Volume I

Section I. Fundamental Concepts and Theories

This section serves as a foundation for this exhaustive reference tool by addressing crucial theories essential to the understanding of organizational learning and knowledge. Chapters found within these pages provide an excellent framework in which to position organizational learning and knowledge within the field of information science and technology. Insight regarding the critical incorporation of global measures into organizational learning and knowledge is addressed, while crucial stumbling blocks of this field are explored. With over 20 chapters comprising this foundational section, the reader can learn and chose from a compendium of expert research on the elemental theories underscoring the organizational learning and knowledge discipline.

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Stefan Smolnik, European Business School (EBS), Germany
David T. Croasdell, University of Nevada, USA

Chapter 2.2. Readiness for Knowledge Management, Methods and Environments for Innovation

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Chapter 2.3. Quality and Continuous Improvement in Knowledge Management

Nicole M. Radziwill, Espresso Labs, USA
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Chapter 2.4. How Do We Get There? Strategy Action Framework “Action Engine”

Meir Russ, University of Wisconsin-Green Bay, USA
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Chapter 2.5. Developing an Effective Knowledge Management System

Stephen McLaughlin, National University of Ireland Maynooth, Ireland

Chapter 2.6. Permitting the True Potential of Knowledge Assets to be Utilized with KMI

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This section presents an extensive coverage of various tools and technologies available in the field of organizational learning and knowledge that practitioners and academicians alike can utilize to develop different techniques. These chapters enlighten readers about fundamental research on the many methods used to facilitate and enhance the integration of this worldwide phenomenon by exploring the usage of Wikis for technology proliferation, tele-health, and data mining, to name a few. It is through these rigorously researched chapters that the reader is provided with countless examples of the up-and-coming tools and technologies emerging from the field of organizational learning and knowledge. With more than 20 chapters, this section offers a broad treatment of some of the many tools and technologies within the organizational learning and IT community.
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Albert Angehrn, Centre for Advanced Learning Technologies (CALT), INSEAD, France

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David Pullinger, London, UK

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Kenneth Owen, Lakehead University, Canada
Robert Willis, Vancouver Island University, Canada

Chapter 3.24. Industrialisation of the Knowledge Work: The Knowledge Conveyer Belt Approach
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Robert Woitsch, BOC Group, Austria
Vedran Hrgovcic, University of Vienna, Austria

Section IV. Utilization and Application

This section discusses a variety of applications and opportunities available that can be considered by practitioners in developing viable and effective organizational learning and knowledge programs and processes. This section includes over 20 chapters that review topics from case studies in Asia to best practices in Europe and ongoing research in the United States. Further chapters discuss knowledge management in a variety of settings (government, R&D, a call center, higher education, healthcare, etc.). Contributions included in this section provide excellent coverage of today’s IT community and how research into organizational learning and knowledge is impacting the social fabric of our present-day global village.

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Stefano Micelli, Ca’ Foscari University, Italy

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Graeme Lock, Edith Cowan University, Australia

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Stephen Mutula, University of Botswana, Botswana
Daisy Jacobs, University of Zululand, South Africa

Chapter 4.15. Culturally-Bound Innovation in Romanian Teaching and Research Hospitals

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Simona Vasilache, Academy of Economic Studies, Romania
Alina Mihaela Dima, Academy of Economic Studies, Romania

Chapter 4.16. Factors Affecting Knowledge Sharing Practice in Malaysia: A Preliminary Overview

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Chapter 4.17. Investigating the Effect of Color on Memorization and Trust in E-Learning: The Case of KMCMS.net (Knowledge Management and Content Management System)

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Panagiota Papadopoulou, University of Athens, Greece

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Chapter 4.19. Knowledge Creation and Sharing in the Malaysian Housebuilding Industry: Improving the Housing Delivery System

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Mohd Wira Mohd Shafiei, Universiti Sains Malaysia, Malaysia

Chapter 4.20. Knowledge Management and Entrepreneurship Cases in India

Neeta Baporikar, College of Applied Sciences Salalah, Sultanate of Oman

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Sueli Angelica do Amaral, University of Brasilia, Brazil

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Vladimír Bureš, University of Hradec Kralove, Czech Republic & City University of Seattle, Slovakia
Chapter 4.23. Connected Learning in an Australian Technology Program: A Case Study
Jane Louise Hunter, University of Western Sydney, Australia

Minwir Al-Shammari, University of Bahrain, Kingdom of Bahrain

Section V. Organizational and Social Implications

This section includes a wide range of research pertaining to the social and behavioral impact of organizational learning and knowledge around the world. Chapters introducing this section critically analyze and discuss trends in organizational theory, such as needs analysis and Personalized Learning Environments. Additional chapters included in this section look at problem-solving style, problem complexity, and knowledge generation. Also investigating a concern within the field of organizational learning and knowledge is research which discusses the effect of trust on personalized knowledge management. With more than 20 chapters, the discussions presented in this section offer research into the integration of global organizational learning and knowledge as well as implementation of ethical considerations for all organizations.

Chapter 5.1. Knowledge for Communicating Knowledge
Dov Te’eni, Tel-Aviv University, Israel

Chapter 5.2. Human Factors in Knowledge Management: Building Better Systems by Employing Human Systems Integration Methods
Tareq Z. Ahram, University of Central Florida, USA
Waldemar Karwowski, University of Central Florida, USA
Chris Andrzejczak, University of Central Florida, USA

Chapter 5.3. Causal Relationship among Perceived Organizational Environment, Leadership and Organizational Learning in Industrial Workers
Murako Saito, Waseda University, Japan

Chapter 5.4. Organizational Needs Analysis and Knowledge Management
Ian Douglas, Florida State University, USA

Chapter 5.5. Personal Knowledge Management Skills in Web 2.0-Based Learning
Maria Elisabetta Cigognini, University of Florence, Italy
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Section VI. Managerial Impact

This section presents contemporary coverage of the social implications of organizational learning and knowledge, more specifically related to the corporate and managerial utilization of information sharing technologies and applications, and how these technologies can be facilitated within organizations. Core ideas such as training and continuing education of human resources in modern organizations are discussed throughout these chapters. Issues, such as a conceptual model to show how managers evaluate internal (relative advantage and compatibility of adopting an innovation) and external (competitive pressure and partner conflict) determinants that affect the intention to adopt technological innovations in organizational learning and knowledge, are discussed. Equally as crucial, chapters within this section discuss how leaders can manage corporate responsibility in order to foster desired intangibles in their employees. Also in this section is a focus on how to implement organizational learning in offshoring or outsourcing practices.

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Section VII. Critical Issues

This section contains over 20 chapters giving a wide variety of perspectives on knowledge management and its implications. Such perspectives include reading in economics, cross-cultural exchange, humanism, technology, and several more. The chapter also discusses new ethical considerations within knowledge management and organizational learning. Within the chapters, the reader is presented with an in-depth analysis of the most current and relevant issues within this growing field of study. Crucial questions are addressed and alternatives offered, such as the role of emotional capital in knowledge and human resource management. Rounding out this section is a look at “pedagogical sustainability” of interoperable formal and informal learning environments.

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Murako Saito, Waseda University, Japan

Chapter 7.11. Conceptual Theory: What Do You Know?

Meir Russ, University of Wisconsin-Green Bay, USA
Robert Fineman, Independent Consultant, USA
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Chapter 7.12. Knowledge Capture in E-Services Development: A Prosperous Marriage?

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Jesper Holgersson, University of Skövde, Sweden

Chapter 7.13. Knowledge Assets, E-Networks and Trust

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Chapter 7.14. From Information Literacy to Scholarly Identity: Effective Pedagogical Strategies for Social Bookmarking

Deborah Everhart, Georgetown University, USA
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Section VIII. Emerging Trends

This section highlights research potential within the field of organizational learning and knowledge while exploring uncharted areas of study for the advancement of the discipline. Introducing this section are chapters that set the stage for future research directions and topical suggestions for continued debate, centering on the new venues and forums for discussion (The New Company Water Cooler and Towards a new Episteme are the chapters that begin the section). Discussions assessing the potential of new technologies in social software and transfer knowledge are offered. Another debate which currently finds itself at the forefront of research is the potential of using knowledge management as both a desirable and undesirable process within your company. Found in these chapters, concluding this exhaustive multi-volume set are areas of emerging trends and suggestions for future research within this rapidly expanding discipline.

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Zbigniew Król, Japan Advanced Institute of Science and Technology, Japan & Institute of Philosophy and Sociology of The Polish Academy of Sciences, Poland

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Chapter 8.4. Managing Customer Knowledge with Social Software

Zuopeng (Justin) Zhang, State University of New York at Plattsburgh, USA

Chapter 8.5. The New Generation of Knowledge Management for the Web 2.0 Age: KM 2.0

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Chapter 8.6. New Forms of Work in the Light of Globalization in Software Development

Darja Smite, Blekinge Institute of Technology, Sweden & University of Latvia and Riga Information Technology Institute, Latvia
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G. Scott Erickson, Ithaca College, USA
Helen N. Rothberg, Marist College, USA


Riikka Kulmala, Turku University of Applied Sciences, Finland
Juha Kettunen, Turku University of Applied Sciences, Finland

Chapter 8.10. Introducing Knowledge Management as Both Desirable and Undesirable Processes

Frank Land, London School of Economics and Political Science, UK
Urooj Amjad, London School of Economics and Political Science, UK
Sevasti-Melissa Nolas, London School of Economics and Political Science, UK

Chapter 8.11. Incorporating Knowledge Management into E-Commerce Applications

Sandra Moffett, University of Ulster, UK
Martin Doherty, University of Ulster, UK
Rodney McAdam, University of Ulster, UK