Knowledge Management and Virtual Organizations

Table of Contents

Preface ........................................................................................................................................... i

PART ONE: KNOWLEDGE MANAGEMENT, VIRTUAL ORGANIZATIONS AND VIRTUAL TEAMS

Chapter I
Knowledge Management and New Organization Forms: A Framework for Business Model Innovation ........................................ 2
Yogesh Malhotra
@Brint.com, L.L.C., and Florida Atlantic University, USA

Chapter II
The Knowledge-Based View (KBV) of the Virtual Web, the Virtual Corporation and the Net-Broker ................. 20
Ulrich Franke
Cranfield University, UK

Chapter III
Implementing Virtual Organizing in Business Networks: A Method of Inter-Business Networking ......................... 43
Roland Klueber, Rainer Alt and Hubert Österle
University of St. Gallen, Switzerland

Chapter IV
Interorganizational Knowledge Management: Some Perspectives for Knowledge Oriented Strategic Management in Virtual Organizations ....................................................... 63
Thorsten Blecker and Robert Neumann
University of Klagenfurd, Austria
Chapter V
Computer Mediated Interorganizational Knowledge Sharing: Insights from a Virtual Team Innovating, Using a Collaborative Tool ............................................................... 84
Ronald Rice, Rutgers University, USA
Ann Majchrazak, University of Southern California, USA
Nelson King, University of Southern California, USA
Sulin Ba, University of Southern California, USA
Arvind Malhotra, University of North Carolina, USA

Chapter VI
The Glue That Binds Creative Virtual Teams ......................... 101
Jill E. Nemiro
Claremont Graduate University, USA

Chapter VII
Using Patterns to Capture Tacit Knowledge and Enhance Knowledge Transfer in Virtual Teams ...................... 124
Karen L. Lyons
Consultant, USA

Chapter VIII
Managing Knowledge for Strategic Advantages in the Virtual Organization ......................................................... 144
Janice M. Burn and Colin Ash
Edith Cowan University, Australia

Chapter IX
Virtual Organizations That Cooperate and Compete:
Managing the Risks of Knowledge Exchange .........................162
Claudia Loebbecke, Copenhagen Business School, Denmark
Paul C. van Fenema, Erasmus University, The Netherlands

Chapter X
Knowledge Management and Organizational Design ............. 181
W. Jansen, G.C.A. Steenbakkers and H.P.M. Jägers
Royal Netherlands Military Academy, The Netherlands
PART TWO: SUCCESS FACTORS FOR KNOWLEDGE MANAGEMENT AND VIRTUAL ORGANIZATIONS

Chapter XI
Becoming Knowledge-Powered:
Planning the Transformation ............................................................. 196
Dave Pollard
Ernst & Young, Canada

Chapter XII
Integrated Analysis and Design of Knowledge Systems and Processes ........................................... 214
Mark Nissen, Magdi Kamel and Kishore Sengupta
Naval Postgraduate School, USA

Chapter XIII
Role of Organizational Controls in Knowledge Management:
Is Knowledge Management Really an “Oxymoron”? .................. 245
Yogesh Malhotra
@Brint.com, L.L.C., and Florida Atlantic University, USA

Chapter XIV
Beyond Customer Knowledge Management:
Customers as Knowledge Co-Creators ...................................... 258
Mohanbir Sawhney, Northwestern University, USA
Emanuela Prandelli, Bocconi University, Italy

Chapter XV
Knowledge Management—the Second Generation:
Creating Competencies with and Between Work Communities in the Competence Laboratory ...................... 282
Heli Ahonen, Yrjö Engeström and Jaakko Virkkunen
University of Helsinki, Finland

Chapter XVI
Success Factors in Leveraging the Corporate Information and Knowledge Resource Through Intranets ............ 306
Karin Breu, John Ward and Peter Murray
Cranfield School of Management, UK
Chapter XVII
Creating Knowledge-Based Communities of Practice:
Lessons Learned from AMS’s Knowledge
Management Initiatives ................................................................... 321
Susan Hanley and Christine Dawson
American Management Systems, Inc., USA

Chapter XVIII
Knowledge Acquisition and Management:
Perspectives, Strategic Implications and
Extensions to the Virtual Setting .................................................... 333
Jean L. Johnson
Washington State University, USA

Chapter XIX
Knowledge Needs of Self-Organized Systems ......................... 350
João Alvaro Carvalho
University of Minho, Portugal

Chapter XX
Information Quality and Its Interpretative
Reconfiguration as a Premise of Knowledge
Management in Virtual Organizations ...................................... 365
Daniel Diemers
University of St. Gallen, Switzerland

About the Authors .......................................................................... 380

Index ............................................................................................ 390