

# Case Studies in Knowledge Management

Edited by Murray Jennex

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Knowledge management (KM) as a structured system and the way to the effectiveness is relatively new field for the contemporary organizations functioning in different and competitive domain of public and private sectors in terms of getting optimal effectiveness underlined by the concepts such as quality, productivity...etc. Because of the growing importance and the popularity of the KM either as a research topic or specialized course subject, a crucial need for understanding, conceptualization and implementation of KM as a system has emerged since the mid 1990's. In this sense, the book contributes critically to fill the gap between theory and implementation as a teaching material.

This edited book is published by Idea Group Publishing. The book has twenty chapters divided into seven sections. In addition to a section of authors' biography contributing the book and an index, there is a preface that the basic terms and key concepts underlining the cases discussed following chapters, which is explained in a schematized way.

Besides the editor, total of 47 authors have contributed to the book. These authors are from different countries, academic backgrounds, and institutions. Although approximately one third of the authors are from USA, the rest of the authors are from Canada, England, Austria, Germany, Australia, New Zealand, Egypt, Bahrain and China. The authors represent a variety of universities, private companies, and military institutions. Most of them have strong professional backgrounds, which help them address the issues both from theoretical and practical perspectives. Contributions of authors having different backgrounds and institutions enable the book to have very comprehensive spectrum and this makes the book attractive practically for those working different sectors.

The book presents case studies explaining actual applications of KM in a different of organizational and global settings. Different subjects and issues associated with construction of KM system in different kinds of organizations are explored within each section. Organizational learning (OL), knowledge, culture and productivity are some of the issues tackled with construction of KM system in a variety of organizational and global settings.

*The book is organized into seven sections; KM in support of organizational learning, knowledge management in support of retaining organizational knowledge, knowledge management strategy, issues in knowledge management, KM is support of knowledge transfer, KM in support of projects, KM outcomes. Each section is related with an area KM research.*

*In section I, there are two cases discussing KM in support of OL. The first case is from Lynne P. Cooper, Rebecca L. Nash, Tu-Anh T. Phan, and Teresa R. Bailey and describes development and operation of knowledge system in order to support learning of organizational knowledge at the Jet Propulsion Laboratory in USA. It presents in detail implementation and rollout of the system and argues the results from performance and usage data collected over 19 weeks. The second case is from Brigitte McGregor-MacDonald and describes the work of global organizations in its KM efforts to sustain and transfer learning from global leadership curriculum. It mainly focuses on KM solution*

*developed to support employees to sustain their learning, to enable them to share their insights and experiences with others, and thus increase organizational capability.*

*Section 2 explores using KM to support the retention of organizational knowledge in organizations where the work forces are in transition. In third chapter in this section Hani Abdel-Aziz, and Khaled Wahba discuss the building of organizational memory information system (OMIS) in an Egyptian Professional Services company suffering from knowledge loss due to high rate of employee turnover In the fourth chapter, Gail Corbitt discusses definition identification and the transfer of the core competencies associated with the split to all employees who need to have them when HP splits into HP and Agilent*

Section three explores the importance of a KM strategy in the implementation of a KM initiative. In chapter five, Afsoun Hatami and Robert D. Galliers discuss long term impacts of knowledge (re) use and organizational memory on effectiveness of strategic decisions. Suzanne Zyngier, Frada Burstein, and Judy McKay, in chapter six discusses governance strategies to manage organizational knowledge in Australia's Science and Technology Development Organization. In chapter seven, Summer E. Bartczak and Ellen C. England discuss the issues and challenges in developing KM strategy for the United States' Air Force Material Command's.

In section four, the use of KM in the support of projects and project management are discussed. Elayne Coakes, Anton Bradburn, and Cathy Blake, in chapter eight discuss the topic 'KM in a projects-t climate'. Under this topic, they mainly focus on using of KM to minimize mischance by promoting best practices in the British construction firm Taylor Woodrow In chapter nine, Jill Owen and Frada Burstein look at where knowledge resides in an Australian consulting firm and how the firm uses this knowledge to improve project performance. This case study highlights the importance of understanding the drivers of knowledge transfer and reuse in the projects.

In section five KM in support of knowledge transfer is explored and discussed. Zhang Li, Tian Yezhuang, and Li Ping, in chapter ten, focus on the effect of knowledge sharing in the process of enterprise resource planning (ERP) system implementation in a Chinese manufacturing firm. Thomas Hahn, Bernhard Schmiedinger, and Elisabeth Stephan, in chapter eleven, discuss the use of communities of practice and other techniques to improve the transfer of knowledge in and between Austrian small and medium sized manufacturing firms. In chapter twelve, Florian Bayer, Rafael Enparantza, Ronald Maier, Franz Obermair, and Bernhard Schmiedinger discuss the use of Know Com to facilitate the decentralized control of the flow of knowledge between small and medium sized German die and mould makers.

In section six, different issues and problems associated with the implementation of KM and a knowledge management system (KMS) are discussed. In chapter thirteen, Yogesh Anand, David J. Pauleen, and Sally Dexter look at adoption and implementation of KM in the New Zealand Reserve Bank. Colin White and David Crodell, in chapter fourteen, look at the assessment methods for organizing data and data resources in organizations by focusing on four cases and provide examples for organizations based on ability to actively collect and distribute knowledge. In chapter fifteen, Minwir Al-Shammari, discusses developing an understanding of the various aspects and issues related with the implementation of a knowledge enabled customer relationship management (KCRM) strategy at a telecommunication company in a developing country. Ivy Chan and Patrick Y.K. Chau, in chapter sixteen, explore why a KM failed in a Hong Kong manufacturing and export firm. In chapter seventeen, Nikhil Mehta and Anju Mehta look at the implementation efforts of one such firm-India's Infosys Technologies, Limited and discuss how KM emerged as a strategic requirement of the firm, and various capabilities the firm had to develop to fulfill this requirement. Eliot Rich and Peter Duchessi, at the last chapter—chapter eighteen – of this section, explores how to manage KM initiative going

**after it has been successful for a couple of years at the United States' System Management Solutions International.**

**Section 7 discusses the determination of KM outcomes. A.N. Dwivedi, Rajeev K. Bali, and R.N.G. Naguib, in chapter nineteen, explore a general KM framework for the British healthcare industry and how to manage KM successfully. In chapter twenty, Murray E. Jennex looks at how the use of knowledge can impact individual and organizational productivity.**