Book Review

Handbook of Research on Knowledge Management Adaptation and Context

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The Handbook of Research on Knowledge Management Adaptation and Context is a book that presents a knowledge management model, the 7-Cs model, which has been adapted and implemented in various organizational and national contexts. Directed primarily to knowledge management researchers, the book is based on the premise that a common knowledge management model can be applied to all contexts; it just requires researchers to adapt the knowledge management model to the specific organizational context and/or culture before the organization can effectively implement knowledge management. This book presents research where this has been done in a number of contexts.

The book consists of 20 chapters that originally appeared as papers in the Journal of Knowledge Management, two introductory chapters used to set the stage for the book, and a conclusion chapter used to summarize the adaptation of the 7-Cs model in the book chapters. The 23 chapters are organized into sections. Part I is Introduction and Background and has three chapters, "Introduction: Towards the Contextualization of Knowledge Management as a Research Field" and "Previous Research on Knowledge Management in Various Contexts," both by Anders Ortenblad; and "A Normative Model of Knowledge Management Effectiveness," by Paul S. Myers.

Part II is Knowledge Management in Context and has sixteen chapters in three sections. Section A, Industries and Sectors has nine chapters: "Knowledge Management in Law Firms," and "Knowledge Management in the Police Force," both by Cathrine Filstad and Petter Gottschalk; "The Australian Army's Knowledge Management Strategy: A Refexive Organizational Approach to Knowledge Capture and Sharing," by Denise McDowall, Anita Rynne, and Steven Talbot; "Knowledge Management in Elderly Care," by Carina Abrahamson Lofstrom; "Cross-cultural Knowledge Management in Collaborative Academic Research," by David Coldwell and Andrea Fried; "Knowledge Management in Energy Sector Organizations," by John S. Edwards; "Knowledge Management in Logistics Industry Organizations," by Eduardo Tome and Gaby Neumann; "Knowledge Management in Small and Medium-sized Enterprises: Navigating Informality and Resource Constraints," by Thomas Garavan,

Fergal O'Brien, and Eamon Murphy; and "Knowledge Management, Context and Public Policy: Developing an Analysis Framework," by Deborah A. Blackman, Katie moon, Stephen Harris, and Stephen D. Sarre.

Section B, Religion and National Culture has five chapters: "Islamic Perspective of Knowledge Management," by Aini Ahmad; "Buddhist Perspective on Knowledge Management," by Otto Chang; "Knowledge Management Case Studies in Mexico," by David Joaquin Delgado-Hernandez; "Knowledge Management in China's Organizations," by Amit Mitra and Ximing Ruan; and "Knowledge Management and Indigenous Organizations with Special Reference to Tanzania and South Africa," by Edda Tandi Lwoga, Christine Stilwell, and Patrick Ngulube.

Section C, The Universality of SECI, has two chapters: "Conceptualizing Nonaka's Theory of Knowledge in China: When Samurai meets Bruce Lee," by Jacky Hong, Robin Snell, and Carry Mak and "The Nonaka-Takeuchi Model of Knowledge Conversion: A Discussion of Many Contexts of Japanese History and culture," by Nigel Holden and Martin Glisby.

Part III, Reflections on Knowledge Management, has four chapters: "On the Complexity ofKnowledge Management Given the Tacitness of Knowledge in Organizations," by Thomas Garavan, Fergal O'Brien, and Eamon Murphy; "Tensions and Extensions in Knowledge Integration and Disintegration: Rethnking the Man-agement of Knowledge in Organizations," Elena P. Antonacopoulou; "Alternative Knowledge Management," by Shih-wei Hsu; and "Conclusion, a Contingency Model of Knowledge Management and Recommendations for Further Research," by Anders Ortenblad.

Overall I like this book and think it is a good addition to any knowledge management reference library. The book is very readable and is very clear in what it is saying (although it is best if the reader has some background in Knowledge Management research and theory). I list all the chapters because I really like the topics this book covers. Context and culture in knowledge management is something I've researched and written on for many years and there are several chapters here I wish I had written. In particular the topic of religion and knowledge management is one that fascinates me and I truly believe that religion was the first knowledge management system. My disappointment is that only two religions are covered, I would love to see all religions discussed; each in their own chapter. The chapter on knowledge management in elderly care is also an interesting chapter and an important topic, a topic that is under researched. Finally, the summary chapter is interesting in that it shows that a knowledge management normative model, in this case the 7-Cs model presented in chapter 3, can be applied to a variety of organizational contexts and cultures. I have been following a debate among knowledge management practitioners, mainly located in Australia, with many claiming that the problem with knowledge management is that there is not a common definition of knowledge management and that there is not a common approach to implementing knowledge management. This book agrees with my thoughts that a common approach for knowledge management can be used in organizations; it just needs to be adapted to the specific organizational contexts and cultures. This is a useful finding and I think is one worth the price of the book. For completeness, the 7-Cs model is a grouping of concepts needed to effectively implement knowledge management in an organization: capability, connection, competencies, contacts, communication, catalysts, and culture.

There are two limitations to the book that affects its usefulness to KM researchers. The first is that the book does not fully cover the contexts in which knowledge management can be adapted. To be fair though no book can, it would take a series of books to do this. The second limitation is that the articles are only taken from one knowledge management journal. Serenko and Bontis (2013) list over 20 knowledge management journals. Because the book articles are selected from a single KM journal the book is limited in the articles it could select. The International Journal of Knowledge Management as well as the other knowledge management journals has published many, many articles that address these same issues. The limitation is that the book is not a broad representation and reflects a selection bias. This is acceptable if the book is used in conjunction with other sources. I recommend the book to readers of the other knowledge management journals, including the International Journal

of Knowledge Management, as it does anthologize the Journal of Knowledge Management articles related to the issue of context and culture with as it applies to the implementation of knowledge management in organizations.

To conclude, "Handbook of Research on Knowledge Management Adaptation and Context" is a good book for knowledge management researchers. There are interesting chapters and for those not familiar with the Journal of Knowledge Management, a good book to become familiar with the content and quality of the journal.

REFERENCES

Serenko, A., & Bontis, N. (2013). Global ranking of knowledge management and intellectual capital academic journals: 2013 update. *Journal of Knowledge Management*, *17*(2), 307–326. doi:10.1108/13673271311315231

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