative solutions in unpredictable situations, provided by human and social factors. The paper proposes a modular architecture of this multi-framework set, namely a knowledge management experimental system (KMES) for scientific communities. Knowledge work necessitates continuous learning as well as constant teaching and knowledge sharing. The functional application modules are: KMES-Factory for content production, KMES-CSCW for communication, collaboration and coordination, KMES-People for community management, KMES-Lib for library and resources management and KMES-Edu for adaptive e-learning. The KMES architecture is based on modularity and integration, configuration and security, adaptability and availability, expert collaboration and knowledge management. The modules of the architectural structure are foreseen as an integrated collection of Web services that allow flexible access to the relevant knowledge resources in the system. The proposed architecture, fully based on XML standards, is a completely decentralised one, allowing participants to access the platform from anywhere using a simple browser interface. This interface allows for remote administration, control, content creation etc. Four main knowledge worker types are addressed: content manager, community manager, information resource facilitator and project manager. Also, experts in the research field are considered knowledge workers, which are both consumers and creators of knowledge. Content modules are produced and managed by KMES-Factory. Annotation Engine Module is the part of KMES-Factory that classifies and organizes dispatched texts, using XML. We present an algorithm for automatic classification of texts in the knowledge base. The field of intellectual invention is studied as the result of the joint between two of the most effective forms of human activity: the intellectual and the inventive activity. The interdependence of knowledge management and intellectual invention is analyzed.
Keywords: multi-framework set, knowledge management experimental system (KMES), knowledge management and intellectual invention, knowledge worker (KW), next generation collaborative working environments (NGCWE), collaborative knowledge generation

Knowledge Management Implementation in Stages: The Case of Organizations in Brazil

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Abstract: The attainment of sustainable competitive advantage is one of the reasons for the adoption of Knowledge Management (KM) in the organizations. Knowledge management implementation is a challenge for the organizations, because it involves the technology adoption, change in the processes and in some cases change in the organizational culture. Several frameworks with intention to guide the adoption of KM are identified in literature, which considers, for example, the attributes for the implementation success or a road map about the procedures to be carried through. However, many of them do not approach the KM as an evolving process, which demands attention to different aspects depending on the characteristics of the organization. The frameworks considered by this research are those which approach KM implementation in stages. In such a way, the goal of this research is to analyze the elements considered in the stage models for KM implementation, comparatively to the reality of two organizations of the information technology sector in Brazil. The research question is: How do the elements considered in the stages models for KM implementation occur comparatively to the reality of two organizations of the information technology sector in Brazil? To answer this question, the research method used is qualitative. The research strategy is the exploratory case study in two organizations in Brazil, both of the Information Technology sector. The data were collected mainly by semi-structured interviews. The main obtained results are: the analyzed organizations are in different stages of KM implementation, this result corroborates with the frameworks that deal with KM implementation as an evolving process; the experience of the analyzed organizations is in accordance to with the stages objectives considered for Lee and Kim (2001) and Lin (2007); when analyzing the elements contemplated in each framework stage, we verify that they do not reflect the experience of the two analyzed organizations; it is necessary to deeply discuss the elements to be contemplated in each stage of the KM implementation, specially the order in which they must be approached in the
organizational. The results of this research can be useful to academics and practitioners, because it deepens the discussion about frameworks for KM implementation in stages, and also they show the case of two organizations of the information technology sector in Brazil.

**Keywords**: Knowledge management; implementation; evolving process; framework; Brazil

**Sharing an Assumed Business Body of Knowledge: An Evaluation Using a Critical Management Perspective**

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“Remember I taught you everything you know. But not everything I know.” James Coburn as a card sharp in the film The Baltimore Bullet describing why his extensive practical knowledge allows him to win (quoted in Lovell, 2007).

**Abstract**: A Critical Management Perspective (CMP) which draws on critical theory and uses critical reflection is applied to a study which determined the assumed business body of knowledge. A ‘body of knowledge’ is the agreed knowledge in a field. The critical reflection focuses on whether (a) there can be a representative assumed business body of knowledge (b) whether weaknesses originate in the method or in the organisation of the knowledge, and (c) the meaning of a business body of knowledge for practitioners. The CMP acknowledges that there must be useful benefits to management while at the same time considering the oppressive aspects of work. The critical reflection comprises three tasks: insight, critique, and transformative redefinition. Insight examined the processes that lead to an assumed business body of knowledge. Experts were used in a Delphi study. From the perspective of the experts, they were proposing the topics or issues they thought should be considered essential knowledge. It was clear from supplementary discussions that they considered this a worthwhile and achievable project. However, the project itself possesses some problematic aspects including (a) the extent to which tacit knowledge can be codified and (b) whether codified knowledge is an adequate substitute for experience. It was concluded that judgement must be suspended until there are results from actual usage. Critique of these practices revealed broader issues. It suggested that the expectation of government (as expressed in higher education quality assurance) and business (as expressed in the ‘job ready’ recruit) misunderstands the kind of learning which can be accomplished without experience. The use of cases provides only a snapshot of experience not the continuous immersion in the activities with the consequences of business cost and competition pressures. It was concluded that there must also be recognition that there is diversity within and between businesses. Much of the assumed knowledge of business is contingent upon the situation rather than applying rules or following a recipe. The third reflection task,
transformative redefinition, isolated the most viable change to the assumed business body of knowledge both as a product and as a syllabus of learning. A transformative definition applied the principles tacit and explicit knowledge to the resulting document. Two issues became apparent. For some readers it will provide them with an introduction to new aspects of business. This can be considered a re-orientation. For other readers it will be treated as a repository for memorisation and regurgitation. It was concluded that by providing only an outline of business knowledge the reader is likely to realise that it is insufficient. However, a greater danger lies in treating the assumed business knowledge as settled and unchanging. The nature of this kind of project is that the consequences of its use and understanding cannot be determined in advance. While there is a risk that it is mistakenly viewed as complete, its broad coverage makes it at best only an introduction. Attempts to use the knowledge as elements or uncritically is therefore likely to result in feedback from colleagues questioning what is meant or why is it appropriate. This presents an avenue for further research.

**Keywords:** Business knowledge, critical management perspective (CMP), Delphi method, expertise, tacit knowledge

**Knowledge Absorption for Innovation in New Technology Based Firms: Lithuanian Case**

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**Abstract:** The modern developments in innovation theory and practice are increasingly focusing on the concept of open innovation and innovation activities within networks. The knowledge sourcing activities within established networks are becoming of crucial importance for innovation. The success of innovation within networks extensively depends on the ability to access, recognize and absorb knowledge from various sources, and is defined by the absorptive capacity of the company. Modern mode of innovation development as defined by Gibbons (1994) stresses the importance of innovation development in cooperation and the abilities of the company to absorb external knowledge. The notion of open innovation and the concept of “connect and develop” (C&D) sets the knowledge access and absorption activities at the core of innovation development process. Despite the importance of the knowledge sourcing for innovation, and the ability of the firm to embed external knowledge into the innovation routines, the innovation activity as an absorptive activity has gained the attention of innovation theorists and practitioners only recently. The recent studies on the absorptive capacity focus on the definitions and of the generic descriptions of the absorptive capacity of the firm. However, the structure and qualities of the absorptive capacity vary as the sectors and firms do, and thus focusing on the specific sector and business profiles opens the new fields of the unknown.
The new technology based firms, as the phenomena, become increasingly interesting in the few recent decades, partially because of their role in the long term economy development, and greater ability to generate higher value added. The development of technologies and technology based innovation with the rise of networked economy has become and increasingly interconnected and networked process. Thus the ability of the firm to connect to the various knowledge sources within networks and integration of networking based knowledge resources in the value creation process becomes crucial. However, the important questions for further development of theory and practice focus on the absorptive capacity structure, distinguished features and development models within new technology based knowledge intensive sectors. This paper aims to define the composition of the absorptive capacity in new technology based firms and provide the empirical evidence of the absorptive capacity development in NTBF of Lithuania, in this way contributing to the rising field of knowledge management and innovation studies.

**Keywords:** absorptive capacity, open innovation, new technology based firms, networks, knowledge management, Lithuania

**Organizational Wisdom In Portuguese Textile Sector Companies**

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**Abstract:** This study aims to measure the level of organizational wisdom of the Portuguese textile sector companies and to verify if that level influences the value that this organizations produce. Studies on knowledge management often try to establish a relationship between data, information and knowledge. However, only a few studies have tried to seek answers as to how knowledge management leads to organizational wisdom. Organizational wisdom is defined as the ability to problem-solve and perform new tasks, dependent on the effectiveness and speed with which the different components of these processes operate and how they are related functionally (North and Pöschl, 2003). This study tries to establish linkage between these two concepts with the development of a new model based on North’s Wisdom Matrix. This model is tested through recourse to PLS and data from the Portuguese textile sector. This study concluded that the model of analysis points to the conclusion that companies with high organizational wisdom do manage to improve their efficiency and effectiveness, but that is not enough to increase the value created due to the environment. However, despite the majority of
hypotheses having been accepted, there are others that could not be accepted and require deeper analysis.

**Keywords:** North’s wisdom matrix, partial least squares (PLS), model, Portuguese textile sector

**Making Knowledge Sharing Working in Healthcare: Relevant Factors and Strategies**

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**Abstract:** Context: Hospitals are knowledge-intensive organizations and the adoption of knowledge management practices is critical for performance improvement and the dissemination of innovations. Since many efforts to implement knowledge sharing systems have failed, hospital managers still have to figure out how knowledge sharing can be successfully promoted among physicians. In fact, knowledge sharing is acknowledged as an activity that is impossible to measure, monitor and, thus, mandate. Thus, it depends mostly on individuals’ willingness to share. Many scholars from Management, Medicine and Information Systems have provided a wide range of factors and interventions that may increase individuals’ intentions. Despite this wealth, though, these three bodies of literature have often produced diverging results. Purpose: This paper aims at reconciling the existing understanding of both the factors that affect knowledge sharing in hospitals and the interventions that should be pursued by hospital managers in order to promote it. The authors propose a comprehensive framework which classifies the factors based on the impact they have on physicians’ willingness to share. In this regard, the Theory of Planned Behaviour was chosen as the most appropriate framework to conciliate the often diverging findings. Methodology: The authors carried an electronic literature search covering Ebsco, Proquest and Pubmed databases. 52 articles were chosen as relevant. Results: Seventeen factors were recognised as significant contributors to knowledge sharing and were classified based on three possible influences on physicians’ willingness to share: (a) changing physicians’ perception of its costs and benefits; (b) establishing external pressures to comply to it; (c) changing physicians’ perception of control over its feasibility and consequences. Twelve interventions address these factors and were recognized as possible solutions to knowledge sharing problems. These interventions were classified based on three underlying strategies: (a) eliciting knowledge sharing; (b) codifying information into explicit knowledge; (c) building social and technological ties between potential sharers.

**Keywords:** knowledge sharing, hospitals, physicians, theory of planned behaviour
Competence Development and Organizations’ Level of Competitiveness

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Abstract: This paper provides a framework for analyzing competitiveness and competences. What is competitiveness and how could it be obtained? How competences should be developed in organizations? Which competences are more relevant for competing successfully, human capital or technological competences? Are there any correlations between these variables? This paper aims to summarize the results of our empirical study conducted in Romania and to answer all the above questions. It also aims to present our view regarding competitive positions. Of course, each organization’s competitiveness level depends not only on their own competence development process, but also on competitors and their strategies. Dynamics is a main issue that was taken into account when developing our model. The model was tested on a sample of 98 Romanian organizations from different fields of activity. Intelligent organizations can develop useful competences in a shorter period and/or at a higher level than competitors do. The main idea of our model is just a basic one: organizations need to become more and more intelligent.

Keywords: human capital, technological competences, organizations’ competitiveness, strategy

Measuring Sustainability and Sustainable Knowledge Management: Presenting a Case for the Tourism Sector in Portugal

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Abstract: The concept of sustainable development is an increasingly relevant concept for economic growth, to improve the quality of life through nature, economy, society and the welfare of the people. The concept of sustainable development can be expanded to all forms of development and economic activities, notably tourism. The concept of sustainable development in Tourism has remained unfilled and under the influence of different approaches. Nevertheless of the different interpretations of sustainable tourism indentified in the literature review, the authors refer to a holistic perspective of sustainable development in which tourism should be seen as part of a strategy of sustainable development. Tourism is one of the most important sectors in the Portuguese economy, as it represents about 4.3% of GDP (in 2006) and absorbs 10% of employment in our country. Knowledge
management is about taking the internal knowledge in people’s minds (tacit) and turning it into usable knowledge (explicit) to solve problems and add value to an organization. The authors believe that knowledge management could be an important component for accelerating an organization towards sustainability. They refer in this paper the concept of sustainable knowledge management that can be better explained by linking sustainability issues into the practices of managing knowledge. The purpose of this research paper is to examine the perceptions of different stakeholders on the contribution of knowledge management towards sustainability. Primary data was obtained through a survey on perceptions of sustainable development and knowledge management of the different actors (municipalities, education institutions in the tourism and business in tourism) on the different items that will be behaved in the dimensions of the indicators for the development of the sustainability index, namely economic sustainability, environmental sustainability, institutional sustainability and socio-cultural sustainability. The methodology used is structural equations in order to verify and quantify the perceptions of the different stakeholders. The tested hypotheses were supported through empirical research, and the authors verified that the stakeholder’s perceptions are that knowledge management contributes positively towards sustainability.

Keywords: sustainability, sustainable development, knowledge management, measurement scales, structural equations, tourism


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Abstract: Developing relationships between companies and customers is and will always be of extreme importance. The use of direct marketing to collect customer information in order to target chosen segments is seen as a powerful way to develop relationships with customers. Therefore, these two important marketing areas, direct marketing and relationship marketing, are closely related by many authors. Nevertheless, there is a surprising lack of empirical evidence on how the relationship development through direct marketing occurs. It is not enough to argue that direct marketing has an important role in relationship marketing. There is a real need to understand which are the activities and processes behind this link. Moreover, the existing
literature relating direct marketing and relationship marketing is almost entirely focused on business-to-consumer markets, being more quantitative-oriented, and forgetting the customers’ side of this “relationship” development. In this paper a qualitative study is presented. The main aim was to explore if and how direct marketing can contribute to develop relationships with customers in the training sector based in Portugal. Furthermore, this study analysed the customers’ perspective and experiences on this important subject. Thus, this research explored qualitatively customers’ perceptions on the relationship development through direct marketing, in a business-to-business context, using a grounded theory approach. No empirical study was found examining this particular combination. 30 semi-structured interviews were conducted with training customers, specifically training directors and participants of 30 different companies in Portugal. This paper presents the main results of this empirical research, explaining in detail which are the direct marketing key roles in the relationship development, namely in its different stages of establishment, maintenance and enhancement. Interestingly, some of the research findings are already starting to be applied to the marketing practices of the training company where the author works; the aim being to develop better and more effective relationships through direct marketing with their customers.

Keywords: direct marketing, relationship marketing, B2B markets, training, grounded theory

A Problem-Based Perspective on Knowledge-Intensity in Services Business

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Abstract: Extant research on services has strongly emphasized knowledge-based services as the driver of economic growth and innovation. Thus, prior literature has separated between “knowledge-intensive” and “other” services, and suggested that the knowledge-intensive services are often those responsible of innovation and value creation. In our view this is an oversimplification of prevailing reality in services business. In this study, we suggest – in contrary to the earlier studies – that all services are knowledge-intensive by nature but they differ along the nature of knowledge processes involved from the perspective of the customer and provider. In exploring the issue, we adopt a “problem-based perspective” on knowledge-intensity in services business, following the latest theoretical developments in the field of knowledge-based view of the firm and related problem-solving perspective.
Our paper sketches a framework where the knowledge processes regarding service co-creation and delivery are conceptualized on two axes – 1) knowledge required from the customer in defining and executing the service and 2) nature of the service-providing process. In the framework, the knowledge intensity of services is explored from an interactive perspective, where problems are identified and solved in collaboration between customers and providers. In this, varying kinds of knowledge sharing is needed between the customer and the service provider, and also different types of problem-solving and knowledge creation processes in service delivery from the provider perspective. On the basis of the developed conceptual framework, we provide implications concerning organizing of various types of services, as well as new insights on the discussion on knowledge-intensity in service business and relevance of knowledge management challenges and practices for this field. The results show that every type of service actually involves knowledge-intensity, but the nature of the knowledge sharing and knowledge creation processes varies along the customer knowledge requirements and the problem-solving process of the provider in delivering the service.

**Keywords:** services, knowledge, co-creation, problem solving, customer, provider

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**The Importance of Knowledge Management in Corporate Social Responsibility and the Effects on the Consumers – Presenting the Case of Cafés Delta**

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**Abstract: Purpose of the Research:** The aim of the paper is to investigate the link between knowledge management in companies that invest in social responsibility and the effect that investment in the company's image and consumer behavior, with respect to loyalty and willingness to pay a price premium for brand. Research Method: The methodology used is the structural equations in order to verify and quantify the links between policy-makers of corporate social responsibility and the importance of knowledge management, first and second, to identify and quantify consumer concerns with the practices of corporate social responsibility and brand image that they form in your mind and in turn, result in a consumer behavior as more fair and a willingness to pay a higher price. For this purpose, the two structured questionnaires, one with a sample of consumers, containing a set of items on the constructs of social responsibility, brand image, brand loyalty and price premium, developed and validated in the academic literature and the other, among company employees. The data are estimated by structural equation model proposed Major Results: The hypotheses tested were all supported by empirical part and it was confirmed that the policies of corporate social
responsibility to improve brand image and lead to loyal behavior and increase the willingness to pay a higher price for them. On the other hand, show that knowledge management makes it easier to implement CSR practices. **Implications:** Socially responsible companies should continue to invest more in such polices because the consumer can understand the strategy and react to them.

**Keywords:** knowledge management, social responsibility, brand image, brand loyalty, price premium and structural equation

**Knowledge Management Revisited: An Empirical Test on the ‘Discussion Group’ within the Social Media**

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**Abstract:** Although knowledge management emerged during 1990s as a new and young interdisciplinary field, it is criticized by some executives and scholars in the social media and in the literature nowadays. This paper aims at reviewing the future of knowledge management by considering both the discussions that are initiated by the executives, who are the member of “Knowledge Management Experts” discussion group in the social media and the critiques which are made by the scholars. The scenario of discussion has been started in the title of “If the term knowledge management could get a do-over what would you call the discipline?” in the group and 295 opinions/comments were collected with different titles and organizations of the members. In order to understand the future of knowledge management within the frame of this discussion group/forum, the members’ discourses were analyzed by considering their title and the map was drawn regarding to understanding the perception of knowledge management as a discipline in this study. In order to categorize data from the discussion group, the theoretical background of the paper rely on the knowledge management paradigms which was developed by Sagsan’s (2009) study that is called humanist paradigm, inter/intra organizational paradigm, technological paradigm and socio-technical paradigm. The results indicate that most of the participants support strongly the term of “knowledge management” as a discipline and science and they believe that KM do not need to be labeled as well as they agree with KM is a discipline or science one hand, and there is a gap between academics/educators and practitioners in terms of knowledge management education on the other.

**Keywords:** Knowledge management perception, knowledge management discussions, knowledge management practitioners, knowledge management paradigms, social media.
The Analytical Study of Content Factors of Knowledge Management in National Iranian Oil Company Staff

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Abstract: In recent years, knowledge management has been an important and critical matter. Knowledge has been counted as one of the organizational resources and their achievement depend on their ability in establishing, storing, transition and use of knowledge. The most important content factors of knowledge–oriented organizations are structure, information technology and culture. Because of it, the purpose in this research is about content factors of knowledge management in National Iranian Oil Company staff. Method of this research is descriptive and survey. To assess of research’s variables used researcher-designed questionnaire with 56 questions. Statistical sample of this research consisted of 242 persons were selected by applying stratified sample and Morgan table. Data analysis is conducted by SPSS software and one-sample T test. It distinguished however, sufficient conditions are ready to information technology already, company has no enough suitable structure and culture to perform knowledge management. In addition, Pearson correlation is used to determine of causal relation and Freedman test to rank. Finally, there are some suggestions to perform knowledge management in National Iranian Oil Company and about achieve to missions, advance of science and technology in Oil Company.

Keywords: Knowledge management, content factors of knowledge management, national iranian oil company
Drivers, Benefits and Challenges of Knowledge Management: A Case Study of Public Sector Accounting Organisation

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Abstract: This paper explores the role of knowledge management (KM) and knowledge workers in the public sector organisation in the broader perspective towards achieving the Electronic Government orientation in Malaysia. The future implementation of KM in the public sector organisations should leverage and articulate the experiences, ideas and expertise of an organisation’s knowledge workers for the embedded organisational knowledge.

A survey questionnaire was used to collect data from all public sector accountants working in the accounting specialist department of the Federal Government in Malaysia. This selected knowledge intensive accounting organisation has a large pool of public sector accountants and the core competencies of the organisation are to provide timely accounting information and quality accounting services to all agencies of the Federal Government. Public sector accountants are responsible for the strategic policies and operational management in various departments of this case study organisation. The responses from the questionnaires are aimed to provide answers to the critical factors of KM implementation strategy in terms of organisational readiness in knowledge and technology resources together with the perceived benefits and challenges in using KM as a strategic management tool to improve internal operational efficiency.

Keywords: Knowledge management, knowledge workers, drivers, benefits and challenges
Competitive Intelligence as a Source of Competitive Advantage: An Exploratory Study of the Portuguese Biotechnology Industry

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Abstract: Regarded as a strategic information management process, competitive intelligence (CI) is defined as the conversion of the data and information, gathered by an organization from its external and internal environment, into intelligence that supports the organizational decision-making process. It is widely accepted that CI provides management with valuable items of information that improve the quality of decisions and has a positive effect on a company’s competitiveness. Considering the economic importance of the biotechnology industry for Portugal, it is appropriate to study the level of awareness of CI and to identify and describe CI best practices in this sector. An exploratory study was carried out to examine how organizations in the Portuguese biotechnology industry use CI in order to obtain sustainable competitive advantage. Additionally, this research was designed to create hypotheses that could be tested in further studies. Case studies were carried out in two companies and a literature review was conducted to help develop a theoretical framework that would support further analysis. Research shows that the terminology and concept of CI were not well-known inside the two companies, probably because of the prevailing scientific-technical background of their personnel, as distinct from one of management; they therefore lacked the specific, dedicated infrastructure and personnel to perform CI. Yet, CI is carried out in an informal way, mostly by the decision makers themselves. Additionally, the findings suggest that organizations tend to focus on developing information management processes primarily oriented to internal information assets, such as Business Intelligence or Knowledge Management. The resources provided for these processes tend to reinforce and support the intelligence cycle, thereby improving the overall awareness of CI. Differences in the level of informality of CI activities were also found between the two organizations; the larger and older organization tended to be more formal in its approach to CI activities. Interestingly, recent approaches featured in the strategic management literature (e.g., dynamic capabilities) indicate that an informal and tacit CI process is more likely to generate sustainable competitive advantage than a completely explicit one, since the former is more difficult to imitate or substitute.

Keywords: competitive intelligence, biotechnology industry, SME, competitive advantage
Abstract: This paper analyzes leaders and followers behaviours within interaction systems. Imitation process is outlined as crucial in environments where uncertainty is presented and where the firm’s strategy could be thought not only due to internal and personal factors, but also risky competitors’ decisions which could be imitated in order to minimize failures in making decisions of followers. In this way, there are two approaches of imitation which are identified by academics: (1) information-based theories and (2) rivalry-based theories. Firms within the same strategic group may adopt similar behaviour to constrain competition being small and medium size enterprises’ group (SME) one of these strategic groups which must be analyzed particularly. So the key focus is how the SMEs behaviour about learning context is developed. Firstly, the close link between knowledge and learning is studied in order to establish the process of action learning. Garvin (2003) emphasized that an organization that learns is an expert in creating, acquiring and transmitting knowledge and in modifying its behaviour to self-adapt. Secondly, Revans’ focus (1984) about learning generated and the use of pre-existing knowledge, action learning concept is developed with a formula of two parameters: P (programmed learning) and Q (learning from observations of the work done). Both parameters of action learning formula are described in a figure which makes four positions of firms. Position A, B, C and D. At this point, reaction learning element is proposed with a missing element by Raven’s approach: rivalry environment of an interaction system. On the examples where could be analyzed this reaction learning is the SME group. Finally Revans’ formula is completed distinguish “Q” parameter in “Q₁” and “Q₂”. “Q₁” represents the observations of work done from insiders and “Q₂”, the observations from outsiders or competitors (as consequence of an interaction system with leaders and followers). Linking Revans’ action learning concept (1982) and Fiol and Liles’s approach about learning level and change level (1985), reaction learning is proposed and explained. The previous four positions of Fiol and Liles are completed with reaction learning concept showing that rivalry environment should be taken into account by researchers. Reaction learning is theoretical approach which must be studied case-by-case. SME groups represents an important value in the competitive market and its action learning processes should be studied taking into account that making decisions of entrepreneurs are not only made from programmed learning but also due to external factors as rivalry environment (leaders and followers action-reaction). Reaction learning concept is outlined in this paper looking for understanding better how strategic decisions of managers and entrepreneurs are taking into account and how are learnt by the organization.
Keywords: imitation, knowledge management, learning organization, action learning, reaction learning

Trust in Cognitive Interactions Between KIBS and Client Firms: a Multiple Case-study of Computer Services

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Abstract: The term knowledge-intensive business services (KIBS) indicates private companies whose job consists in collecting, generating, analysing, and distributing knowledge with the purpose of delivering customized services to satisfy the client’s needs. KIBS rely on highly educated experts of specific technical disciplines or functional domains, and supply knowledge resources or other knowledge-based services that the clients are unable or unwilling to develop by themselves. The provision of KIBS entails a bilateral exchange of knowledge between the service provider and the end user along with the entire supply cycle. In this process, not only KIBS firms supply their clients with precious elements of technical and applicative knowledge, but also the client firms provide KIBS with pieces of knowledge that are necessary for designing a successful solution. As is well underlined by the Knowledge Management literature, any knowledge exchange requires a trustworthy environment, but this becomes critical when different organisations are involved. Accordingly, trust can be an essential ingredient of the transactions involving KIBS and their clients. However, the studies about the role of trust in the service delivery processes of KIBS companies are still scarce. The paper contributes to fill this gap by discussing the results of a multiple case-study of a particular group of KIBS, i.e. the computer service companies located in the Northeast of Italy. Specifically, the study: a) offers a knowledge-oriented description of the client-provider interactions occurring during the service delivery process; b) investigates the main mechanisms that govern such interactions; c) analyses the role played by trust, as antecedent and consequence of the interaction itself; d) makes some remarks about the development of trustworthy interactions between computer services companies and their clients.

Keywords: KIBS; trust; knowledge exchanges; computer services; case study.
Evolution Analysis of Knowledge Potentials by Pattern Matrices

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Abstract: The detailed analysis of knowledge networks regarding the existing and potential usable knowledge requires the decomposition into the small units of knowledge. Derived from the concept of graph theory, knowledge nodes – consisting of individuals - represent these small units of knowledge. Knowledge nodes are cross linked by knowledge edges, which are characterized by the knowledge flows. Based on the fact that knowledge networks have a (measureable) potential of knowledge, each knowledge node also has definitively a knowledge potential, which is determined by knowledge volumes within different knowledge domains set on knowledge priorities. The knowledge node itself is normally involved in a permanent development, both within its own node as well as in combination with other knowledge nodes within the inner knowledge network as well as out of the inner network into other networks. These interactions lead to the absorption and release of knowledge; and consequently to the change of the knowledge potential of the affected knowledge domains within the node. The basis for these activities is the motivation to keep and expand the existing potential as well as to open up new potentials. Through these continuous developments, changes and adaptations it may be possible that knowledge nodes are split into several independent knowledge nodes. This process can be activated e.g. when knowledge nodes have an enormously high knowledge potential, a high concentration of knowledge. But also different development paths of the individuals of a knowledge node can lead to separation. Furthermore, besides the splitting also the coupling and complete fusion of knowledge nodes for a holistic new node is possible. This fusion process starts e.g. when individual knowledge nodes are too weak, that is to say they have insufficient own knowledge potential and expect from the fusion with other nodes a stronger potential. Through interactions (knowledge flows), splitting and fusions the life cycle of knowledge node works on different levels: (a) knowledge network, (b) knowledge node, (c) individual. Consequently, each knowledge node is part of a development area that is built through the entire system of knowledge nodes. The result is an enormously high number of structural variants of knowledge nodes. Similarly, the complexity of possible strategies for knowledge evolution increases. In spite of this complexity a kind of pattern in the development can be noticed. Therefore, the general model of knowledge network, knowledge nodes and knowledge flows in the context of this paper will be expanded by pattern matrices specified by attributes and abilities. In contrast to the definition of pattern variables in the scope of sociology not only binary choices but also complex trend developments are presented. These pattern matrices lead to a reduction of complexity. This is an important step to
be able to understand evolutions in knowledge networks. The analysis with pattern matrices works on both, the knowledge nodes and the knowledge flows. But also the processes of coupling/merging and splitting/division can be summarized in simplified pattern. In this context this paper is an important step for the successively completion of a knowledge node model.

**Keywords:** knowledge node; knowledge scalar; knowledge flow; knowledge potential; pattern matrices

**Putting Intangible Assets Management to Work**

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**Abstract:** The intention of this paper is to present the initial pilot test results of an integrated model for managing intangible resources called Intangible Assets Management. The method comprises three main phases: Qualitative Analysis or Evaluation; Quantitative Analysis or Valuation; Decision Making Support. Historically, business practitioners and scholars have tended to focus on methods based on qualitative analysis (See Andriessen’s “Making Sense of Intellectual Capital” (2004), Viedma’s “Intellectual Capital Benchmarking System” (2006), and Alwert, K.; Bornemann, M.; Will, M. (2007). However, the aim of this paper is to demonstrate the importance to managers of quantitative analysis, i.e., the valuation phase in administering intangible assets. Furthermore, by means of the valuation process, the method seeks to alert managers to the generalization that the best returns likely come from intangible resources; in this manner, we hope to contribute to a move away from the traditional management paradigm of focusing exclusively on tangible assets. Over the course of the qualitative analysis, or evaluation phase, Intangible Assets (IAs) are identified, mapped, and individually considered as a set of Sources of Added Value(SAV). Note, however, that each Intangible Asset also impacts the Underlying Asset (UA) that represents the financial results to the organization. Additionally, the paper describes the valuation phase, comprised of a library of methods to evaluate assets, including the Real Options Valuation (ROV) method. Since intangible assets present intrinsic future risks and uncertainties, the availability of the real options concept is the best way to manage such uncertainties. As a consequence, managers have the flexibility to deal with any scenario that might present itself vis-à-vis intangible assets (subject of a future paper). Although the method was developed for a major energy company, it can be implemented in any business unit, department or organization. After an in-depth description of the method, the preliminary results are discussed.
Keywords: Intellectual capital; intangible assets; valuation; real options; organizational competencies; business processes

Searching Mechanisms of Customer Knowledge Management in the Top Eight Iranian eCommerce Websites

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Abstract: The purpose of this paper is study of customer knowledge management mechanisms in top 8 Iranian eCommerce web sites based on the CKM3 model which founded on the speculative aspects stemming from the information retrieval and analysis of the latest results in related literature. This model contains a vast look at the three different dimensions of customer knowledge in more details than prior CKM researches and introduces the comprehensive set of electronic mechanisms in accordance with each identified types of customer knowledge. The paper has important implications for Iranian eCommerce web sites seeking to improve their Business and customer value through effective selection and deployment of CKM mechanisms.
Keywords: dotcoms, customer relationship management, technology, customer value

The LIFE Technique – Creation of Personal Knowledge and Skills Profiles for Future Planning

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Abstract: This paper focuses on the question: how can a personal knowledge and skills profile be created most easily and effectively for people considering their future? This is valuable for all people of working age because it helps them find, or change to, work which suits them best. This is tremendously important in Knowledge Management (KM). This is because when the knowledge and skills of an individual are matched well with the work they conduct, there is a high level of job satisfaction, motivation and performance. Therefore, if it is done well, employees and organisations benefit enormously. The paper categorises and critically examines literature relevant to the research question and explains why the new Look Into your FuturE (LIFE) technique (‘the LIFE Technique’) was designed. It explains the Technique and how it was applied and improved. The primary data strongly suggests that the stages of the Technique are useful and easy to do, and that it is a valuable initiative that should be developed and applied further in the future.
Keywords: Storytelling, Personal Knowledge and Skills, Articulation of career plan

Knowledge Transfer in Strategic Alliances: Moderating Effects of Limited Absorptive Capacity and Powerful Relationships on Business Model Innovation Performance

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Abstract: In the era of knowledge economy, knowledge transfer is among the core strategic moves for company services which are in great need of maximizing their business in new sectors in which they have not previously operated. Although existing literature supports the positive direct effect of the incoming knowledge to an organization’s performance, the effect of certain relational factors (which may play either the role of facilitators or impeders) has drawn limited research. This paper examines the effect of two relational factors –the level of absorptive capacity and the powerful relationships- on the knowledge transfer within strategic alliances. In consistency with prior work, this study supports that: (i) the transfer of external knowledge is a determinative factor for an organization’s performance and (ii) the effective exploitation of the incoming knowledge follows in the wake of the organization’s ability to absorb the knowledge that is externally derived. In an attempt to expand this prior work, the role of powerful relationships formed between partners in a strategic alliance, is perceived as a potential factor able to mitigate the negative moderating effect of the limited absorptive capacity on the direct relationship between knowledge and performance. The aforementioned relationships are depicted on a conceptual framework to empirically investigate the case of company services which are in great need of obtaining new knowledge in order to develop business model innovations, taking the Mobile Virtual Network Operators (MVNOs) as a case study. Empirical evidence from 109 MVNOs operating across Europe are provided to support the moderating role of two specific factors in the knowledge transfer process within strategic alliances. The results indicate that organizations’ limited absorptive capacity determines the positive direct relationship between the incoming knowledge and organizational performance. Moreover, the powerful relationships between knowledge seekers and keepers are found to be a relational factor to the transfer of knowledge which mitigates the negative moderating effect of limited absorptive capacity thus making this knowledge activity more effective.

Keywords: knowledge transfer, external knowledge, absorptive capacity, powerful relationships, business model /innovation
Intrinsic Motivation, Tacit Knowledge and its Transfer

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Abstract: Research in the area of knowledge transfer has mainly addressed the transfer process from an instrumental, market-driven perspective. On this view, tacit knowledge is mainly regarded as an impediment to its transfer. This study argues that tacit knowledge, given its social and intrinsic nature, can facilitate the transfer process. Our argument is based on information elicited from a number of scientific experts within the petrol industry. In their daily work, experts regard the transfer of knowledge as sine qua non of becoming expert, since interactions with others are 1) learning opportunities for themselves, and 2) as social occasions on which they demonstrate their social status as experts. Consequently, we conclude, the social and the relational nature of expertise knowledge, as a form of tacit knowledge, can be regarded as facilitators in the knowledge transfer process, rather than a barrier. Finally, conclusions and implications are drawn out.

Keywords: Tacit knowledge; intrinsic motivation; knowledge transfer; expertise knowledge

Service System for KIBS end-user Value Creation

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Abstract: In this paper, a model of capability-based service system of Knowledge Intensive Business Services (KIBS) is introduced. The model combines and clarifies existing service innovation models. According to the model, it is argued that KIBS create end-user value with unique combinations of capabilities of the service provider and the customer, and with technology. These factors determine the value creation logic. The logic of the service system model is illustrated with anecdotal evidence from the transformation of online banking services. As practical implications suggestions for both tacit and explicit knowledge transfer related to the service system are presented. During the past 15 years, banking services have transformed from traditional customer service to a self-service, where the focus of capabilities to create end-user value have changed from the capabilities of the service provider to the capabilities of the customer. In the future, banking services will transform even more towards collaborative and solution-based value creation model. During the transformation process, the market environment, technology and customer capabilities have developed dramatically and the
locus of value creation has been changing in the service system. Based on the model and the case, it is suggested that managing both supplier and customer capabilities are important for KIBS today since it allows changing the value creation logic in the service system. Service capabilities can be leveraged by systematically gathering and transferring knowledge from different parts of the service system: suppliers’ capabilities and organization, stakeholder network, technology, customer capabilities, market environment and end-user expectations.

**Keywords:** KIBS, knowledge transfer, service system, capabilities

Retaining Knowledge from Ageing Employees: A Structured Comparison of six KM Interventions

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**Abstract:** The coming decades, the baby boomers (born between 1946 and 1965) are going to retire. This retirement wave will cause a loss of knowledge for organizations and thus threatens the organization’s ability to make knowledge productive and thus competitiveness. As knowledge management (KM) is the formal discipline that aims at improving knowledge productivity, knowledge management seems to be the discipline to provide the solutions to this problem. Although KM literature provides ample solutions, hardly anything has been said about the applicability and the effectiveness of these solutions in the context of retaining knowledge from retiring employees. Therefore, the objective in this research is to make a structured comparison of six KM interventions that are used in practice to retain knowledge from retiring employees (Modeling, Leaving expert interview, File-transfer protocol, Master-apprentice relation, Individual gap analysis, and Knowledge recall). This comparison is based on the four components of the CIMO-logic that is used in design-based research, which implies that this study contains information on what to do (I), in which type of situations (C), to produce what effect (O), and it offers some understanding of why this happens (M). Based on the comparison, this study discovered that the CIMO-logic of the six different interventions demonstrated many similarities, which resulted in the formulation of an overall CIMO-logic. In addition, based on the differences, we also formulated three distinctive CIMO-logics for File-transfer protocol, Master-apprentice relation, and Individual gap analysis. Important finding of this study is that the six KM interventions seem to fit the target group (retiring employees) very well, because they anticipate on the desire to round off and hand over. Another important finding in this study is that retaining knowledge from retiring employees is not only beneficial to the organization, but also to the retiring employee himself. From a methodological point of view, important
finding of this study is that the CIMO-logic provides a valuable framework for revealing the similarities and differences between different management interventions.

**Keywords:** Ageing, knowledge management interventions, knowledge retention, CIMO logic

**Just-in-Time Delivery of Knowledge at a Technology-oriented Enterprise**

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**Abstract:** The term Just-in-Time (JIT) can be defined as a production or inventory scheduling technique found within the more complex production logistics disciplines. JIT knowledge management (KM) is an endeavour to provide the right knowledge at the right time to the right person. This requires insight into the knowledge demand and supply process as well as the time horizon applicable to the knowledge required. JIT KM seeks an optimisation of the matching process between demand and supply of knowledge within enterprises, i.e. it endeavours to translate the logistic concept of JIT to the KM field. In addition to JIT KM the concept of real-time KM is introduced as an alternative, since present research indicates that the implementation of JIT KM presents major challenges in terms of cost and development effort, restricting its use to mission critical applications. A more generic application of JIT KM needs to be developed and it is contended that real-time KM fits the requirements of enabling the enterprise to be agile in respect of its ability to respond to knowledge demands and to be sensitive to future knowledge requirements.

**Keywords:** Knowledge Management, Just-in-Time, Case study, South Africa

**Knowledge Management and Higher Education Crisis**

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**Abstract:** The global crisis we have to face now is no longer just an economic and political one as many people believed at its starting point. It is a much more complex crisis, whose nature is much more complex: it is mostly a moral value-based crisis. Due to this complex nature of crisis one
important issue is that we have to look at how the crisis is affecting education, learning and instruction. Firstly, the education crisis manifests by revealing the fact that traditional ways of thinking and acting are no longer sustainable. According to St. Julien, the current framework of learning theory is no longer adequate and as Shotter (In Doll W. E. et all 2005) states ‘we totally fail to acknowledge for what learning really involves in all its dynamic complexity’. As expressed by scholars from different fields of cognitive sciences, neuroscience and educational science, it was agreed upon finding a new, more integrated framework for building a ‘New Learning Science’ (Jolles et al., 2005). Within this new framework, we have to rethink the concept of learning. The presence of many theories of learning and instruction may be interpreted as both demonstrating and hiding the complexities of learning. Education is a complex system, with all the properties that are characteristic of a complex system, and that is why it is necessary for researchers, policy makers and educators to adapt their educational actions and decisions accordingly. Under this complex framework knowledge management approach applied for the higher education system might be quite fruitful. Higher education institutions have to be reconsidered as complex knowledge-based organizations that might be able to achieve, consolidate and improve their performance on their road to becoming effective and efficient based on knowledge management approach. Our paper tries to identify where and how the principles of KM are applied in Romanian higher education institutions. Based on our research outcomes, some conclusions and future possible strategies and KM tools are reconsidered in order to manage the higher education crisis in a competent way.

Keywords: crisis, higher education institutions, crisis management

Semantic Interoperability Framework for Estonian Public Sector's eServices Integration

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Abstract: ESservices, based on automated data exchange in distributed technological and organizational environment, are an effective way to build cross-border, controlled information services. Processes of creation, integration, management, reuse, discovery and composition of eServices are not very efficient without understanding the meaning of information resources. Creation and management of human and machine readable semantics of heterogeneous and distributed information resources are more complicated than coordinated documentation process, and require new interoperability principles, architecture and infrastructure. This paper outlines the idea and
architecture of the Estonian semantic interoperability initiative in the public sector. The paper presents a collaborative ontology engineering toolset and repository as a part of interoperability infrastructure, built with Semantic Mediawiki, to manage the semantics of information resources.

**Keywords:** semantic interoperability, ontology, web service, web service annotation, semantic mediawiki, rdf/rdfs, owl, wsdl/sa-wsdl

### A Socio-Psychological Model for Knowledge Management Adoption: The case study of a Medical School in Bangkok, Thailand

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**Abstract:** In the business world, there is a recognized consensus that the most important intangible asset of an organization lies on the intellectual capital and the corporate knowledge. In testimony, Pleiades of Knowledge Management projects have been undertaken by companies. However, only recently Colleges and Universities have started to look closely at how they might use efficiently information and knowledge in order to provide a better academic environment. This paper presents an insight into the knowledge management practices adopted by a medical school.

**Keywords:** knowledge management processes, attitude toward KM

### The Model of Continuous Profession-oriented Learning in the e-Environment Based on a Competence Approach and Academic Knowledge Management

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**Abstract:** The paper presents a model of continuous profession-oriented learning in the electronic environment at organizational, technological and learning levels. The learning level involves the application of modern technologies in e-pedagogies. The educational process is being built on the bases of iterative analysis, competence assessment and individual trajectories of learning. The organizational level implies the formation of integrated knowledge space which unites community of teachers from various higher educational institutions, research organizations and business enterprises within the system of academic knowledge management. At the
technological level the members and partners of the integrated knowledge space are provided with appropriate instruments within the framework of social networks to develop educational and methodological materials, to search, to capture, to accumulate and to systematize knowledge with respect to the competence model's requirements based on ontology method. The model aims at developing the methodology for creating and maintaining the intelligence systems to generate comprehensive competences. It enables the education institutions to effectively solve the problem of enhancing the education quality and assurance to meet the requirements of the business innovative development in knowledge society.

**Keywords:** e-Learning, lifelong education, continuous professional education, competence approach, e-information educational environment, information knowledge space, information centre of disciplines, distributed chair, knowledge management, ontology

**A Formal Approach to Modelling Knowledge Transfer Processes**

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**Abstract:** An organisation’s competitive advantage depends on its ability to transfer knowledge effectively. Research suggests that knowledge transfer remains a problem for many organisations. More work needs to be done to understand how organisational knowledge transfer can be improved. This paper aims to address this issue by using a formal modelling approach to represent the process of knowledge transfer within organisations. A process algebra named Communicating Sequential Processes (CSP) is used for this purpose (Hoare, 1986). This allows low-level details to be modelled meticulously and the efficacy of the process to be analysed using formal tools. Based on Tong and Ayres' (2009) work, the researchers use basic CSP building blocks to represent a set of people’s behaviours in the process of knowledge transfer. An initial analysis of this formal transfer model is also conducted. The application of CSP in analysing knowledge transfer models is a novel idea. It is expected that this study explores a new direction of studying human knowledge related processes in this field.

**Keywords:** Knowledge management, Knowledge transfer, Formal modelling, Communicating Sequential Processes (CSP)
Epistemologies of Competence Related Knowledge – A System Theoretical Analysis

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Abstract: The purpose of this study is twofold. First, the aim is to develop theoretical analysis frame. Second, the framework is “tested” with empirical reality. With this frame it is possible to study the multiple views of knowledge and competence at different levels in organizations. Additionally the aim is to find out how competence related knowledge is achieved in different organizational levels. The objective is thus to bring underlying epistemologies of knowledge and competence into the academic discussion and further examine how they are expressed in practice. The study of the knowledge and competence in the organizations does not always genuinely take the epistemological assumptions into the discussion. Thus, the way we understand how individuals and organizations come to know guides our actions, in scientific discussion on competence management as in practice in organizations. The basic division of different organizational epistemologies in this study to cognitivist, connectionist and autopoietic is based on the works of Von Krogh, Roos and Slocum (1994) and Von Krogh and Roos (1995). The first part of the study is theoretical analyses, which is done by synthesizing the theories of epistemology and competence management. The second part is empirical study, which was carried out 2009 in four Finnish companies. Supervisors, HRD managers and strategic managers were interviewed. The methodology of this study is qualitative and empirical data was collected by using semi-structured interviews. In the analyzing phase the transcripts were carefully read, coded and further analyzed by using content analysis as a method. As a result of theoretical analysis a new frame was developed and further as a result of the empirical study different epistemologies to competence could be found in different organizational levels. These findings were compared to the formed theoretical construct. Some distinctions could be made; autopoietic, connectionist and cognitivist characteristics were all found in the examined functions, but more research in the area is needed and thus future research suggestions are presented. The future research should take into an account the underlying knowledge epistemologies. The understanding of these different epistemologies could also provide practitioners aid in planning competence and knowledge processes in organizations.

Keywords: competence, knowledge, autopoiesis, epistemology, complexity
Organizational Information Transfer as a Tool for Building-up Employees Economic Awareness

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Abstract: The organizations need proficient, interested and contended employees for successful performance. It is important to understand wider contexts and to see the importance of own work person satisfaction. The employees have to be well informed about the organization performance as well as about the long-term organizational goals. Not all employees have economic knowledge and ability to find organizational data in particular materials (annual reports). But management is able to offer employees the development and education focused on building-up economic awareness. The organizations commonly enhance employees’ knowledge by using trainings and seminars which usually put focus on specified information connected to their job position and direct requirements to their function. There are missing meetings, which enable employees’ scope extension and get general and cross-sectional knowledge about the company activities and its operation in the market. Management should set up the seminars to inform about long-term goals, economic outcomes implemented into the wider context of business sector and development. These seminars also enable employees meetings from different departments, their mutual communication and information exchange on informal bases. The contribution is a part of research project VEGA 1/0156/08 “Key managerial competencies in the range of specific functional management areas and their applicable development concepts”. It is based on research realized in conditions of business practice in Slovakia. The research was focused on investigation the employees’ knowledge about their organization and how this knowledge extension influence employees relationship to the employer. The contribution discusses the effect, which managers can have from such an information transfer within the organization. Therefore, in the article are presented, not only outcomes of this research, but also the experience and authors recommendations. These recommendations eventuated from practice in real business conditions; were testified in concrete situations and enabled positively influence employees attitudes and the relationship to management and organization. The authors have mutual experience with projecting and trainings and seminars realization focused on information transfer improvement in business sphere. The authors present experiences as one of the possibilities for building-up employees awareness in the sphere of complex organization functioning in the article.
Keywords: Training, seminar, information transfer, economic awareness, loyalty

The Role of Boundary Brokering in the Generation of Common Knowledge

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Abstract: This paper proposes that the study of boundary brokering roles offers indications on the formation and the exchange of common knowledge. The notion of common knowledge is elusive and, although it has been identified as an important underlying factor in the effectiveness of Knowledge Management practices in SMEs, there is little understanding of how, where and when it emerges in organisations. This study deployed a qualitative approach to investigate work practices in five European Small and Medium Enterprises (SMEs) of varying sizes, as part of the EU FP7 OrganiK project. The conceptual frameworks for boundary activities provided by Wenger (2002) and Carlile (2002, 2004) were adapted for the analysis of social interaction in these organisational contexts. We found that, although not explicitly described as such, the management of knowledge bases is an important factor in the way these organizations operate. Different types of knowledge brokering practices occurred via either formalised roles specifically created for the purpose or through undefined informal interactions between co-workers. These knowledge brokering roles are important for the formation of common knowledge, as the knowledge workers in question hold highly significant knowledge (in effect, acting as knowledge silos), that is crucial to the daily operation of the organisation.

Keywords: common knowledge; SMEs; boundary brokering roles; socialisation
Developing a Framework for a Health Research Knowledge Management System implementation to Manage and Evaluate the Research Activities in a Public Hospital Department

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Abstract: This paper describes a conceptual organizing scheme for managing knowledge within a health setting. In this paper we present a framework to implement a Knowledge Management System (KMs) to manage and evaluate the research activities in a Cardiology Department of a Public Hospital in Spain. This framework was derived from a review and analysis of the knowledge management literature and from the author’s own experience.

Keywords: Knowledge management, knowledge translation, health research, information technology systems

Boosting Knowledge Management With the Help of Development Discussions

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Abstract: In companies the adoption of a competence approach in strategic management has led to new ways of defining, evaluating and developing competences with the help of a variety of practices and tools. One of the most common of them is appraisal discussions, in Finland more often called development discussions. The aim of this quantitative study is to investigate what kind of effects the development discussion system may have within an organization. This study clarifies the benefits of development discussions from the perspective of knowledge management. The empirical research showed that development discussions are an integral part of organizational knowledge management system in Finnish organizations. The results suggest that they boost competence management at a level of leader’s work in two dimensions. First, development discussions are in connection to some degree with building a learning community and second, they are strongly in connection with planning the goals for learning in an organization.
Keywords: appraisal discussion, development discussion, knowledge management, organizational learning, human resource development, performance management

Resource Differentiation of Knowledge
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Abstract: The purpose of the present research is ordering of institutes of manufacture of knowledge on a minimum level of managing and development of strategy of their generation, allowing changes to technological processes. As a result of the authors research the differentiation of new knowledge on depth of brought changes in technological processes that allows to consider processes of generation of new knowledge from the various parties of economic activities is carried out. Authors had been revealed structure of external and internal risks of generation of new knowledge. The graphic model of structure of manufacture of the new knowledge is constructed, giving the chance on the basis of their differentiation optimum to divide processes of scientific and design activity. On the basis of the methodological device the institutional economic theory classification of economic institutes of manufacture of new knowledge with reference to a managing minimum level is carried out. Authors reveal effects of decrease in costs of generation of new knowledge as a result of realization of collective activity. The received results allow the enterprises to carry out an estimation, forecasting and planning of generation of new knowledge.

Keywords: knowledge, knowledge differentiation

Intellectual Capital Structure: Case of Russian Companies
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Abstract: This article considers issues related to the concepts of intangible assets (IA) and intellectual capital (IC), to the questions of their composition and measurement of their components. The authors have distinguished three basic IC elements: human, relational and organizational (structural), and have developed a new approach to the method of indicators of the elements. This research has tested the regression model that characterizes the relationship between market share price and tangible and intangible assets of a company – latter divided into three elements. The econometric analysis of the model is based on the Russian market data from 2001–2006. The research covers the sample as a whole (43 companies) as well as four industries in particular: extractive, power engineering, communication services, and metallurgy. The results upon testing the research model prove the statement that tangible assets play a more important role in a company value creation than intangible
ones on the Russian market. While prevailing of a certain element of intellectual capital on the market share price can be explained by specifics of that industry. At the same time, the sample as a whole and most industries show that human capital is a major value-adding factor for Russian companies. The conclusion provides directions for further research on the matter.

**Keywords:** intangible assets, intellectual capital structure, valuation

**Assessing Knowledge Worker Productivity: the Role of Patents, Publications and Scientific Opportunity Recognition**

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**Abstract:** Knowledge work has superseded manual work as the primary mechanism of wealth creation throughout the western hemisphere. Society’s present and future welfare will depend on knowledge workers and the way we assess, reward and improve their productivity (Drucker 1999). The seminal works of Taylor, whose methods of scientific management (Taylor 1911) greatly enhanced the productivity of manual work, served as a point of departure for many scholars addressing questions of knowledge worker productivity. However, it soon became clear that knowledge work is different from manual work. Thinking, the most important component of knowledge creation, is largely invisible to observers. Therefore, Taylor’s observation-based methods were untransferable. Especially in the context of university science (which is the focus of this paper) the assessment of knowledge work has shifted to output-oriented measures like publications and patents, which are now used interchangeably to assess scientific achievements of academic researchers (Schachman 2006). Concerns that patenting could displace publishing as the primary mode of disseminating university research results proved to be unfounded: Azoulay et al. found that patenting does not preclude publishing and suggest that *scientific opportunity* is the true origin of research resulting in both patents and publications (Azoulay et al. 2007).

Opportunity recognition has been an integral part of the business management literature in general and the emerging field of entrepreneurship research in particular (Lumpkin and Lichtenstein 2005, Ardichvili et al. 2000). However, this literature is limited to business opportunities. To date, scientific opportunities are described in the context of their respective discipline as they appear, but there seems to be little effort to link them knowledge work productivity gains.
Our paper is conceptual and will attempt a transfer of the opportunity recognition construct from the entrepreneurship domain to the scientific opportunity context. This is in line with calls for further research asking scholars to apply the construct to “community, government, nonprofit, and other non private-sector organizations” (Ardichvili 2000). If we accept that (a) patents and publication counts will remain primary indicators of knowledge worker productivity in the years to come (for lack of better ones), and (b) the process of knowledge creation per se is inherently difficult to observe, analyse and improve, then it follows that any significant advancement is most likely to come from a careful choice of the starting point, i.e. the initially chosen scientific opportunity. We do not challenge the role of patents and publications as tools of knowledge work assessment, but would like to study how these classes of outputs are influenced by scientific opportunity, an important factor that has received little attention so far. Based on a recent review of the (entrepreneurial) opportunity recognition literature (Frank and Mitterer 2009) we based our analysis on a school of thought that seeks to explain opportunity recognition as an interplay of multiple variables relating to human capital, cognitive processes, individual learning and social capital. We isolated variables with explanatory power in the scientific opportunity context and report first results from a pilot case study conducted at a large German research university.

**Keywords:** knowledge worker productivity, scientific opportunity recognition, performance measurement

**Leader Engagement and its Impact Upon Knowledge-Sharing Behaviour in a Higher Education Context**

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**Abstract:** Employees' willingness is a key factor in organisational efforts to promote knowledge sharing behaviour. Leaders need to be fully aware of their roles in promoting knowledge sharing activities. By promoting knowledge sharing activities, leaders can generate and support employee readiness to share knowledge, and hence, in the longer term, develop competitive advantage for the organisation. We have seen an increasing amount of funding granted by governments to target knowledge management projects in universities. This paper explores how leader engagement with knowledge sharing policies and practices can promote knowledge sharing behaviours among employees in UK Higher Education. It sets out a theoretical framework for leader engagement highlighting knowledge sharing policies and practices. The design of a pilot study at the University of Portsmouth is discussed. This study will be used to inform a wider empirical investigation using surveys and interviews with leaders and academic staff working in forty Higher Educations
in the UK. The full study will seek to contribute a detailed framework for knowledge sharing policy and practice that may be applicable both within and outside Higher Education.

**Keywords:** Leader engagement; knowledge sharing policies; knowledge sharing behaviour, Higher Education

**Knowledge and Information Flows in Supply Chains in Service-Oriented Business: A Case Study of MK Restaurants in Thailand**

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**Abstract:** In today’s business world, the supply chain management is widely accepted as a key to achieve a firm’s superior performance. The concept of supply chain is based on the movement of materials as they flow from their source to the end customers. Material flow studies are concerned by delivering goods and related services to the market. However, based on the resource-based view, knowledge is an important resource providing competitive strategies for the firms. Managing Knowledge through supply chain will bring more benefits to the businesses. The aim of this paper is to study knowledge and information flows through the supply chain for the restaurant business. Restaurant business is a competitive sector in Thailand. Nowadays, the growing number of international franchises and local restaurant means that restaurant business needs to focus better on controlling the quality throughout the food chain supply to ensure the maximum satisfaction of the customers. Investigating knowledge and information flow through the food supply chain is one way to achieve the stringent requirements. The study is based on literature review and on in-depth interviews with some managers of the restaurant business in Thailand. A case study of the MK Restaurants will complete the understanding of the factors that will contribute to the delineation of model encompassing factors influencing the intention to share knowledge within the supply chain of food services.

**Keywords:** supply chain, value chain, restaurant business, knowledge sharing, service industry
To Tweet or not to Tweet, that is the Question – Social Media as a Missed Opportunity for Knowledge Management

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Abstract: As individuals and as social agents, many have embraced Social Media (SM), the benefits of which are self-apparent and are taken for granted within the context of this paper. Evidence would suggest that the penetration and demographic spread of the adoption of SM continues to grow rapidly within our daily life, not only on a personal level, but also in the workplace. However, there is a lack of research relating to SM and its application within specific business areas. Firstly, this paper intends to focus on the utilisation of SM to foster Knowledge Management (KM) potential within organisations. Anecdotally, an important concern of decision makers is the reputational risk and threat to traditional models of Intellectual Property management posed by the use of SM in the workplace. In addition, there is a perception that the business use of social networking websites is “time wasting” and not cost-effective, considering the perceived resource requirements to manage and successfully exploit the phenomenon of SM. However, within organisations, there are a range of stakeholders that could potentially play an important role in influencing decision makers’ views in terms of limiting the risk and gaining the business opportunities which SM offers. The authors believe that SM can offer tremendous benefits and opportunities for knowledge-aware management, including new knowledge creation, fresh approaches to Intellectual Property generation and innovation, and the development of valuable and deep insights into client and customer perception. Each of the aforementioned opportunities may result in commercial benefits and advantages. But, in the absence of clear and compelling models for the application and exploitation of SM, the uptake of these tools could remain patchy, and the potential for KM practitioners to influence decision makers, regarding focusing on the positive side of the risk/opportunity equation, will be challenging. Secondly, the result of this paper is to improve the understanding of businesses perception and adoption of SM and the role of KM in that. The authors devised a survey that sought to capture the scope and nature of the use of SM in a business context, the application areas of work to which it is being applied, the key champions for the use of SM and the key constraints and guidance on its use. In particular, the authors aimed to gain insight into an organisation’s perspectives regarding the opportunities and threats offered by SM for the generation of Intellectual Assets and especially of new knowledge. The intent was to gain an “as is” view and identify commonalities that have resulted in a positive perception of SM. The paper presents the findings of this survey, identifying the key applications of SM, where it is implemented and utilised, the prevailing attitudes and the key influencer for
decision makers. In addition, the results specifically intend to demonstrate the active or passive role of the KM community in the wider business application of SM, highlighting areas where the authors believe opportunity exists for KM practitioners to influence decisions through a more extensive use of SM.

**Keywords**: Social Media, Social Networking, Knowledge Management, Strategic Decision Making, Crowdsourcing, Co-creation, Innovation, Web 2.0
PhD Research Papers
An Analysis of the Perceived Value of Using Knowledge Management Systems in Supporting Decision Making Processes

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Abstract: This paper offers an exploratory study which presents some initial insight to the little-researched phenomenon of how Knowledge Management Systems (KMSs) are utilised in organisations and, in particular, analyses the perceived value of using KMSs in supporting Decision Making (DM) processes in organisations. The paper summarises a preliminary study for a doctoral research project. A synthesis of ideas from a literature review suggested a new conceptual framework with several critical factors that organisations should take into account to analyse the perceived value of using KMSs in supporting DM processes. The proposed framework, “USUQ”, focuses on the Usage, user Satisfaction, Usefulness of using KMSs and the Quality of DM processes. In order to validate the proposed framework, a questionnaire survey was designed and conducted with managers and decision makers from different sectors and at different levels of organisations which use KMSs tools to support DM processes. Overall, this study analyses the perceived value of using KMSs in supporting DM processes through using the USUQ framework. The analysis and findings have shown that there are different KMSs tools used in supporting DM processes at different levels. The most used tool is a search engine and the least used tool is the knowledge harvesting tool. Moreover, the study indicates that KMSs users are satisfied in relation to ease of use, accessibility and friendliness of using KMSs. Furthermore, most of participants perceive several different benefits of using KMSs in supporting DM processes. It indicates also that KMSs have different levels of significance in each step of the DM process, and that they are used to support operational decisions more than strategic and tactical decisions. Moreover, the study highlights that KMSs improve and create high quality decisions, and can support unstructured and semi-structured decisions as well. To conclude, this study provides a fresh perspective on the issue of using KMSs in supporting DM processes in organisations. The study supports, the USUQ conceptual framework but more data is needed to fully validate the framework. This study offers insights in analysing the usage of KMSs in supporting DM processes in organisations.

Keywords: Knowledge, knowledge management, knowledge management systems (KMSs), decision making processes
The Role of Knowledge Management in the Strategic Alignment of Information Technology with Business: A Graphical and Systemic View

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Abstract: The Information Technology (IT) team knowledge of business strategy and the organization team knowledge of information technology are critical factors in the strategic business and IT alignment (BIA). These two factors have in common precisely the importance of "knowledge". The Information Technology team lack of knowledge about business and its strategy and vice-versa should be a major concern for the organization, since this knowledge strongly affects the possibility of an appropriate strategic alignment between business and the IT. It is significantly important to create an enabling environment for the growth of shared knowledge of the business area, encouraging professional IT with actions which increase learning and sensitivity to business issues. In addition to the business strategy and the strategy of IT, it should be highlighted the strategy of knowledge and the importance of alignment with the other two strategies. This article will illustrate the importance of knowledge management in the strategic BIA. It also shows the importance of create a shared knowledge environment for IT and Business teams and the definition of some knowledge growth strategies in Business and IT alignment context. This paper proposes a graphical and systemic view of KM, especially in a context of reaching an alignment between IT and Business strategies.

Keywords: knowledge management, strategic alignment, IT strategy, business strategy, knowledge enhancement, shared knowledge

Innovation Networks as Business Strategy

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Abstract: The world nowadays is ruled by complex and complicated requirements. Enterprises have to comply with the requirements to get a sustainable market position. This endeavor leads to various co-operations between different enterprises. One way to co-operate is to establish a network. An enterprise is determined by its operation (processes) and organization (including methods) structure. Both components are characterized by a certain knowledge management; the management of knowledge is the most important and characteristic parameter of an enterprise nowadays. This leads to the hypothesis that the network potential as well as the innovation potential of an enterprise is directly corresponding with the way of knowledge management of the enterprise. The knowledge
management has to be evaluated having the focus on the potential of network and innovation. Establishing an innovation network implies a bringing together of the knowledge and potentials of quite different enterprises aiming on new mutual knowledge and new mutual potentials. Related to Bredtmann a network is a union, an affiliation of enterprises on the principle basis of the equal righted co-operation to protect the market position of the involved enterprises, and to have mutual advantage with the aim to improve the situation /Bredtmann 2009/. Very often these improvements have to go along with innovation processes. The Oslo manual, developed by EUROSTAT and the OECD and at present in its 3rd edition, defines innovation as "the implementation of a new or substantially improved product (good or service) or process, a new marketing method or a new organizational method in the business practices, in which job organization relations." or in the external; it differentiates between 4 kinds of innovations, i.e. "Product Innovation", "Process -innovation", "Marketing Innovation" and "Organizational Innovation" (OECD, 2005). The endeavour to participate in a network and to be innovative needs an application which has to be done step by step. As a first step each enterprise has to check its potential of participating in a network on the one hand, and on the other hand the enterprise’s potential of being innovative. Enterprises need to check whether they are able, get the permission and the volition to participate in a network and these enterprises have to evaluate their ability, permission and volition concerning innovation at the same time. This paper will show a possibility to gather the status of an enterprise concerning network and innovation by having a focus on the knowledge management. A new methodology was originated to point out this status separately concerning network and concerning innovation, and to show the gap of uncared because of unknown uncertainties. This methodology can be used as a tool for enterprises to define their status (ability, permission, volition) concerning networks, and concerning innovation by taking knowledge management into account.

Keywords: Networks, innovation, knowledge management, potential

**Why Link Knowledge Management, Organizational Culture and Ethics: Inquiring Results**

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**Abstract:** This paper aims to understand how the interaction between knowledge management, organizational culture and ethics occur, focusing on the potential tensions between personal and collective knowledge in learning organizations. These tensions are reflected upon ethical and social dilemmas which are often neglected by managers and produce unexpected impacts into the organizational strategy. Therefore, this contribution is divided into two
main sections: knowledge management (levels, dimensions, and ethical issues/social dilemmas); empirical procedures (methodological design, data collection methods, and empirical outcomes). However, in order to promote a reliable argument, this manuscript will shed some light about the underlying topics. Knowledge management (KM) can be characterized as the acquisition and utilization of resources to generate a milieu in which information is available to all, allowing individuals to obtain, share and employ that information to increase their own knowledge and apply their knowledge for organizational benefit. Despite this consideration, KM as a strategy encompasses two antagonistic levels of analysis: personal knowledge management (PKM) and organizational knowledge management (OKM), leading to potential tensions. Moreover, the “knowledge continuum process” is synchronized throughout organizational culture, technology, and ethics. As a result, it is fundamental to approach the ethical issues (free access to organizational knowledge, autonomy, dignity, privacy, intellectual property, fair compensation), and social dilemmas (organizational trust) that literature claims. Moving forward, this research project unites descriptive and explanatory assumptions through an interpretative and critical epistemological study. Additionally, an embedded multiple-case study with grounded theory (multi-method) will be under scrutiny. Nevertheless, the complex and sensitive nature of the research imposes challenges regarding data collection methods (interviews and questionnaires), leading to protocol fine-tune in order to improve the level of confidence. In spite of these constraints, the empirical outcomes clearly demonstrate that a wide range of ethical issues and social dilemmas occur within organizational contexts, which managers do not recognize or neglect.

**Keywords**: knowledge management, organizational culture, ethics, ethical issues, social dilemmas, empirical outcomes

**Business Reengineering in the Context of Knowledge Based-Organizations**

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**Abstract**: The concepts of knowledge management and business reengineering have grown in the last decade and lead between other things to an increasing interest in enhancing organizational performances. Despite numerous empirical research into knowledge management (KM) and business reengineering (BR) in industries such as automobile, pharmaceuticals, consulting service industry, little is known about the KM and BR practices in the cosmetics industry from Romania. This paper is based on exploratory literature review of different approaches regarding the KM and BR practices in organizations in general. The paper also presents the preliminary
results of an online survey conducted at 10 cosmetic companies from Romania. The results are part of a doctoral research which aims to identify specific management practices inside Romanian organizations. The field of BR and KM is diverse and involves a series of theoretical and methodological approaches, thus the primary objective of the paper was to present relevant literature review in order to obtain a sound understanding of the link between the two concepts. The cosmetics industry in Romania is dominated by multinationals which operate in a highly competitive environment, which is mainly driven by creativity and innovation. The findings so far show that both BR and KM are recognized and practiced in the Romanian cosmetics industry. The results of the paper should be useful first for cosmetics companies, but also for organizations in general. Academics interested in knowledge management and business reengineering could also use the results of this paper for future research.

Keywords: reengineering, knowledge management, organizational performances, management systems, online survey

Knowledge Management (KM) for Small and Medium Sized Enterprises (SMEs) in Developing Countries – How Feasible is it?

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Abstract: There have been on-going disagreements concerning very basic concepts in the Knowledge Management field, but most academic researchers and practitioners have agreed that Knowledge Management (KM) is a strategic resource for an organization to enhance its competitive advantage (Drucker, 1993; Hult et al., 2006). Reviewing the related literature, it seems KM not only increases competitiveness, but also is the absolute advantage of big and resource-rich firms. Although in every country, the current role of small and medium size enterprises (SMEs) is significant in the national economy, there are still very few studies which examine KM issues related to small business, as if it were too luxurious for those operating in that arena. This paper presents another approach to Knowledge Management for SMEs in developing countries. While the KM system for large firms requires expensive information technology platform, KM for SMEs, especially SMEs in developing countries uses a totally different approach, as they are operating in a different institutional environment and their resources are limited. In the framework of this paper, this approach is examined by a first-hand perceptual overview of how SMEs operate in Vietnam, a typical developing country in
Southeast Asia, characterized by a semi-open market economy, a Confucian culture and a majority of small and medium size enterprises. This overview is the result of a mini-empirical survey conducted in the SME sector. The paper also discusses the possible factors that can influence the success of implementing KM in SMEs in a developing country. It takes into account the insights drawn not only from previous related studies but from the results of this empirical survey as well. The findings presented in this paper could serve as the framework for further systematic research to investigate related issues about KM implementation in SMEs in the context of a developing country.

**Keywords:** Knowledge Management (KM), Small and Medium sized Enterprise (SME), developing country, KM implementation, Information Technology (IT)

**Personal Learning Environments: Integration of Web 2.0 Applications and Content Management Systems**

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**Abstract:** This paper presents an ongoing project that implements a platform for creating personal learning environments controlled by students, integrating Web 2.0 applications and content management systems, enabling the safe use of content created in Web 2.0 applications, allowing its publication in the infrastructure controlled by the HEI. Using this platform, students can develop their personal learning environment (PLE) integrated with the Learning Management System (LMS) of the HEI, enabling the management of their learning and, simultaneously, creating their e-portfolio with digital content developed for Course Units (CU). All this can be maintained after the student completes his academic studies, since the platform will remain accessible to students even after they leave the HEI and lose access to its infrastructure. The platform will enable the safe use of content created in Web 2.0 applications, allowing its protected publication in the infrastructure controlled by HEI, thus contributing to the adaptation of the L&T paradigm to the Bologna process.

**Keywords:** Web 2.0, Learning management systems (LMS), personal learning environments (PLE), ePortfolios, higher education
Umbrellas, Alphabet Soup and Knowledge Management

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Abstract: Knowledge management researchers and practitioners seeking a solid theoretical foundation for their work are likely to be challenged by the field’s breadth and scarcity of universal frameworks. The diversity, or variety, of knowledge management theory has been acknowledged, many domains and disciplines have claimed territory in this field, and knowledge management theory has been criticised as being vague, broad, incoherent, an ill-defined term and with activities all over the map. Some see this diversity as problematic, detrimental to research and leading to uncertainty in practice; whereas others see diversity as natural, essential and should even be embraced. This paper reports on research that investigated the alphabet soup of knowledge management concept with the purpose of understanding the phenomenon and any implications for the field. Content analysis was applied to a sample of 1182 journal papers, industry journal articles, conference papers and book chapters published between 1998 and 2007 and selected from online sources and databases. Analysis focused on discussion of diversity, causes of diversity, frameworks proposed in literature, universal frameworks, and the primary focus of the literature. Knowledge management was found to be diverse, and no framework or model was found to comprehensively and adequately describe, explain or embrace diversity. Frameworks were found to be inconsistent, often narrow, and the range of concepts and perspectives could not be concisely packaged into or described by any particular framework. Findings support the position that knowledge management can be anything that is labelled as KM. Knowledge management is therefore best regarded as an umbrella, an encompassing term for a diverse range of theories, approaches, solutions and activities. It is recommended the way forward for knowledge management research and practice lies in a body-of-knowledge approach, as has been done by the field of project management, rather than seeking a universal underpinning explicit theory.

Keywords: Knowledge management, diversity, frameworks, umbrella approach, KMBOK, body of knowledge

Directions for Enhancing Innovation within Romanian SMEs

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Abstract. SMEs account for over 99% of all European businesses and in recent years they have proved themselves to be the engines of economic growth, along with the main sources of new employment. Today’s competitive
environment calls for a dynamic, self-sustaining culture of innovation within SMEs in order for them to be better equipped to face future challenges. The paper is built on the doctoral research carried out by the paper's author, along with the author's involvement in the national research project INOVEX „Increasing the quality performances within cooperative processes in SMEs through expert systems in innovation engineering and management” and the research project entitled “Instrument for evaluating Romanian SMEs maturity at strategic and operational level for sustaining their performances on the long-term”. For the INOVEX research, several categories of basic processes were taken into account and within each category, 92 sub-processes and 227 activity modules (categories of problems) were identified. The main objective of the paper is to provide possible directions for sustaining innovative activities within Romanian SMEs. The first section discusses the problems identified in Romanian SMEs regarding several processes selected, namely research-development and introducing large-scale innovation, processes for continuous improvement of product development activities and institutional development processes. In the second part of the paper, the main types of innovation within SMEs are emphasized, along with the factors that are most likely to be considered by SMEs within the process for innovation planning. The paper also seeks to analyze the process of improvement related to organizational processes, products, and management system of Romanian SMEs that cover the objectives for improvement defined by the organization, employees’ role in the process of improvement as well as the potential rewards offered for the employees’ involvement. Based on the main constraints identified in Romanian SMEs concerning innovation-related processes along with the analysis of the framework for implementing innovative activities within SMEs, the paper intends to identify possible directions to follow by Romanian SMEs in becoming more innovation-oriented.

**Keywords:** SMEs, innovation, constraints, improvement

**Standard Ethical Theories - Management Applications in Crises Time**

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Abstract: Adoption of certain corporate ethics management practices through inappropriate cultural management objectives may undermine the effectiveness of ethics management efforts. This article explains how several important dimensions of organizational culture can influence the effectiveness of ethics initiatives, and recommends the development and structural adjustment of ethical behavior in global business during the crisis. Aristotle makes a general ethical principle, likely to guide us in making the right
decisions and in forging the exercise of virtues. Virtue, Aristotle says, "is the middle ground between two vices, one caused by the excess, and the other for failure". Business Ethics inspiration Aristotelian emphasis on training and developing positive character traits of economic, cultivating a set of values focused on social responsibility and altruism. Aristotelian-inspired business ethics focuses on training and developing positive character traits of economic agents, cultivating a set of values focused on social responsibility and altruism, ethics business, the relevance theory is characterized by concepts: cooperation, conflict, rational choice, dilemma prisoner. Virtue ethics appears in many contexts specific issues relevant to analysts in business ethics. For example, virtue of a specific businessman or manager assumes responsibility, authority, flexibility, tact, discretion, etc. But, above all, a good businessman or manager is one who, by its initiatives, made a profit as important. But no one can be and should not be just manager and so, requires a whole man and other qualities than commercial success. Here one reasons (not nearly the only) for the pursuit of profit as a trader, you should not remove any other criterion value of life and work of a businessman, as a whole man, he must cultivate those attitudes and traits character capable of it given a deserved dignity and happiness. Unlike Kantian ethics, utilitarianism is an ethical consequentialist, which is not so important intrinsic value of moral action, but their pragmatic effects. The Highest Principle Beatitudes prevail, meaning that an action is moral to the extent that causes maximum pleasure and no pain. Ethical decisions are taken only from the results or consequences they produce. For Kant, intention and consequences of the act not matter to determine its moral value. Autonomy will be its ability to not be influenced by affect or feelings. Debt central ranks of his theory: any action, in order to gain the moral value of the debt must be under a categorical imperative form: "must". To be moral, we must have regard to the maximum our action to be necessary and universal, that man should always be regarded as end and never as means. So, in the current crisis in which we are all, it is expected that these cases are found increasingly more often, the challenge remains in each institution to decide which ethical theory is appropriate to each crisis and to act in accordance.

Keywords: ethics programs, ethical theories, ethics, ethical behavior, ethical dilemma
Knowledge Based Development Model
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Abstract: This paper submits the final results of the doctoral research work about the development of a knowledge based model for a city-region. The model consists of three stages: contextual, intervention and assessment, and technological. Its construction was made from an analysis of knowledge, going through local and regional development models, considering methodologies and models of digital and knowledge cities and regions around the world, and taking into consideration the digital society and the management of knowledge in this society. The work was developed using a participatory action research method that was carried out during the past five years with social agents from cities and sub-regions of the Coffee Triangle Region in Colombia. The contextual stage consists of three structures: one to relate the capital system of a city-region, another with the indicators of the information and knowledge society associated to the capital system, and the last one is a structure to make a multi-contextual observation to the practices, models, initiatives and methodologies of digital and knowledge cities and regions around the world. The intervention and assessment stage proposes the structure of an agenda of action that fosters social agents as knowledge agents, thus adding intensive knowledge processes to the organizations, the communities, and the individual performance. It includes a structure of institutionalism and governability development based on knowledge, and a structure for the management of the city-region social-technological-cultural system as a complex adaptive system. The technological stage proposes a technological infrastructure organization for the city-region centered in the technological intelligence of the territory, in infrastructure levels of digital technologies and in a regional knowledge management system as well as a digital inclusion structure for the social appropriation of digital technologies. The model proposed fits the Knowledge Management research line which belongs to the doctoral program on Information and Knowledge Society in the Computer Science Faculty at Universidad Pontificia de Salamanca, Madrid Campus. The validation and implementation of the model has been carried out through a participatory action research model in the Manizales, Caldas, Colombia city-region.

Keywords: Complex adaptive system, contextual stage, technological stage, intervention and assessment stage, capital system for a city-region, agenda of action, regional knowledge management system
Work in Progress Papers
Wuppertal Mentoring Concept - Mentoring as Knowledge Management in Higher Education

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Abstract: Higher Education is a place where knowledge should be transferred. But knowledge does not just include the learning and science, knowledge includes the information about data and circumstances of professional sphere as well. The original task of universities is teaching the students and doing research. But students need to get information about professional sphere, about job descriptions e. g. This kind of knowledge management is a task as well. In Germany there do not exist many career centers like in the U.K. Students and even pupils at school want to have information about job descriptions and images and reputations of professions. Due to the fact that this kind of information are not offered sufficiently by educational and professional authorities the students build up their own minds by taking personal experiences - like having an uncle being a mechanical engineer – as a kind of objective information. And this information leads to a decision making process. The world has got oversupplies in certain professions and huge deficits especially in SET (Science, Engineering and Technology) related professions as well, so we have to change this decision making process including knowledge management, if we want to influence the knowledge management.

The system in which decision making processes are done is described by the levels school, university, industry and privacy. The level of privacy in its broadest sense is not discussed in this poster. At all levels decision pro or contra certain professions are taken, and the levels are connected with each other. There exist dependencies and interdependencies between the levels as well. This means that the decisions must not be seen and analyzed as independent processes just taking place at one level. The influences out of all levels have to be gathered and evaluated concerning their influence on the total process. This is an improvement of the overall knowledge management by taking all levels and their knowledge management into account. These levels are embraced by the modular system of the concept shown in the paper.

Decision making processes are very often carried out on the basis of supposed requirements without having any kind of control or assurance or reflexion about these supposed requirements. E. g. interviews (Hoeborn 2009/2) have shown that young students expect employers appreciating their employees offering an all time availability and mobility. This leads to students
who do not want to become engineers. Mentoring can offer the possibility of controlling, monitoring, assurance and reflexion of supposed requirements, supposed assumptions. The perceptions and feelings of the students are gathered by a real-time operating process the MentCards.

This paper shows our approach of a mentoring concept monitoring information, access to information, and perception of information within a narrow time frame and as a part of the quality management system (QMS). The knowledge management of job description including their image is thereby a part of the quality management.

In Search for Knowledge Transfer Mechanisms of Service Business Capabilities

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Abstract: Knowledge has been argued as being the source of competitive advantage of firms in today’s economy (i.e. Conner and Prahalad, 1996; Grant, 1996a). Large share of the economic activity in the market can be considered as knowledge intensive, where knowledge is both the resource and an outcome of business (Gallouj, 2002). Knowledge intensity is becoming even more highlighted in Finnish economy in the future because the share of service business is continuing to grow larger compared to manufacturing and agriculture. Consequently, the importance of the development of Finnish service industries and firms has been recognised in current innovation policy design. One of the aspects in promoting service business development relates to efficient transfer of service business capabilities between firms and other organizations, such as intermediaries. This paper presents a systematic framework for studying knowledge transfer of service business capabilities. Knowledge transfer in services in one organizational setting has been addressed in some earlier studies (Argote and Ingram, 2000). In inter-organizational knowledge transfer related to service business development are even scarcer. With the help of the framework constructed in this paper we aim at answering empirically to following question: what mechanisms of knowledge transfer and co-creation can be used to develop and transfer the knowledge and capabilities developed in one organizational setting (firms, intermediaries) to another?. We build our analysis around the Edvarsson and Olsson’s (1996) model on creating good quality prerequisites for service development. Edvarsson and Olsson (1996) argue that services and thus service development consist of three basic components: service concept, service system and service process. The target of renewal in services can be directed to each of these elements. We argue that in order to enhance the capabilities of service firm we must understand what, how and where service
firms gain their knowledge on service development. We also argue that in order to enhance the capabilities of service firm the role of external tacit knowledge is crucial. This knowledge is often mediated and moderated through third-party actors (intermediaries), such as research and education organizations, consultancies and development agencies. Therefore special attention is paid on the role of intermediary organizations in these processes. Our goal is to understand what different knowledge transfer mechanisms are and could be used in developing service business capabilities and how these could be supported by the actions of intermediary organizations.

**Keywords:** Knowledge transfer, co-creation, service business capabilities, service development

**Design of an Extensible Metadata Editor Based on RDF**

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**Abstract:** The content of a Learning Object is frequently characterized by metadata from several standards, such as LOM, SCORM and QTI. Specialized domains require new application profiles that further complicate the task of editing the metadata of learning object since their data models are not supported by existing authoring tools. To cope with this problem we designed a metadata editor supporting multiple metadata languages, each with its own data model. It is assumed that the supported languages have an XML binding and we use RDF to create a common metadata representation, independent from the syntax of each metadata languages. The combined data model supported by the editor is defined as an ontology. Thus, the process of extending the editor to support a new metadata language is twofold: firstly, the conversion from the XML binding of the metadata language to RDF and vice-versa; secondly, the extension of the ontology to cover the new metadata model. In this paper we describe the general architecture of the editor, we explain how a typical metadata language for learning objects is represented as an ontology, and how this formalization captures all the data required to generate the graphical user interface of the editor.

**Keywords:** e-Learning; ontology; RDFS; OWL
Team Learning 2.0: Knowledge Sharing Implementation Among Undergraduate Swiss Students

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Abstract: How can the lessons learnt methodology facilitate team learning? What are the processes and useful steps involved in team learning? Can team learning be efficient without knowledge sharing? In this article we present our experience and observations carried out at the Haute école de gestion (Geneva School of Business Administration) among undergraduate Swiss students according to the following steps: First we stress the central definition of « lessons learnt » based on a project the students did last year, which was taken as a base for this work, then we introduce the knowledge process and its objectives. For each objective, we discuss the students’ survey results and see if the students appeared to have learnt better and more deeply, and if it is the case, under which circumstances. Currently many definitions of the Lessons learnt methodology are available. For the sake of simplicity we have retained the definition from Holitiana Rakoto (in Renaud 2008:184) “Lessons learnt are a structured process of capitalization and leveraging of information derived from the analysis of positive or negative events. It uses human and technological resources which have to be managed in order to contribute to the reduction of errors and to promote performing practice”. (Translation of the writers). This process includes several steps, as described in the literature, namely: Identification/ extraction of knowledge, modelisation/formalization of knowledge, and afterwards, reuse of knowledge. If we consider that knowledge management is the creation, organization, preservation and leveraging of knowledge, we can see that lessons learnt is involved in more than one aspect of KM: knowledge creation, knowledge organization, knowledge leveraging, all of them leading to an enrichment of knowledge and to individual and collective learning if knowledge is effectively shared. It leads to individual learning, because it implies a reflective process: reflection on its own actions/practices, furthermore conceptualisation and the ability to draw conclusions and lessons for similar occurring events (Kolb, 1983). Collective learning, because the analysis activity at the beginning of the Lessons Learnt process is usually carried on in a team: it leads to information exchange among the team members in order to enrich the different points of view and the knowledge about the experience: it allows the team to work together to learn, and to learn from working together, to learn how to work together, (Belet, 2003) and hence to create a collective learning process. The process of lessons learnt is hence an essential component for learning and change.
Innovation Knowledge Sourcing From Abroad – Case Technical Services

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Abstract: The evolution of international economy has shaped the societal structures increasingly international that on the other hand influences innovation activities, making them all the time more exposed to knowledge generated abroad. Access to international knowledge sources and absorption of this knowledge have become crucial factors for companies to develop successful innovations in today’s global environment. Innovation processes have opened in many ways (e.g. OECD, 2008), but little is known where and how companies, especially the SMEs, source foreign knowledge and know-how critical to companies’ innovation production. The present study aims at casting light on this phenomenon by investigating the cross-border innovation knowledge sourcing in the small technical service company context. In this study innovation knowledge is understood as knowledge specifically related to innovation development, i.e. innovation process. The knowledge sourcing is approached through analysing various cross-border innovation partnership forms, i.e. the knowledge transfer mechanisms. The data is obtained via survey, which was distributed to Finnish innovative SMEs in order to obtain information on internationalisation of innovation activities. The first results indicate that in general SMEs already having some international operations source innovation knowledge more extensively than do companies who have not yet engaged in international operations. This applies also to technical service companies who are also in favour of less investment intensive co-operation forms, e.g. strategic partnerships, for transferring innovation knowledge transfer rather than for instance establishing investment intensive joint ventures. In addition, finding a competent partner and a worry of leaking core competency are seen as major hindrances in expanding cross-border innovation knowledge sourcing activities.

Keywords: innovation, knowledge transfer, SMEs

Building Retired Employee Enterprise Communities

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Abstract: The demographic change resulting in an aging population presents a major challenge to societies and companies in each developed country around the world. Due to a low average fertility rate of 1.5 births per women each generation is smaller than its previous one. On the other hand,
increased life expectancy results in an aging society. Therefore, the population is not only shrinking but also aging, which has direct influence on the composition of companies’ workforce. Companies are confronted with the loss of resources and knowledge base due to the increasing number of retiring employees. In our ongoing research work, we address this problem and focus on leveraging the competencies, skills and resources of retired employees. We adapt existing social media and Web 2.0 functionalities such as social networking and crowdsourcing to the needs of retired people and provide the prototype software platform EMPOWER that builds on top of established enterprise software, specifically human resource management systems. The approach pursued with EMPOWER can be roughly split into the following three major steps. Firstly, we provide means to manage basic profile data of pensioners. Today, most companies maintain the master data of their employees in HR systems. After retirement, the data of pensioners has to be extracted from the human resource information system (HRIS), formatted and provided that the retiree can maintain its profile in an external self-service. Therefore, legal and security aspects have to be considered. Secondly, we facilitate the establishment of social alumni networks, which can generate benefits for both parties: On the one hand former employees can be connected to their ex-colleagues and the company. In addition, if alumni networks are supported with modern social media tools, there also remains the possibility of forming special forums of interest among the participants, which allows the alumni to broaden their horizon in a specialist area. On the other hand – from the perspective of the company – through such networks alumni remain a potential supplier of knowledge and innovation. Their expertise, ideas and suggestions of improvements on alumni network forums may provide valuable input for the development, manufacturing as well as sales & marketing of the company’s products. Thirdly, it is reasonable to us to provide a private enterprise crowdsourcing platform on top. This facilitates participants not only to communicate with each other via forums, but also to undertake tasks which are assigned by the company for some kind of benefits. Especially, on such platforms companies can outsource tasks to the retired employee community, where participants can provide information on their interests and competence. Anyone of the retirees in the community who is interested in completing a task for the company can register with the platform and submit a solution.

Keywords: social networks, crowdsourcing, retired employees
Posters
Stakeholders in an Organization Focused on Healthcare Accreditation

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The Andalusian Agency for Health Care Quality (AAHQ) is a public foundation, attached to the Regional Ministry of Health, which promotes the quality and the continuous improvement in the health care system of Andalusia (Spain) through different quality accreditation programmes (accreditation of healthcare institutions, accreditation of professional competencies, accreditation of continuous training (education) and accreditation of healthcare websites) and by the generation and dissemination of knowledge. The AAHQ also has a Knowledge Management Department which has a transversal role within our organization. This department has different general objectives that can be summarized as: (1) promote the visibility of our organization through scientific production (communications in congresses and scientific articles), (2) facilitate the exchange of knowledge with other organizations through agreements or partnerships (formal or informal) and (3) coordinate on the steering committee developing of the corporate documents of the organization. A stakeholder is any person or organization, who can be positively or negatively impacted by, or cause an impact on the actions of a company or organization. Identifying and classifying the Stakeholders (Interest Groups) is an essential part of the Strategic Plan as, in order to define the action framework for years to come, we need to know who are present in the different processes and what their needs or expectations might be, especially in the case of clients, as the AAHQ is a organization which is essentially a healthcare service provider.

Objective
To identify and to describe the stakeholders of the Andalusian Agency for Health Care Quality, to know which affect the organization and which the organization affects.

Method
The methodology attempted to assure that all the important stakeholders for the organization were identified:
1. Creation of different functional groups, with people who have a global vision of the organization, as a whole, and of the different departments and the essential processes.
2. Generation of preliminary lists with identified stakeholders.
3. Definition of categories of stakeholders by the Steering Committee of the Agency. (The categories allowed the stakeholders to be grouped according to
their capacity to influence the performance of the organization, or those which are affected by the processes of the organization).

4. Grouping of stakeholders by the Steering Committee into different categories.

**Results**

The list of categories and stakeholders identified by the AAHQ:

<table>
<thead>
<tr>
<th>Categories</th>
<th>Identified stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organization</td>
<td>1. Governing Board. 2. Senior Management. 3. Heads of Departments. 4. Technical personnel, surveyors and administrative staff. 5. Other professionals (External surveyors, Advisory Technical Committees, Training grantee, External consultants and Experts).</td>
</tr>
<tr>
<td>Equivalent organizations</td>
<td>22. Other quality and/or health care accreditation agencies. 23. Quality and patient safety observatories</td>
</tr>
<tr>
<td>Funders</td>
<td>24. Public and private research financiers. 25. Other bodies that award grants</td>
</tr>
<tr>
<td>Certification-Accreditation</td>
<td>29. ENAC, EFQM, ISQua, others.</td>
</tr>
<tr>
<td>Suppliers</td>
<td>30. Suppliers of products and services. 31. Software developers</td>
</tr>
</tbody>
</table>

**Conclusions**

Identifying and classifying stakeholders is fundamental to ensuring the success of an organization which must respond to needs and expectations, especially those of its clients. This is essential in our case, as the Andalusian Agency for Health Care Quality is an organization basically directed to the provision of services in the scope of health care.

**Keywords:** Stakeholders, Public sector organisation, Accreditation, Knowledge management
Presentation Only
From Lessons to Lessons Learned

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Abstract: Organizations strive to succeed. This applies for both business-oriented organizations, driven by profit and wealth accumulation, as well as for public, non-profit organizations motivated by a competitive environment or an ambition for excellence. Learning from Lessons is a crucial factor in success; the ability to reconstruct previous accomplishments, the ability to prevent recurring failures; the ability to save time and money when processes are carried out. Learning from lessons, as other types of formal and informal organizational learning from experience, serves the same aim of performance improvement. Unfortunately, the literature, both academic and business oriented, reports low rates of success in assimilating the lessons and improving the performance; too often problems recur and the similar lessons are repeated again and again. Learning is not as effective as expected. TiP-ToP is a Knowledge Management system, based on a unique methodology developed by the author that enables better assimilation of lessons in organization. Thus, by supporting the full life cycle of lessons in the organization: Supporting the creation of the lessons (via debriefing and best practices sessions); managing the lessons in a knowledgebase; and, supporting pull and push techniques for lessons re-use in the organization. The suggested paper will explain the methodology and demonstrate its implementation through the case study of TiP-ToP in Teva Pharmaceutical Industries, the largest Generic Pharmaceutical company worldwide.

Interest: Learning from lessons is an issue that many organizations deal with, in many cases with partial success. A working methodology and software tools seem to be in interest of the KM conference participants.

Keywords: Knowledge Management, lessons learned, best practices, debriefing

Dynamic Analysis Of The Effects Of Contraction In Demand On Maintaining Knowledge At Professional Services Companies

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Abstract: Companies based on selling knowledge identify their employees as critical capital, the basis for their competitive edge. However, in periods of contraction in the demand for projects, such companies require an instrument
allowing them to assess the desirability of devising policies tending to retain such professionals on their workforce or otherwise. To this end, a dynamic simulation model was employed to reflect the evolution of the flow of professionals at consultancy companies. This instrument served as the basis for an analysis of possible short-term and long-term repercussions of a contraction in demand on knowledge strategy, with a proposal for policies which could attenuate the effects of a change in the sectoral demand scenario with regard to this type of organization. The results of the analysis allow us to state that, although a relatively lower investment in training could reduce the company's capacity for future growth, prudence in internalizing new market requirements could improve the match between the flow of professionals and the demand for them, thereby improving the organization’s competitiveness in the short term.

**Keywords:** knowledge management, business strategy, human resources planning

### Importance of the Client’s Quality of Human Capital for Bank Managers: Results From an Empirical Study

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**Abstract:** Is the client’s quality of human capital very important for the sample bank managers in their role to repute client-organizations?

An empirical research enabled us to find out the answer to this question. 438 bank managers from Aveiro and Porto participated with a self-completion questionnaire. Such knowledge helps companies (e.g. SMEs) on decisions about their communication policies as concerns bank managers. Another contribution of the study was the theoretical contextualization about intangibles.

**Keywords:** Keywords: bank managers, corporate reputation criteria, quality of human capital, organizations, intangibles