

Table of Contents

VOLUME 1: KNOWLEDGE MATTERS

Preface.....	VII
Contributors to Volume 1.....	XXI

PART I: FOUNDATIONS OF KNOWLEDGE MANAGEMENT

CHAPTER 1

The Rise of the Knowledge Organization.....	5
<i>Dave Bennet and Alex Bennet</i>	

CHAPTER 2

Knowledge Managers: Who Are They and What Do They Do?	21
<i>James D. McKeen and D. Sandy Staples</i>	

CHAPTER 3

On Knowledge Work	43
<i>Ulrike Schultze</i>	

CHAPTER 4

Knowledge Fields: Some Post-9/11 Thoughts about the Knowledge-Based Theory of the Firm.....	59
<i>J.-C. Spender</i>	

CHAPTER 5

The Knowledge Economy	73
<i>Paul M. Romer interviewed by Joel Kurtzman</i>	

CHAPTER 6

A Knowledge Management Ontology	89
<i>Clyde W. Holsapple and K. D. Joshi</i>	

PART II. KNOWLEDGE: A KEY ORGANIZATIONAL RESOURCE

CHAPTER 7

Knowledge and Competence as Strategic Assets	129
<i>David J. Teece</i>	

CHAPTER 8

The Intellectual Capital of Nations	153
<i>Leif Edvinsson</i>	

CHAPTER 9

- Knowledge and Its Attributes.....** 165
Clyde W. Holsapple

CHAPTER 10

- Making Knowledge Visible through Knowledge Maps:
Concepts, Elements, Cases.....** 189
Martin J. Eppler

CHAPTER 11

- Organizational Memory.....** 207
Murray Jennex and Lorne Olfman

CHAPTER 12

- Organizational Culture as a Knowledge Resource.....** 235
Timothy Kayworth and Dorothy Leidner

CHAPTER 13

- Does Accounting Account for Knowledge?** 253
Dan N. Stone and Sony Warsono

CHAPTER 14

- Knowledge Management in Action?** 271
Jacky Swan

PART III. KNOWLEDGE PROCESSORS AND PROCESSING**CHAPTER 15**

- Agents, Artifacts, and Transformations:
The Foundations of Knowledge Flows.....** 301
Brian (Bo) Newman

CHAPTER 16

- Organizational Knowledge Acquisition.....** 317
Brian R. Gaines

CHAPTER 17

- Problem Solving: A Knowledge Management Process.....** 349
Thomas Whalen and Subhashish Samaddar

CHAPTER 18

- Knowledge Creation.....** 367
Suzie Allard

CHAPTER 19

- Sensemaking Processes in Knowledge Management.....381**
Richard J. Boland Jr. and Youngjin Yoo

CHAPTER 20

- Creating and Facilitating Communities of Practice393**
Heather A. Smith and James D. McKeen

CHAPTER 21

- Knowledge Sharing Proficiencies: The Key to Knowledge Management 409**
Jay Liebowitz and Yan Chen

CHAPTER 22

- Business Process as Nexus of Knowledge425**
Omar A. El Sawy and Robert A. Josefek, Jr.

CHAPTER 23

- The Partnership between Organizational Learning
and Knowledge Management439**
Alex Bennet and Dave Bennet

PART IV. INFLUENCES ON KNOWLEDGE PROCESSING**CHAPTER 24**

- Valuing Knowledge Management Behaviors: Linking KM Behaviors
to Strategic Performance Measures.....461**
Susan Conway

CHAPTER 25

- A Framework for Security, Control and Assurance
of Knowledge Management Systems477**
Rodger Jamieson and Meliha Handzic

CHAPTER 26

- Alternative Strategies for Leveraging the Knowledge Asset:
A Framework for Managerial Decision-Making507**
John S. Storck and John C. Henderson

CHAPTER 27

- The Leaders of Knowledge Initiatives: Qualifications, Roles,
and Responsibilities.....523**
Alex Bennet and Robert Neilson

CHAPTER 28

- The 7 C's of Knowledge Leadership: Innovating our Future.....539**
Debra M. Amidon and Doug Macnamara

CHAPTER 29

- Trust and Knowledge Management: The Seeds of Success** 553
Dianne P. Ford

CHAPTER 30

- Why Knowledge Management Systems Fail: Enablers and Constraints of Knowledge Management in Human Enterprises.....** 577
Yogesh Malhotra

CHAPTER 31

- Identifying and Transferring Internal Best Practices** 601
Carla O'Dell and C. Jackson Grayson

CHAPTER 32

- Strategic Knowledge Managing in the Context of Networks** 623
Sven A. Carlsson

- Keyword Index** 651

VOLUME 2: KNOWLEDGE DIRECTIONS

- Preface** VII
Contributors to Volume 2 XXI

PART V. TECHNOLOGIES FOR KNOWLEDGE MANAGEMENT

- CHAPTER 33**
Tracking the Role and Evolution of Commercial Knowledge Management Software 5
Eric Tsui

- CHAPTER 34**
Technologies for Knowledge Storage and Assimilation 29
Dan E. O'Leary

- CHAPTER 35**
Knowledge Processes and Meta Processes in Ontology-Based Knowledge Management..... 47
Steffan Staab, Rudi Studer, and York Sure

- CHAPTER 36**
Knowledge Searching and Services..... 69
Susan Conway

CHAPTER 37

- Technology for Acquiring and Sharing Knowledge Assets** 85
Geoffrey P. Malafsky

CHAPTER 38

- Technologies for Disseminating Knowledge.....** 109
Paul Gray and Sean Tehrani

CHAPTER 39

- Peer-to-Peer Knowledge Management** 129
Ajana Susarla, De Liu, and Andrew B. Whinston

CHAPTER 40

- Technologies for Knowledge Derivation: On-Line Analytical Processing ...** 141
Dan Davenport and Mark Sena

CHAPTER 41

- Knowledge Discovery and Data Mining** 157
Chih-Ping Wei, Selwyn Piramuthu, and Michael J. Shaw

PART VI. OUTCOMES OF KNOWLEDGE MANAGEMENT**CHAPTER 42**

- The Dynamic Capabilities of Firms** 195
David Teece and Gary Pisano

CHAPTER 43

- The Knowledge Chain Model: Activities for Competitiveness** 215
Clyde. W. Holsapple and Meenu Singh

CHAPTER 44

- Achieving Knowledge Management Outcomes** 253
Carla O'Dell, Susan Elliot, and Cindy Hubert

CHAPTER 45

- Exploiting Knowledge for Productivity Gains** 289
Karl M. Wiig and Adriaan Jooste

CHAPTER 46

- Knowledge Management and Agility: Relationship and Roles** 309
Rick Dove

CHAPTER 47

- An Atlas for Knowledge Innovation: Migration from Business Planning
to Innovation Strategy** 331
Debra M. Amidon and Darius Mahdjoubi

CHAPTER 48

- Valuing the Knowledge Management Function.....353**
Heather A. Smith and James D. McKeen

CHAPTER 49

- A Guide for Measuring the Value of KM Investments ..369**
Susan Hanley and Geoffrey Malafsky

PART VII. KNOWLEDGE MANAGEMENT IN ACTION**CHAPTER 50**

- Knowledge Management in Organizations:
The State of Current Practice.....395**
Heather A. Smith and James D. McKeen

CHAPTER 51

- Successful KM Implementations: A Study of Best Practice Organizations .411**
*Carla O'Dell with Farida Hasanali, Cindy Hubert, Kimberly Lopez,
Peggy Odem, and Cynthia Raybourn*

CHAPTER 52

- The Knowledge Strategy Process443**
Rob van der Spek, Josef Hofer-Alfeis, and Jan Kingma

CHAPTER 53

- The Force of Knowledge: A Case Study of KM Implementation
in the Department of Navy.....467**
Alex Bennet and Dan Porter

CHAPTER 54

- From Inventions Management to Intellectual Capital Management
at The Dow Chemical Company: A 100+ Year Journey489**
Sharon L. Oriel

CHAPTER 55

- Driving Knowledge Management at Ford Motor Company.....501**
Dar Wolford and Stan Kwiecien

CHAPTER 56

- Managing Intellectual Capital – via E-Learning – at Cisco.....511**
Thomas M. Kelly and Diane K. Bauer

CHAPTER 57

- Transforming Theory into Fact: Hands-On Knowledge Management
Initiatives Built on a Reinsurer's Pile of Junk533**
Arthur W. DeTore and Jennifer M. Balliet-Milholland

CHAPTER 58	
Knowledge Flow through a Military Joint Task Force Operation.....	549
<i>Mark E. Nissen</i>	
CHAPTER 59	
Building a Knowledge Management Foundation	
at Microsoft Consulting Services	565
<i>Susan Conway</i>	
 PART VIII. THE KNOWLEDGE MANAGEMENT HORIZON	
CHAPTER 60	
Knowledge Management Education: An Overview of Programs	
and Instruction	581
<i>Steven Ruth, Nancy C. Shaw, and Virgil Frizzell</i>	
CHAPTER 61	
Evolving Business Forms for the Knowledge Economy	605
<i>Verna Allee</i>	
CHAPTER 62	
Designing the Knowledge Organization of the Future:	
The Intelligent Complex Adaptive System.....	623
<i>Alex Bennet and David Bennet</i>	
CHAPTER 63	
Commercialization: The Next Phase of Knowledge Management	639
<i>David J. Skyrme</i>	
CHAPTER 64	
The Convergence of Electronic Business and Knowledge Management	657
<i>Clyde W. Holsapple and Meenu Singh</i>	
CHAPTER 65	
The Curious Success of Knowledge Management	679
<i>Alan S. Kay</i>	
Keyword Index	689