Table of Contents

Preface ............................................................................................................................................... xvii

Acknowledgment.............................................................................................................................. xxiv

Section 1
Knowledge and Knowledge Management Conceptual Aspects

Chapter 1
Conceptual Theory: What Do You Know? ............................................................................................. 1
Meir Russ, University of Wisconsin-Green Bay, USA
Robert Fineman, Independent Consultant, USA
Jeannette K. Jones, American Intercontinental University, USA

Chapter 2
Relational Flexibility: How to Work with Labor Dynamism and Promote Knowledge Flow in Hospitality ........................................................................................................................................ 23
Kalotina Chalkiti, Charles Darwin University, Australia

Chapter 3
Agile Alignment of Enterprise Execution Capabilities with Strategy .................................................. 45
Daniel Worden, RuleSmith Corporation, Canada

Section 2
Knowledge Management Audit

Chapter 4
KARMA: Knowledge Assessment Review and Management Audit..................................................... 64
Meir Russ, University of Wisconsin-Green Bay, USA
Robert Fineman, Independent Consultant, USA
Jeannette K. Jones, American Intercontinental University, USA
Chapter 5
The Green Bay Chamber of Commerce: Foundation’s Foundation ..................................................... 84
Philip Mattek, University of Wisconsin-Green Bay, USA

Chapter 6
A Model for Knowledge Management and Intellectual Capital Audits.............................................. 115
Carolina López-Nicolás, University of Murcia, Spain
Ángel L. Meroño-Cerdán, University of Murcia, Spain

Section 3
Organizational Knowledge Management Strategic Dilemmas

Chapter 7
C3EEP Typology and Taxonomies: Knowledge Based (KB) Strategies ............................................. 133
Meir Russ, University of Wisconsin-Green Bay, USA
Robert Fineman, Independent Consultant, USA
Jeannette K. Jones, American Intercontinental University, USA

Chapter 8
Linking Exploration and Exploitation Capabilities with the Process of Knowledge Development and with Organizational Facilitators ................................................................. 159
César Camisón-Zornoza, Jaume I University, Spain
Montserrat Boronat-Navarro, Jaume I University, Spain

Section 4
Knowledge Management Strategy

Chapter 9
How Do We Get There? Strategy Action Framework—“Action Engine”............................................. 181
Meir Russ, University of Wisconsin-Green Bay, USA
Robert Fineman, Independent Consultant, USA
Riccardo Paterni, Professione Lavoro®, Italy
Jeannette K. Jones, American Intercontinental University, USA

Chapter 10
Aurora Health Care: A Knowledge Management Strategy Case Study.............................................. 216
Thomas Ginter, Aurora BayCare Medical Center, USA
Jane Root, Aurora Medical Group, USA
Chapter 11
Strategic Alliances and Knowledge Management Strategies: A Case Study

Mario J. Donate-Manzanares, University of Castilla-La Mancha, Spain
Fátima Guadamillas-Gómez, University of Castilla-La Mancha, Spain
Jesús D. Sánchez de Pablo, University of Castilla-La Mancha, Spain

Chapter 12
Creating and Delivering a Successful Knowledge Management Strategy

Jiming Wu, California State University, USA
Hongwei Du, California State University, USA
Xun Li, Nicholls State University, USA
Pengtao Li, California State University, USA

Chapter 13
Aligning Business and Knowledge Strategies: A Practical Approach for Aligning
Business and Knowledge Strategies

Lars Taxén, Linköping University, Sweden

Section 5
Knowledge Management Functional Strategies

Chapter 14
SMEs and Competitive Advantage: A Mix of Innovation, Marketing,
and ICT—The Case of “Made in Italy”

Eleonora Di Maria, University of Padova, Italy
Stefano Micelli, Ca’ Foscari University, Italy

Chapter 15
Knowledge Management for an Effective Sales and Marketing Function

Amit Karna, European Business School, Germany
Ramendra Singh, Indian Institute of Management, India
Sanjay Verma, Indian Institute of Management, India

Chapter 16
The Implications of the Development and Implementation of CRM for
Knowledge Management

Diana Luck, London Metropolitan Business School, UK

Chapter 17
Quality and Continuous Improvement in Knowledge Management

Nicole M. Radziwill, Espresso Labs, USA
Ronald F. DuPlain, Espresso Labs, USA
Chapter 18
Translating Knowledge Management Practices into the Boundaries of Supply Chain ............... 364
Ozlem Bak, University of Brighton, UK

Compilation of References .............................................................................................................. 374

About the Contributors ................................................................................................................... 407

Index................................................................................................................................................ 414