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Section 1

The first section focuses on a careful and purposeful survey of the topic under study. This section provides a foundation for further debate in the book.

Chapter 1
Exploring the Knowledge Management Landscape: A Critical Review of Existing Knowledge Management Frameworks ......................................................... 1

Stavros T. Ponis, National Technical University Athens, Greece
George Vagenas, National Technical University Athens, Greece
Epaminondas Koronis, University of Warwick, UK

Relevant literature suggests that the field of knowledge management (KM) at the service of contemporary organizations is characterized by a plethora of diverse frameworks. However, none of these frameworks has achieved such a wide acceptance so as to be conceived as a standard. In fact, practice proves that each research or consultant group follows its own approach while many initiatives are based on custom approaches, developed each time from scratch, or even worse do not follow a structured method at all. In this chapter the authors attempt to go deeper by proposing a classification of knowledge management frameworks based on their macroscopic characteristics followed by their evaluation against a set of predetermined content elements that a complete approach should possess. The main result propagated from our critique is a common understanding of current theoretical and practical shortcomings of the field and the specification of a consistent set of course of actions and guidelines for researchers and practitioners engaged in knowledge management and its applications.
Chapter 2
The Impact of Culture on the Application of the SECI Model

Markus Haag, University of Bedfordshire, UK
Yanqing Duan, University of Bedfordshire, UK
Brian Mathews, University of Bedfordshire, UK

The concept of culture and its relationship with Nonaka’s SECI model, a widely used model of organizational knowledge creation, is discussed in this chapter. Culture, in various forms, is argued to impact on the SECI model and the model itself is embedded in a certain context. This context determines the characteristics of the knowledge creation modes as described by SECI and therefore makes the model either more, or less, pertinent in a given context. This is regardless of whether that context is primarily determined by national culture, organizational culture or other factors. Differences in emphases in a given contextual environment on either tacit or explicit knowledge also impacts on knowledge creation as defined by SECI. Finally, it is emphasized that being conscious of the cultural situatedness of the SECI model can lead to a more adequate use of the model for organizational knowledge creation.

Chapter 3
Knowledge, Culture, and Cultural Impact on Knowledge Management: Some Lessons for Researchers and Practitioners

Deogratias Harorimana, Southampton Solent University, UK

This author of this chapter provides advice to knowledge managers in relation to managing, cultural impact on the knowledge management activities. The author provides an opportunity to discuss issues and challenges before providing practical lessons for researchers and practitioners in this domain. The author introduces ingredients for further debates that continue to emerge from within knowledge management communities. The author has identified the broad nuts and bolts encountered by managers who find themselves faced by high costs of breaking cultural barriers. The chapter offers the advice into how those problems can be overcome. From an academic perspective, the author argues that successful knowledge creation and management comes from the combination of the two schools – social and technological thoughts. The chapter argues that current organizational practices of strong emphasis on team work and ability to use technologies dominate business operations and as a result, it is equally important to unblock human factors that are likely to hinder people’s interaction as it is to keep to a minimum physical barriers and systems that may impede this exercise. Organisational systems may include the reporting relationships and lack of social interactions opportunities.

Chapter 4
Strategising Impression Management in Corporations: Cultural Knowledge as Capital

Caroline Kamau, Southampton Solent University, UK

Impression management is a powerful psychological phenomenon with much unexplored potential in corporate settings. Employees or corporations can deploy impression management strategies in order to manipulate others’ perceptions of them. Cultural knowledge is powerful capital in impression
management, yet this has not been sufficiently explored in previous literature. This chapter argues that impression-motivated employees or corporations need to perform a three-step knowledge audit: (i) knowing what their impression deficits are; (ii) knowing what impression management strategy is needed to address that deficit, based on the taxonomy of impression management strategies tabulated here; (iii) knowing what societal (e.g., collectivist culture or individualist culture) or organization-specific cultural adjustments are needed. A cultural knowledge base can thus be created through cross-cultural training of and knowledge transfer by expatriates. Multinational corporations can also benefit from utilising the knowledge presented in this chapter in their international public relations efforts.

Chapter 5
Potentials for Externalizing and Measuring of Tacit Knowledge within Knowledge Nodes in the Context of Knowledge Networks

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The currently developing knowledge society needs high quality knowledge bases with wide-spreading knowledge sources. Because of the complexity of knowledge, they organize in knowledge networks. In addition, the intellectual capital of organizational units influences more and more the market value of organizations and companies. Thus, it is a challenging question to look at how intellectual capital can be developed and measured from tacit knowledge, and which factors of trust, risk, and compliance influence this. This chapter will describe the approach of knowledge nodes, the small components of knowledge networks, and their processes and their influence onto the value of knowledge networks.

Chapter 6
Toward a Living Systems Framework for Unifying Technology and Knowledge Management, Organizational, Cultural and Economic Change

Peter L. Bond, Learning Futures Consulting, UK

This chapter raises difficult questions regarding the validity and motive for prolonging current forms of economic development and competition in the face of the much heralded global environmental crisis threatened by humankind’s success as a species. In response, a living systems theoretical framework is introduced for managing technology, innovation, knowledge, cultural and, ultimately, economic change. It is suggested that the framework provides many elements of a possible new paradigm for cultural change that closes the gap between the social and natural sciences. It will demonstrate the possibilities of developing new forms of explanation and new techniques for organisation and economic development from a synthesis of knowledge management and new philosophical, sociological, anthropological, and, distinctively, biological perspectives of technology. The new framework will effectively reconcile the practices of technology, knowledge and cultural change management.
Section 2

The second section of this book provides a much more detailed discussion, together with examples of applied models and frameworks. It is a rich section for those who are interested in uncovering cultural implications sector by sector, region by region, or country by country, and more importantly, those examples which relate to specific industry practices such as higher education KM versus business KM cultures, or KM in hospitals and in multinational organisations.

Chapter 7
Strengthening Knowledge Transfer between the University and Enterprise:
A Conceptual Model for Collaboration

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Laura Esther Zapata, Tecnológico de Monterrey, México
Jacobo Ramírez, Tecnológico de Monterrey, México

In today’s world, where uncertainty and the rapidity of technological changes predominate, companies need to generate and adopt knowledge continuously in order to build a sustainable competitive advantage. In this context, analyzing the collaborative relationships existing between the university and firms is relevant. The aim of this chapter is to explore the role of the university as a generator and disseminator of knowledge, as well as the difficulties it faces in making the results of its research available to the business world. The collaboration efforts between the academic and business worlds are assessed in order to ultimately propose the review of teaching, continuing education, and consulting as knowledge dissemination channels. This research project has been conducted in the context of a Mexican university. Besides the findings of the current and future research projects, the matter of the question is the redefinition of the university and its role in society. In business schools in particular, the pending issue is to discuss the basic aim of academic research in management.

Chapter 8
Impact of Organizational Culture on Knowledge Management in Higher Education

Roberto Biloslavo, University of Primorska, Slovenia
Mojca Prevodnik, University of Primorska, Slovenia

Knowledge management is a set of purposeful activities led by management in order to enable and support generation, storage, transfer and application of knowledge within an organization so as to create value and improve the organization’s effectiveness. The effectiveness of these activities is in a large part dependent on organizational culture, which can support or impede the two-way social process of learning and knowledge sharing between individuals, groups, organizations, and artifacts. This chapter discusses the fundamentals of organizational culture and knowledge management, their definitions, components, and processes. Specifically, the study presented is focused on how different types of organizational culture, as defined by the competing values framework, might be related to the iterative processes of knowledge generation, storage, transfer, and application in higher education.
Chapter 9
Best Practices of Knowledge Strategy in Hospitals: A Contextual Perspective
Based on the Implementation of Medical Protocols

Cláudio Reis Gonçalo, Universidade do Vale do Rio dos Sinos – UNISINOS, Brazil
Jacques Edison Jacques, Universidade do Vale do Rio dos Sinos – UNISINOS, Brazil

This study analyses best practices of knowledge strategies in hospitals considering the implementation of medical protocols. Protocols are research products originated from the based-on-evidence medicine. Knowledge strategy depends on specific organizational context that can be expressed by its barriers and enablers. Eight hospitals were studied in the state of Rio Grande do Sul, Brazil, involving multi-disciplinary teams of the cardiology services which are acknowledged as the area of expertise with more implemented protocols. The same protocols are available in all investigated hospitals and are implemented by different practices in daily activities. A formal structure for the promotion of the organizational context is proposed in relation to the protocol implementation. The following factors were found as critical for the promotion of knowledge strategies’ best practices in hospitals: a common language for sharing information among different professionals; the knowledge gap as a corporate vision, and the particular hole of information technology.

Chapter 10
Knowledge Cultures, Competitive Advantage and Staff Turnover in Hospitality in Australia’s Northern Territory

Kalotina Chalkiti, Charles Darwin University, Australia
Dean Carson, Charles Darwin University, Australia

This chapter investigates the strategies used by hospitality businesses in the Northern Territory (NT) of Australia to remain competitive in the face of high rates of staff turnover. The authors suggest it could be beneficial to foster a symbiotic relationship between staff and knowledge retention with an explicit focus on the social aspects of managing knowledge in a hospitality environment. The authors propose a knowledge mobilization or flow strategy to complement staff and knowledge retention strategies. Creating and sustaining a competitive advantage through knowledge management (KM) practices that recognize the industry’s specific context and allow it to compete for customers and staff in the global marketplace is imperative for the NT hospitality sector. The proposed strategy could make hospitality businesses more adaptable in the face of staff turnover and more flexible by fostering a context that nurtures the mobilization or flow of disparate and person specific knowledge. This chapter describes and critically reviews what is known about staff turnover in hospitality, the case study destination and its hospitality sector. Semi-structured interviews with 13 managers of hospitality businesses and representatives of industry organizations and the destination marketing organization (DMO) in the NT revealed current and desired strategies for managing turnover as well as how turnover affects relationships, knowledge management and idea generation.

Chapter 11
Creating Competitive Advantage in Scottish Family Businesses: Managing, Sharing and Transferring the Knowledge

Claire Seaman, Queen Margaret University, UK
Stuart Graham, Queen Margaret University, UK
This chapter considers both the role that knowledge transfer may have in family businesses and the different manners in which knowledge transfer may take place within this diverse environment. The economic, social and community importance of family businesses within Scotland is considered, alongside the different manner in which family businesses commonly operate and the implications for knowledge transfer. The importance of knowledge transfer in the creation of competitive advantage within a family business environment and the relatively limited nature of research in this area are explored, highlighting the need for further research both to support the on-going development of a strategy for family businesses in Scotland and to facilitate future development of high quality knowledge transfer. Key to all of this, however, is an increased understanding of what is meant by knowledge transfer and the breadth of ways in which it happens.

Chapter 12
Mentoring and the Transfer of Organizational Memory within the Context of an Aging Workforce: Cultural Implications for Competitive Advantage

Annette H. Dunham, University of Canterbury, New Zealand
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Organizational memory, the knowledge gained from organizational experience, has significant potential for competitive advantage. Many authors in the knowledge management and human resource management literatures consider mentoring to be a particularly effective method of transferring organizational memory. In addition, older workers are often considered ideal mentors in organizations because of their experience and alleged willingness to pass on their knowledge to less experienced employees. There is an associated assumption that these workers also anticipate and experience positive outcomes when mentoring others. This chapter considers whether these assumptions hold up in the workplaces of the 21st century, particularly within Western countries. Individualistic cultural norms and some discriminatory practices towards older workers, along with a changing career contract that no longer guarantees employment in one organization for life, may discourage knowledge sharing in organizations. This chapter discusses the constraints and motivations that may operate when older experienced workers consider mentoring others. It considers relevant global and organizational cultural characteristics that may influence mentoring to transfer knowledge, and accordingly suggests strategies for those eager to capitalise on the knowledge experienced employees possess.

Section 3

The last section analyses theoretical and practical perspectives of, and provides some examples of, failed/successful projects where, essentially, culture was perceived as a central factor to knowledge creation, sharing and transfer.

Chapter 13
Learning before Doing: A Theoretical Perspective and Practical Lessons from a Failed Cross-Border Knowledge Transfer Initiative

Helen N. Rothberg, Marist College, USA
Beate Klingenberg, Marist College, USA
Responding to increasingly competitive environments, it has become commonplace for multinationals to enter into cross-border partnerships, ventures and alliances to gain know-how, manage costs and grow revenue. The results from these activities however, have not always delivered on their promise. Part of the reason lies in the challenges of transferring knowledge compounded by an international setting. The degree of difficulty in knowledge transfer increases for multinational managers and their counterparts because cultural differences influence information processing, management styles and sense making. In addition, most knowledge transfer projects do not take the time to allow partners to develop the rapport and trust pivotal for project commitment and successful learning to occur. This chapter explores a failed knowledge transfer project between two distinct cultures and, using literature on cross-cultural knowledge transfer and communication theory as well as anecdotes from the actual process, offers a process for creating and engaging a more successful design.

Chapter 14
The Impact of Culture on University–Industry Knowledge Interaction in the Chinese MNC Context

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Johanna Heikkinen, Lappeenranta University of Technology, Finland
Mia Salila, Lappeenranta University of Technology, Finland

Recent studies on university–industry collaboration have paid a growing attention to complementary knowledge interaction, which is of crucial importance for networked learning and knowledge co-creation needed in today’s rapidly changing markets and for gaining global competitiveness. The existent studies concentrate on the transfer of knowledge from the university to the company, and the impact of culture is examined with a focus on fundamentally different cultures between two types of organizations (i.e., between universities and firms). The studies, however, remain highly fragmented in cultural exploration on one level, and are primarily concerned with one-way technology and knowledge transfer. Research on more interactive knowledge interaction and collaborative knowledge creation and especially in the Chinese context is seriously lacking. This chapter explores university–industry knowledge interaction in a broad sense, focusing on the development of a conceptual view on the understanding and analysis of the cultural impact in the Chinese MNC context. The chapter is an early work in process and it is theoretical in nature. It clarifies and elaborates key concepts and perspectives, and suggests implications for future research and practice regarding effective knowledge co-creation involving dissimilar cultures.

Chapter 15
Exploring the Links between Structural Capital, Knowledge Sharing, Innovation Capability and Business Competitiveness: An Empirical Study

Josune Sáenz, University of Deusto, Spain
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Olga Rivera, University of Deusto, Spain

The aim of this chapter is to analyze the degree of influence of different organizational enablers (i.e., “structural capital”) on knowledge sharing, as well as the influence of the latter and other structural capital components on innovation capability, both from a theoretical and empirical perspective. Additionally,
the relevance of different innovation capability dimensions (i.e., ideation, project management, and
timeliness and cost efficiency) on business competitiveness will be examined. For these relationships
to be tested, an empirical study has been carried out among Spanish manufacturing firms with more
than 50 employees and with R&D activities. To this end, a questionnaire has been designed and submit-
ted to the CEOs of the companies making up the target population of the research. Structural equation
modelling (SEM) based on partial least squares (PLS) has then been applied in order to test the main
hypotheses of the research.

Chapter 16
Overcoming Reticence to Aid Knowledge Creation Between Universities and Business:
A Case Reviewed........................................................................................................................355

Elly Philpott, University of Bedfordshire, UK
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This chapter argues the case for a proactive process to facilitate knowledge creation between universi-
ties and small to medium size enterprises (SMEs). Cultural issues dictating reticence of engagement are
discussed as well as the inhibitors that prevent the free interchange of knowledge. The chapter shows
how reticence can be overcome by serving the needs of both parties and how knowledge created through
successful interaction can be measured. The knowledge creation process itself is analysed in the context
of Nonaka’s SECI model. The chapter concludes with recommendations for the reader on areas for public
investment to enhance the knowledge transfer process and provides lessons learned for the measurement
of knowledge transfer at these interfaces. The outcomes are of value to those interested in the continuing
applicability of Nonaka’s work outside of the heavy industrial context as well as to those interested in
the traditional problems associated with knowledge transfer between universities and SMEs.

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