

Knowledge and information essay sample



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Harmonizing to Webb (1998. 110-15) . information is the possible for cognition. Knowledge is actionable information that can be used across the full administration. The more cognition an administration possesses. the more it can cut down uncertainty.

Davenport and Prusak (1997. 99-102) . refers knowledge as unstable mix of framed experience. values.

contextual information. expert penetration and grounded intuition that provides an environment and model for measuring and integrating new experiences and information? In administrations. cognition is embedded non merely in papers or depositories but besides in organizational modus operandis. procedures. patterns and norms.

Therefore to derive competency advantage. workers must be knowledge driven by appreciating the power of cognition and leveraging on that cognition capital. Knowledge direction is non about edifice computerised systems of human capital but it is about the planning and execution of activities designed to continuously place. get. use. portion.

develop. create. preserve and step administration cognition assets.

Knowledge direction is about uniting administration cognition. It is about developing the value of cognition from clip to clip. It is the ultimate resource that can be applied to implement administration scheme every bit good as to accomplish our strategic focal point.

(Rampersad. 2002. 33-40) The cardinal activity of cognition direction is about traveling administration cognition capital so that it can be used to

better productiveness. Knowledge direction patterns involve activities such as knowledge-identification, knowledge-acquisition, knowledge-application,

knowledge-sharing, knowledge-development, knowledge-creation, and knowledge-preservation and cognition measuring. Knowledge designation is the procedure of placing the target cognition in a company and besides the needed cognition a company should hold. More frequently,

a company does not even gain the target cognition in the company. Valuable cognition might travel unnoticed and fresh. The use of engineering helps to entree huge sum of information, but the procedure of placing which and where to acquire relevant cognition is frequently the job faced by the directors in a company. (Davenport,

2000, 59-63)Deductions of Knowledge Management in an Administration
In placing the cognition in a company, each administration must be cognizant of their own abilities, such as their expertness and competences. Any internal cognition should be made seeable within the administration,

such as placing best patterns in the administration. There are a figure of ways to place the external cognition, such as by comparing with the cognition of the rivals, learning from the experts of other companies and besides holding cooperation with the rivals. Identifying the spreads in a company cognition and accomplishment is an effectual accelerator in learning procedure. Once the spread between cognition possessed and knowledge needed by a company is identifies,

attempts to contract down the spread will trip learning procedure in getting the needed cognition. Getting cognition to contract down the spread can be done by importing outside cognition or developing it internally. Getting cognition is an of import activity in cognition direction. Knowledge acquisition is the procedure of importing cognition from assorted beginnings and utilizing as many schemes as possible. In the concern universe.

getting cognition is really of import. as it will find the sustainability of a company. Among the external cognition market: Knowledge of external experts Knowledge of other houses Knowledge of stakeholders Knowledge merchandises Among the ways to get cognition are: Keeping path of cognition within the administration and import the cognition into new merchandises Strategic confederation with other administration with the aim of common acquisition and cognition acquisition Use of advisers for external cognition There are besides many channels for conveying cognition into a company such as acquiring knowledge/feedbacks from clients. analyzing the wonts or buying form of cardinal clients and affecting in clients activities. Knowledge Sharing is the procedure of sharing cognition.

What affair most is how fast we can portion knowledge to assist work out a job? It is directed towards local job planetary solution. Problem by person might pull solution from assorted people who contributed their cognition towards work outing the job. For cognition sharing to go on. the critical status is the presence of cognition.

either internally or externally. The following procedure will be the distribution of the bing cognition. Distributing cognition agencies reassigning cognition

either from one person to another, or from a peculiar group to another group. Use of cognition tools can besides assist in cognition sharing. Sharing cognition will affect group plants and cooperation among the persons or companies.

Sharing cognition will merely be meaningful if it is made within certain bounds, as non all cognition is utile for every person. Sharing and distribution of cognition involve cultural and single restriction such as power and trust, with which the cognition is shared. Administrations should besides hold cognition policy as to heighten the sharing of cognition particularly in labeling of cognition. The recent development of information and communicating engineering creates a good chance of cognition sharing and distribution.

such as the being of intranet in a company will assist to advance cognition sharing. Knowledge development is the most of import portion of cognition direction. This is the stage where the activities of developing new accomplishments, merchandises and thoughts. Traditionally,

cognition development merely focuses on research and experiment done in the research labs, but the paradigm has alteration to developing new competences either by coaction with other companies or within the internal of the companies. In a company, the day-to-day activities can lend to the development of cognition. Among the barriers faced by cognition development are inventions do non come in a relaxed,

planned environment. New thoughts are generated through struggles, alterations or betterment from bing merchandises, and the demand of

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freedom to prosecute the new thoughts. Therefore, all the ways of bringing forth cognition directions involve alteration for an person and the company.

hence struggle, misconstruing, internal competition and other unhealthy activities may go on in the administration. (Abell, 2005, 115-21) Use and Utility of Knowledge Management in an Administration Getting.

developing and accretion of cognition has no significance unless the cognition acquired, developed and gathered is used. Knowledge is of no value if it is not applied. Peoples in an administration must be encouraged to utilize cognition.

The fruitful working environment that supports application of new cognition and allows persons or group to enter company rational plus helps in the encouragement to knowledge application. Surveys have shown that persons make usage of cognition based on convenience. (Motta, 2004, 181-90) Therefore there is a demand to hold a simple cognition substructure that is easy to utilize.

supply cognition in clip and have connectivity. Among the barriers that existed in cognition application are persons have become excessively comfy with the everyday work that they do not experience there is a demand of new ways to better their modus operandi. (King, 2003, 70-72) Using new cognition could besides take to the misinterpretation of a leader being incompetency instead than willingness to learn and accept alterations. The use of new cognition depends on the quality of the cognition that is the benefits of utilizing it.

(Mouritsen. 2005. 8-28)However, by incorporating cognition direction methods into the immediate on the job environment encourages employees to utilize cognition? User-friendly on the job conditions, interpreting relationship that involves passing and interchanging cognition in a shortest physical distances between persons, by holding more unfastened and flexible layouts and the nowadays of a planetary information board that attracts people to look and subsequently discusses the information.

will assist promote the usage of cognition. (Venkatraman. 2004. 513-

25)There are four forms of cognition creative activity: From tacit to tacitFrom tacit to explicitFrom explicit to tacitFrom explicit to explicitTacit cognition are unpublished cognition, usually knowledge that resides in an person, where as expressed cognition is published cognition.

or cognition that is documented. Tacit to tacit refers to the transportation of cognition from one person to another. For transportation of cognition to go on, the enter degree of both single must be the same. Knowledge transportation can be done through the socialization procedure between persons.

Tacit to explicit is the procedure of documenting the cognition in an person. (Wielinga. 2005. 73-84)Explicit cognition can be circulated and will let many other persons to entree the cognition.

With the development of computing machine engineerings, the procedure of articulation of cognition can be done in a larger graduated table. Explicit to explicit is the procedure of bettering cognition gained from a documented cognition to a better thought. It can besides be the combination of thoughts

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from the documented cognition to a creative activity of a new cognition.

(Carter.

2001. 215-24) This is a refinement procedure of cognition. Explicit to tacit is a procedure of reassigning a documented cognition to persons. A client utilizing a merchandise developed by a company is an illustration of reassigning expressed cognition to tacit cognition.

The merchandise is the consequence of documented thoughts and the client utilizing it is a transportation of explicit to tacit. (Katsirikou. 2003. 337-47) For cognition creative activity to go on.

designation of the concentrated cognition in the head of persons must be made. The cognition in the persons must travel to another person.

Subsequently the cognition should be published as to do certain that cognition creative activity would go on. Tacit cognition in the administrations. that are knowledge from the persons in the administration should be made seeable. as each of the silent cognition can be used and developed or at least be transform into expressed cognition.

(Loermans. 2002. 285-94) Interactions among single in the administration. though each of them is making their day-to-day ain work. must go out as to advance creativeness and ability to work out jobs in the administration.

(Choo. 2001. 197-205) All the cognition existed in the administration must be interacted. communicated and integrated within the administration.

In general cognition saving can be described as a system of cognition and accomplishments that conserves and shops perceptual experiences and

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experiences beyond the minute they occur. so that they can be retrieved at a ulterior clip. This system will besides function as mention for new experience. However. companies frequently underestimate and seldom value the cognition preserve during reorganization.

(Rowley. 2000. 7-15) Experience of a long helping employee besides can be a mention for future way of a company and failure to continue the cognition of the long functioning employee can take irreversible losings. The chief procedures in cognition saving are choice.

shop and update. Choosing involves the procedure of make up one's minding which cognition is to be documented. Merely valuable experience.

information and accomplishments need to be identified and transferred into organizational system. (Bloodgood.

2001. 55-59) The of import thing is to concentrate on the cognition about certain cardinal factors. and to associate it clearly to particular jobs. Merely cognition that is utile to other people worth continuing. Storing cognition involve three medium that is single employees.

groups and computing machines. Individual valuable employees can be kept in a company through an incentive systems. systematic transportation of accomplishments by developing replacements and besides selective explication where cognition vital to administration should be made expressed and documented before go forthing. Corporate cognition from a group of single is more powerful than an single cognition. (Wilson.

2002. 17-20) Collective cognition can be preserved through proceedings taking, group treatments and corporate development of linguistic communication. The promotion of computing machine development contributed to hiving away things electronically.

Digitisation is a manner of continuing cognition electronically, and since there is no restriction of storage capacity, much information can be stored electronically. Structured information can be stored in information banks. Storing entirely will be of no benefit to knowledge saving. (Armstrong.

2003. 74-82) The ability for information to be retrieved and the information quality is of import. All information stored demands to be updated as cognition is useable in a clip frame. (Tiwana.

2001. 241-62) Knowledge measuring is of import in measuring whether cognition direction activities are being carried out successfully. Knowledge can be quantified through exteriorizing it by dividing it from peculiar state of affairs, clip and people.

Knowledge can merely be controlled indirectly by commanding the context in which it develops. (Digesting, 2004. 119-26) Besides, cognition can merely be recorded indirectly and non exactly.

Therefore, to quantify exactly cognition is non possible. It must be measured sporadically so that company could better its public presentation. An attack to mensurate cognition is to mensurate the indexes of cognition for illustration: Number of best patterns that are documented within 3 months
Number of errors made within 3 months
Number of thoughts

generated within 3 months. Time taken for an action to be made when job being posted on the Intranet.

Execution of Knowledge Management Practices The execution of cognition direction patterns will take to quicker job resolution and better decision-making. Best patterns can be shared across the administration. Through cognition saving patterns, administrations could cut down their cost of retraining new employees every clip when cognition walkout happen. (Myers. 2006.

110-14) Some of the important impacts when following cognition direction: Knowledge direction promotes knowledge sharing. Employees can better their public presentation by sharing their cognition through assorted activities like research, preparation, or from daily socialization procedure.

By sharing their current and specialised cognition they can upgrade their competences and at the same clip will better administration productiveness. Knowledge that is embedded in every person can be unified and be applied by others in their daily operation or for strategic used. (Wigg. 2002. 1-14) Knowledge workers can assist each other in work outing administration jobs.

This will be an chance for employees to cognize and larn the best patterns from those who have the specialised cognition. Organisation cognition capital must be preserved because it helps company to prolong its competitory advantage. Employees get cognition from assorted beginnings when they are working on whatever undertaking given to them. The accrued cognition must be retained to avoid cognition walkout. Knowledge direction encourages knowledge sharing.

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development, acquisition, and creative activity. These patterns will transform the behavior of employees to be more advanced and origination.

Traveling towards knowledge-based administration will stop the labour intensive fabrication and leaves us with administrations which receive their added value from cognition and creativeness they put in instead than the musculus power (Handy, 1994, 17-19) . Administrations that know how to leverage cognition will win.

Employees who are knowledge driven will go the alteration agents to the administration. They will be able to track alterations in the market place, which will cut down the surprises that arise by uncertainty. Transforming the civilization of an administration, from what they are making now and complacent with it, to a civilization which is foreign to them will be a really hard occupation.

However, cognition is power hence, Knowledge direction should be the foundation in every portion administration in the epoch of k-economy. Company must gain that to derive competency advantage it is non about selling its merchandise to the planetary market, or maintaining path of technological alteration etc but to remain competency is to be able to leverage on its cognition capital. (Bartol,

2002, 64-70)Competitiveness in Marketing and Knowledge Management RoleGetting the information that an administration needs to be competency, while safeguarding the information, they already have in order to remain competency is a complicated undertaking.

Companies must equilibrate the advantages of openness against its inevitable hazards. Maximizing the efficiency of electronic communicating without doing it a magnet for interlopers. Experts say that administrations must incorporate offense and defense mechanism into a comprehensive scheme, and moreover suggest that it's clip to incorporate intelligence and security jussive moods with other cognition direction schemes and procedures. (Kingston.

2000. 121-31) Knowledge Management and Organisational Management Interrelationship In assorted administrations. e. g.

- public dealings. investor dealings. the company Web development squad. corporate security. rational belongings and licensing. the security and user hallmark ; A ; direction maps within information services.

client service. sellers and providers. contract employees. and any user on a web who has even “ sticky-noted” a watchword to the side of his or her proctor. This appallingly baffled state of affairs seems to implore the demand for a incorporate security map in today's environment of accelerated cognition bringing systems ; nevertheless.

centralization of control can be every bit much a liability as it is an plus. Current administrations have recognised the importance of KM as a competitory advantage ; nevertheless these administrations have given really small off about their existent methods of making and pull offing cognition. (Politis. 2001. 354-64) There is still reluctance in modern industry to let go of cognition as it is thought of as a beginning of power and security. peculiarly in western industries.

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This reluctance in cognition sharing has later resulted in small apprehension of the cognition theoretical accounts and steps used by these administrations and endorse up the remarks made by Nonaka (2000. 165-69) . Whether administrations in the Western universe like it or non knowledge direction and sharing is imperative in order to last in an progressively planetary market nevertheless. at present the best signifier of understanding KM and sharing has come from assorted persons who have researched KM methods in assorted administrations. instead than the administrations themselves.

(Tiwana. 2000. 166-73) Knowledge Management Multinational Corporations (MNC) A strategic component that has become of cardinal importance to MNC subordinate public presentation is knowledge and the direction of cognition. Knowledge–most notably market cognition. which is straight related to market information about clients.

rivals. providers. distributers. and so forth.

and internal cognition. such as engineering or specialized accomplishments of operation–is a strategically of import resource for a house. and it serves as a basic beginning of competitory advantage (Conner and Prahalad 1996. 477-501 ; Gold. Malhotra. and Segars 2001.

185-214 ; Grant 1996. 109-22 ; Jaworski and Kohli 1993. 53-70) . Knowledge direction capablenesss refer to the cognition direction processes in an administration that develop and usage cognition within the house (Gold. Malhotra.

and Segars 2001. 185-214) . Knowledge direction capablenesss consist of three interconnected procedures: cognition acquisition. cognition transition. and knowledge application (Gold. Malhotra.

and Segars 2001. 185-214) . Knowledge acquisition capablenesss refer to the procedure of obtaining and roll uping cognition. Knowledge transition capablenesss refer to the procedure of doing bing cognition utile ; this includes a firm’s ability to organize.

integrate (Grant 1996. 109-22) . co-ordinate (Sanchez and Mahoney 1996. 63-76) .

and disseminate (Zander and Kogut 1995. 76-92) cognition. Knowledge application capablenesss refer to the procedure of utilizing cognition ; this includes the storage. retrieval.

application. part. and sharing of cognition (Almeida 1996. 155-65 ; Appleyard 1996. 137-54) .

Although anterior literature makes clear the positive relationship between cognition direction capablenesss and steadfast public presentation (e. g. . Gold. Malhotra.

and Segars 2001. 185-214) . some surveies have used environmental market conditions as moderators of house scheme and public presentation instead than as ancestors (e. g. . Grewal and Tansuhaj 2001 ; Jaworski and Kohli 1993.

53-70) . Although this position considers environmental market conditions, it fails to account for the direct consequence of market environmental conditions on firms' strategic picks under the environment-strategy-performance theoretical model. Under the environment-strategy-performance model, the strategic pick to develop cognition direction capablenesss is a proactive strategic pick for MNC subordinates that helps them adjust to local market environmental conditions. The issue of whether the environment moderates the strategy-performance relationship or whether it serves as an ancestor of scheme is peculiarly of import in the context of MNC subordinates.

The acquisition, transition, and application of market cognition enable MNC subordinates to be sensitive to client demand and local competition. As MNC subordinates develop greater cognition direction capablenesss,

they can more efficaciously develop selling offerings to run into client demands (Hunt 2000, 221-28) . Knowledge of the competitory environment enables MNC subordinates to sort their market offerings within a benchmarking model, therefore enabling them to measure their place and determine appropriate competitory actions (Hunt 2000, 221-28) . Therefore,

MNC subordinates that have greater cognition of the industry (than their rivals) can leverage their strengths against their competitors' failings, invalidate their competitors' strengths through distinction, and internalize their competitors' strengths through imitation (Li and Calantone 1998, 13-29) . With greater cognition direction capablenesss, MNC subordinates can obtain and utilize market cognition more efficaciously and expeditiously.

which consequences in above-normal public presentation. Internal cognition can be engineering or particular accomplishments related to the internal operation of a house. Technologies contribute to the singularity of merchandises. better quality. and cut down production costs.

Skills such as quality control or fabricating systems better merchandise quality and cut down both production and administration costs. Therefore. MNC subordinates with greater cognition direction capablenesss (i. e. . accretion.

transition. and application) can develop better engineering or particular accomplishments. therefore making a competitory advantage. Using Knowledge Management Solutions Knowledge direction rules and techniques play an of import portion in the success of an confederation. Some basic rules include: a systematic attack for capturing.

codifying and sharing information and cognition. a focal point on constructing societal capital to enable coaction among people and communities. an accent on acquisition and preparation. and a precedence on leveraging cognition and expertness in work patterns. (Hendriks. 2004.

113-25) Easy entree to information and cognition is a repeating subject in successful confederations. While our apprehension of the exact nature of these knowledge-management techniques is still limited. companies need to recognize the importance of constructing these techniques into their confederation procedures. However. lessons from first-generation cognition direction enterprises have shown that engineering entirely will non guarantee the success of a cognition direction plan.

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Human support is needed to guarantee that the information in a depository remains current and is of high quality. Hiring a “knowledge steward” is a utile measure to accomplish this end. Knowledge stewards typically capture, codify and disseminate relevant cognition for a given undertaking. For strategic confederations, stewards gaining control detailed information on bing confederation contracts.

which is critical when make up one’s minding whether or non to spouse with a peculiar administration. (Herschel. 2001. 107-16) Stewards should besides capture.

codify and circulate industry-specific information so that scheme developers are equipped with the cognition to place cardinal participants and schemes in a given industry. Due to the nature of their work and the type of cognition being captured (i. e. .

contracts and industry-specific information) . confederation cognition stewards should hold strong authorship and communicating accomplishments every bit good as a good apprehension of both the legal nomenclature and the industry. DecisionAs the cognition direction motion attracted attending in administrations, a figure of the practitioners we knew through our confer withing work began to do paces in this country. Indeed, many of them were talkers at the early cognition direction conferences and were frequently quoted in the concern imperativeness sing their attempts.

These precursors in the cognition subject, nevertheless, lacked entree to two cardinal ingredients: practical research that could take them to the following degree of thought and using cognition direction patterns, and a community

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of equals in which they could interchange thoughts and portion relevant penetrations. Many of the cognition direction attempts that we have seen in administrations have focused chiefly on the exchange and application of cognition within the house. There has been.

nevertheless. a turning acknowledgment that much of the cognition that is valuable to houses and authorities bureaus lies beyond their boundaries. A figure of tendencies begin to reenforce this point. The figure of joint ventures and confederations in today's corporate environment has increased many times over the last several old ages.

as houses recognise the value of partnering in research attempts. criterions development. and component sourcing. Recent universe events have required authorities intelligence and defense mechanism administrations to concentrate on the importance of coaction and cognition sharing across their bureaus and with international spouses to turn to menaces to national security.

In short. it is non merely about what your administration knows-but how it can do the best usage of the cognition of its cardinal spouses and clients. While the importance of cognition sharing beyond one's boundary lines continues to turn. the jobs associated with carry throughing this are non easy get the better of.

For illustration. turn uping relevant cognition can go progressively hard when the cognition resides with employees who work for outside entities. Merely happening person who is knowing about a peculiar subject in a big house or authorities bureau can be hard plenty ; turn uping cognition beyond

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organizational boundaries can be an particularly dashing undertaking. In add-on.

placing what cognition can. and should. be shared among administrations can be rather ambitious. Issues associated with the ownership of rational belongings. the perceptual experience of collusion between viing houses. and the possible escape of house particular cognition to possible rivals can impede the velocity and effectivity of cognition transportation between administrations. Given the hazards involved. it is logical for persons to mistake on the side of cautiousness and limit their cognition revelation to the outside universe. Further. the ability to actuate persons to portion may be complicated by conflicting wages strategies.

geographic and contractual restraints. and a deficiency of positive relationships between the involved parties. For illustration. gross revenues marks that are based on selling a certain degree of one company's merchandises might restrict the clip and attempt a sales representative spends on larning about a partner's solution. Given these possible cognition booby traps. it is non surprising that pull offing cognition beyond one's boundary lines is fraught with trouble.

In our research. we have focused our attending on understanding the relationship between cognition and strategic confederations. The chapters in this portion use two different positions to turn to the primary challenges associated with pull offing cognition across confederations. Chapter 10 examines the relationship between concern scheme. confederation scheme.

and the exchange of cognition between confederation spouses. There is a certain theoretical account that addresses three dimensions of cognition that is shared within a strategic confederation. The first dimension looks at the tacitness of the cognition. While some confederations merely exchange touchable resources such as equipment, licences, and other stuffs that are easy codified.

others involve the investing of clip by persons who have knowledge that is non easy transferred or duplicated in the market place. The 2nd dimension involves knowledge specificity. This dimension looks at the extent to which the cognition is pertinent to a specific agreement and can non be applied for other utilizations. For illustration, a partnership that involves the development of a package plan that works with the hardware of merely one peculiar seller represents a high grade of specificity. Finally,

the 3rd dimension highlights the complexness of the cognition that is involved in the confederation. If the confederation involves the co-creation of new cognition by members of both parties of the attempt, the cognition is considered to hold a high grade of complexness. The joint geographic expedition of an seaward oil field affecting specialized resources over a long period of clip is a good illustration of a extremely complex confederation. From these three dimensions,

different combinations of resource exchange between spouses create different signifiers of value. They besides suggest that houses come ining into an confederation potentially gain higher value creative activity and competitory advantage when the cognition both parties exchange is more

silent. has a higher specificity to the agreement. and is more complex in its development. The knowledge resource exchange theoretical account addresses the interaction between two spouses. However.

many administrations have a figure of on-going confederations. each with its ain peculiar set of cognition exchange features. These confederations can be formed with clients. providers. complementary houses.

and even rivals. By using the resource theoretical account to each of these confederation spouses. administrations can develop a clearer apprehension of the relationship between their overall concern schemes and their confederation attempts. MentionsAbell.

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