# Table of Contents

Preface .......................................................... xvi

**Chapter 1**
Valuing Knowledge-Based Initiatives: What We Know and What We Don’t Know .................. 1
   *Hind Benbya, GSCM-Montpellier Business School, France*

**Chapter 2**
The Effects of a KM Strategy on KM Performance in Professional Services Firms ........ 16
   *Reimar Palte, Kühne Logistics University (KLU), Germany*
   *Michael Hertlein, EBS University of Business and Law, Germany*
   *Stefan Smolnik, EBS University of Business and Law, Germany*
   *Gerold Riempp, EBS University of Business and Law, Germany*

**Chapter 3**
Knowledge Management: Realizing Value through Governance ................................. 36
   *Suzanne Zyngier, La Trobe University, Australia*

**Chapter 4**
A Knowledge Management Tool for the Interconnection of Communities of Practice ...... 56
   *Élise Lavoué, Université de Lyon, Université Jean Moulin Lyon 3, IAE Lyon, France*
   *Sébastien George, Université de Lyon, INSA-Lyon, France*
   *Patrick Prévôt, Université de Lyon, INSA-Lyon, France*

**Chapter 5**
Knowledge Management Process and Organizational Performance in SMEs .................. 77
   *Varintorn Supyuenyong, Knowledge Management Professional Center Asia, Thailand*
   *Fredric William Swierczek, Thammasat University, Thailand*

**Chapter 6**
Boundary Spanning Role of the IS Development Team in Consultant-Partnered Projects: Knowledge Management Perspective ................................................................. 99
   *Sanghoon Lee, Yonsei University, Korea*
   *Bongsik Shin, San Diego State University, USA*
   *Hogeun Lee, Yonsei University, Korea*
Chapter 7
The Practice of Jordanian Business to Attain Customer Knowledge Acquisition
Amine Nehari Talet, King Fahd University of Petroleum & Minerals, Saudi Arabia
Samer Alhawari, Applied Science Private University, Jordan
Ebrahim Mansour, Applied Science Private University, Jordan
Haroun Alryalat, The World Islamic Sciences & Education University, Jordan

Chapter 8
Impact of Knowledge Management Dimensions on Learning Organization: Comparison Across Business Excellence Awarded and Non-Awarded Indian Organizations
Deepak Chawla, International Management Institute, India
Himanshu Joshi, International Management Institute, India

Chapter 9
A Dynamic Ability-Based View of the Organization
Farley S. Nobre, Federal University of Parana, Brazil
David S. Walker, The University of Birmingham, UK

Chapter 10
Assessing Knowledge Management Needs: A Strategic Approach to Developing Knowledge
G. Scott Erickson, Ithaca College, USA
Helen N. Rothberg, Marist College, USA

Chapter 11
Learning a Lightweight Ontology for Semantic Retrieval in Patient-Centered Information Systems
Ulrich Reimer, University of Applied Sciences St. Gallen, Switzerland
Edith Maier, University of Applied Sciences St. Gallen, Switzerland
Stephan Streit, University of Applied Sciences St. Gallen, Switzerland
Thomas Diggelmann, ai-one, Switzerland
Manfred Hoffleisch, ai-one, Switzerland

Chapter 12
KM Approach for Improving the Labor Productivity of Vietnamese Enterprise
Quoc Trung Pham, Kyoto University, Japan
Yoshinori Hara, Kyoto University, Japan

Chapter 13
Using Grounded Theory to Acquire Knowledge About Critical Success Factors for Conducting Software Process Improvement Implementation Initiatives
Mariano Angel Montoni, ProMove – Business Intelligence Solutions, Brazil
Ana Regina Cavalcanti da Rocha, Federal University of Rio de Janeiro, Brazil
Chapter 14
Managing Professions for Knowledge Management

Enrico Scarso, University of Padua, Italy
Ettore Bolisani, University of Padua, Italy

Chapter 15
Merging Controlled Vocabularies for More Efficient Subject-Based IR Systems

Ioannis Papadakis, University of Ionio, Greece
Konstantinos Kyprianos, University of Ionio, Greece

Chapter 16
Community-Based Development of Knowledge Products

Zbigniew Mikolajuk, Practical Action, UK

Chapter 17
Impact of Knowledge Management Practices on Task Knowledge: An Individual Level Study

Shahnawaz Muhammed, American University of Middle East, Kuwait
William J. Doll, The University of Toledo, USA
Xiaodong Deng, Oakland University, USA

Chapter 18
Team Learning and Reflexivity in Technology-Mediated Collaboration

Hayward P. Andres, North Carolina A&T State University, USA

Chapter 19
Measuring Knowledge Management/Knowledge Sharing (KM/KS) Efficiency and Effectiveness in Enterprise Networks

Anirban Ganguly, Stevens Institute of Technology, USA
Ali Mostashari, Stevens Institute of Technology, USA
Mo Mansouri, Stevens Institute of Technology, USA

Chapter 20
How Should Students Prepare for Exams: A Knowledge Management Approach

David Smiderle, Conestoga College, Canada
Patricia L. Weigel Green, Conestoga College, Canada

Chapter 21
An Ontological Approach to Enterprise Knowledge Modeling in a Shipping Company

Sung-kwan Kim, University of Arkansas at Little Rock, USA
Joe Felan, University of Arkansas at Little Rock, USA
Moo Hong Kang, University of Arkansas at Little Rock, USA

Compilation of References

About the Contributors

Index