# Knowledge-Based Enterprise: Theories and Fundamentals

## Table of Contents

### Foreword
Michael J. Ginzberg, University of Delaware, USA

### Preface

### Section I: Understanding Knowledge

#### Chapter I
Overview of the Networked Knowledge Economy
- Introduction
- What is the Knowledge Economy?
- Managing in the Knowledge Economy with Knowledge Management
- KM Drivers
- How to Become a Knowledge-Based Enterprise
- Chapter Summary

#### Chapter II
Understanding the Knowledge Construct
- Introduction
- Historical Understanding of Knowledge
- Data, Information, and Knowledge
- Types of Knowledge
- The Organizational Knowledge Life Cycle
- Why is Knowledge Valuable
- Chapter Summary
Section III: Becoming a Knowledge-Based Enterprise

Chapter VII
KM and Strategy ................................................................. 166
   Introduction ........................................................................ 166
   Generic Structures .......................................................... 166
   Industry Analysis ......................................................... 168
   Internal Analysis Porter's Value Chain Model .............. 170
   The Reverse Value Chain ............................................. 171
   McFarlan's Strategic Grid ............................................. 173
   Designing a KM Strategy ............................................. 174
   Competitive Advantage and Value Creation ............ 178
   Incorporating KM into the Strategic Vision ................ 180
   Chapter Summary ..................................................... 183

Chapter VIII
Managing Knowledge Complexity .................................. 187
   Introduction ........................................................................ 187
   An Organizational Model for KM .................................. 188
   Prepared vs. Ready ...................................................... 190
   Role of Training ............................................................ 198
   The OODA Loop ............................................................ 203
   Key Success Factors for KM ........................................ 214
   Implications for Knowledge-Based Enterprises ........ 219
   Chapter Summary ..................................................... 220

Chapter IX
Learning Organizations .................................................... 226
   Introduction ........................................................................ 226
   Learning Organizations: Definition .......................... 227
   Types of Learning .......................................................... 229
   Importance of Knowledge Management (KM) for Learning
     Organizations .............................................................. 234
   Organizational Memory ............................................... 235
   Chapter Summary ..................................................... 239

Section IV: Realities for Knowledge-Based Enterprises

Chapter X
International Case Studies ............................................. 245
   Introduction ........................................................................ 245
Case Study 1: IT Platform for Study and E-Collaboration ............ 246
Witold Abramowicz, Poznan University of Technology, Poland
Tomasz Kaczmarek, Poznan University of Technology, Poland
Marek Kowalkiewicz, Poznan University of Technology, Poland

Case Study 2: Distributed Knowledge Networks: Construction
Industry Modernization: Innovating a Digital Model for the
Construction Industry: A Distributed Knowledge Management
Approach ................................................................. 257
Mogens Kühn Pedersen, Copenhagen Business School, Denmark

Case Study 3A: Keller Williams Realty: Framing a Structure for
Knowledge Sharing ....................................................... 274
Roberta Lamb, University of California, Irvine, USA

Case Study 3B: Keller Williams Realty: Cementing the Relationships
of Knowledge Management ........................................ 286
Roberta Lamb, University of California, Irvine, USA

Case Study 4: Contingency-Driven Knowledge Management in
Palliative Care ............................................................... 291
Graydon Davison, University of Western Sydney, Australia

Case Study 5: Managing Knowledge in Project-Based Organizations:
The Introduction of “Checkboards” at ConstructCo .................. 305
Jacky Swan, University of Warwick, UK
Anna Goussevskaia, University of Warwick, UK
Mike Bresnen, University of Warwick, UK

Case Study 6: Knowledge Management in Practice: A Case Study in
the Semiconductor Industry ........................................... 323
Brian Donnellan, National University of Ireland, Ireland
Martin Hughes, National University of Ireland, Ireland
William Golden, National University of Ireland, Ireland

Chapter Summary ......................................................... 344

Appendix
Knowledge, Information, and Knowledge Systems: Explaining the
Conceptual Confusion .................................................. 346
Elie Geisler, Illinois Institute of Technology, USA

Glossary ........................................................................... 357

About the Authors .......................................................... 370

Index ............................................................................... 376