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Award-winning Content, Community, Research, and Practices

"Perhaps the best KM resource site out there." - *KM World*

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type keywords or stock symbol

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The Knowledge Management Network tm

WWW Virtual Library on Knowledge Managementtm

Global Knowledge Management Community of Practice

The Knowledge Management Think Tank

Contents Accessible On the Current Web Site

[[What is Knowledge Management?](#)]

▶ [Working Knowledge: An interview with Tom Davenport and Larry Prusak](#)

Interview coordinated by *Harvard Business School Publishing*

▶ [Tom Davenport](#) at [Babson College](#)

[[A Working Definition That Has Withstood the Test of Time](#)]

[[Foundations of Global Knowledge Management Practice](#)]

[[Concepts, Issues, and Industry Applications](#)] [[Seminars in Knowledge Management](#)]

[[Practice Focused Interviews & Articles](#)] [[Fundamental Research & Quantitative Analysis](#)]

[[A Short Glossary of Knowledge Management Terms](#)]

[[In-Depth Research Articles and Research Portals](#)]

[Business of KM](#) · [Technologies of KM](#) · [KM Processes](#) · [KM Systems](#)

[Sociology of KM](#) · [Creativity](#) · [Psychology of KM](#) · [Philosophy of KM](#)

Working Knowledge: Think! Apply!

"An expert is someone who knows some of the worst mistakes that can be made in his subject, and how to avoid them."

- Werner Heisenberg in *Physics and Beyond*, 1971

Contents Accessible On Related Web Sites

[[Online Book on Knowledge Management: KMBook.com](#)]

[[Knowledge Management Common Body of Knowledge: Seminars](#)]

[[Out-of-Box Thinking](#)]

[[Global Knowledge Management Network Virtual Community: KMForums.com](#)]

What others have said
about our work?

Recent Press

"...enthusiasts of
Knowledge Management
...ed for hours."
Harvard Business Publishing

"...the best KM resource
...ere"
Harvard

"...argest collection of
...e management
..."
Wall Street Journal

"...raising your
...s IQ"

"...o site on the topic of
...e management"
Harvard

"...rces for knowledge
...ent and intellectual

Company

...requently visited

What is Knowledge Management?

(Management of Radical Discontinuous Change Events a.k.a. 'Black Swans')

of incredibly rich,
d interesting
on..."
gazine

The presented research was originally motivated by 80% failure rate of large scale systems in the early 1990s. Inspired by the research of complexity theory scientists at the [Santa Fe Institute](#), the motivating problem was framed as the design and management of self-adaptive systems that can withstand radical discontinuous change events. Such events cannot be predicted or foreseen in advance and hence defy the predictive and deterministic logic of *all computerized information systems* and related computational probabilistic models based upon predictive logic. As such events cannot be predicted based upon past *data, logic, and assumptions* when using commonly held notions of probability, they are also known as *highly improbable* events. About a dozen years after the [first conference paper](#) in this stream of research was published, such *highly improbable* events have become popularly known as 'black swans' given their recognized role in the recent worldwide failure of global financial systems. Presented research also proposed overcoming limitations inherent in the mechanistic and deterministic design of computational systems and models by advancing beyond focus on *prediction based on historical data, logic, and assumptions* to the design of socio-technical systems adept in *anticipation of surprise*.

pected Authors

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id links on knowledge
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A. Stewart.

t comprehensive web
have found on
ge Management."
ik Sveiby

Alternative interpretations of Knowledge Management that are more focused on data and information management focused notions are available in the article published in the [Journal of Knowledge Management](#) which is the focus of next section.

cky sites define their
: more narrowly and
are more selective
it they offer... BRINT
usiness researchers by
mple depth..."
H. Davenport

"[Knowledge management](#) refers to the critical issues of organizational adaptation, survival and competence against *radical discontinuous environmental change*. Essentially it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings." "Knowledge management is more about the pragmatic and thoughtful application as it is not in the *theoretical definition* but in *real world execution* wherein lie the greatest opportunities and challenges. Any 'definition' therefore must be understood within the specific context of expected performance outcomes and value propositions that answer the question 'Why' about relevance of KM." [more...](#)

nowledge Officers

l Library of the Best
or Knowledge
ent and Intellectual

. Knapp, Vice
& CKO, Coopers &
n Fast Company

Lessons learned from the world's greatest organizations show that even simple technologies can generate great performance when empowered by smart minds of motivated and committed humans. Conversely, 'intelligent' technologies may produce dumb results if those smarts are missing as evident from the cases of companies once considered great in the past era. Importantly, unless data and information are translated into 'meaningful' decisions and actions for sustained performance, there is no point of the whole exercise... whether you call it knowledge management, wisdom management, creativity management, or something else! [more...](#)

pany is considered a
n the current
turn precisely
ve applied Malhotra's
of creative abrasion
de facto KM system

Our following summary interpretations of the above 'working definition' of Knowledge Management are also popular among corporate strategists and military, airforce, and navy commanders. KM is: 'Knowing what you know and profit from it' and 'Making obsolete what you know before others obsolete it.' [more...](#)

discussion in
nce Improvement

"The focus of Knowledge Management is on 'doing the right thing' instead of 'doing things right'. It provides a framework within which the organization views all its processes as knowledge processes and all business processes involve creation, dissemination and application of knowledge towards organizational sustenance and survival." [more...](#)

ase Studies in Practice

Clearly the goal of knowledge management is sustained individual and business performance through ongoing learning, unlearning, and adaptation. Technologies of computing have inherent limitations. They have difficulty in generating meaningful insights from data as they can't question or re-interpret their programmed logic and assumptions. Given inherent limitations of the technologies of computing, human users of such 'systems' have at least an equally important role in knowledge management. [more...](#)

Knowledge Management is a new branch of management for achieving breakthrough business performance through the synergy of people, processes, and technology. Its focus is on the management of change, uncertainty, and complexity. It evolved from the need for advancing beyond the failing paradigm of Information Technology Management that accounts for 70%-80% system failures. As 'IT' becomes more of a commodity and endowed with more complex 'potential' capabilities, there is need for re-focusing on strategic execution. As we transition from an era of information scarcity to information glut, there is need for re-focusing on human

sense-making processes underlying decisions, choices, and performance. In this new paradigm for increasingly uncertain and complex business environments, dynamically evolving performance outcomes are the key drivers of how 'smart minds' use 'smart technologies' to leverage strategic opportunities and challenges.

Foundations of Global Knowledge Management Practice

▶[Why Knowledge Management Systems Fail?:](#)

CNET Networks 'Corporate Computing Award' for Most Influential Article

▶[Knowledge Management Technologies and Organizational Business Processes:](#)

Journal of Knowledge Management

▶[Knowledge Management for E-Business Performance:](#)

Information Strategy: The Executive's Journal

▶[Knowledge Management: The Supply Chain Nerve Center:](#)

Interview: *Institute for Supply Management*

▶[Is Knowledge the Ultimate Competitive Advantage?:](#)

Interview: *Business Management Asia / Business Management Europe*

▶[Next Generation e-Business Architectures for Business Transformation](#)

Expert Paper commissioned by *Intel Corporation*

▶[Rethinking Management for the New World of Uncertainty and Risk:](#)

Management First: Guru Interviews

▶[Knowledge Management is Not Dead Yet:](#)

Interview: *CIO Insight*

▶[Measuring Knowledge Assets](#)

Expert Paper commissioned by the *United Nations*

"Stands out as a critical and definitive examination of KM measurement." - [Paul Strassmann](#)

▶[Does KM=IT?](#)

Interview: *CIO Enterprise Magazine*

▶[Working Knowledge: An interview with Tom Davenport and Larry Prusak](#)

Interview coordinated by *Harvard Business School Publishing*

▶[Actionable Intelligence:](#)

Editorial: *Put it to the Board / Inside Knowledge*

▶[Strategies that India Inc Must Follow: World's Leading Strategists Say:](#)

Business Standard : Statigist Global Panel of Management Experts

Concepts, Issues, and Industry Applications

▶[Knowledge Management](#) (K) ▶[Intellectual Capital](#) (IC)

▶[Organizational Learning](#) (OL)

Accounting	Finance	Manufacturing
K - IC - OL	K - IC - OL	K - IC - OL
Banking	Government	Marketing
K - IC - OL	K - IC - OL	K - IC - OL
Intelligence	Healthcare	Medicine
K - IC - OL	K - IC - OL	K - IC - OL
Consulting	Hospitality	Military
K - IC - OL	K - IC - OL	K - IC - OL
Customers	Human Resource	Public Sector
K - IC - OL	K - IC - OL	K - IC - OL
Education	Legal	Small Business
K - IC - OL	K - IC - OL	K - IC - OL
Engineering	Logistics	Supply Chain
K - IC - OL	K - IC - OL	K - IC - OL
Entertainment	Management	Technology
K - IC - OL	K - IC - OL	K - IC - OL

Seminars in Knowledge Management

[Overall Framework of Knowledge Management](#)
[Knowledge Management for the Digital Economy](#)
[Knowledge, Action, and Performance: Industry Surveys](#)
[Promise & Challenge of Knowledge Markets; Trust in K-Markets](#)
[KM, Strategy, & Marketing; More on Knowledge Markets](#)
[Knowledge Generation: Strategy, Technology, and Implementation](#)
[Knowledge Codification & Coordination: Strategy & Implementation](#)
[Knowledge Transfer: Strategy & Implementation](#)
[Knowledge Transfers, Knowledge Exchanges and Flows](#)
[Knowledge Transfer: Enabling Technologies & Performance Gaps](#)
[Knowledge Workers, Managers, CKOs: Filling Performance Gaps](#)
[What KM Technologies Can Accomplish AND What they Can't](#)
[Role of Information Technologies in Knowledge Management](#)
[KM Projects and Knowledge Audit: What Works & What Doesn't](#)
[Knowledge Management Projects, Performance, and, Success](#)
[Pragmatics of KM: Where to Start and How to Get it Done](#)
[10 Steps and 4 Phases of KM Road Map & Case Studies](#)
[KM System, KM Architecture, KM Repositories, KM Applications](#)
[KM System, KM Architecture, KM Repositories, KM Applications](#)
[KM Development & Deployment / CKO Roles & Responsibilities](#)
[Structured Process for Building a KM Program and a Road Map](#)
[Managing Change, Culture, and Rewards: Role of CKO](#)

Practice Focused Interviews & Articles

[Getting Real Time Enterprises To Deliver Real Business Performance](#), *Jrnl. of KM*, [[HTML](#)]
[Rethinking Management for the New World of Uncertainty and Risk](#), *Management First, UK*
[Building Systems That Users Want to Use](#), *Communications of ACM*, [[HTML](#)]
[Expertise Management: New Myths and Old Realities](#), *CIO Insight*
[Why Knowledge Management Systems Fail?](#), *KM Handbook* (CNet Corporate Computing Award)
[Measuring National Knowledge Assets: Keynote Presentation](#), *United Nations*
[Measuring Knowledge Assets: Knowledge Systems for Development](#), *United Nations*
[Is Knowledge the Ultimate Competitive Advantage?](#), *Business Management Asia*
[Knowledge Management: Supply Chain Nerve Center](#), *Institute for Supply Management*
[Information Ecology and Knowledge Management](#), *UNESCO*
[When Best \[Practices\] Becomes Worst](#), *Quality Society of Australasia, Australia*
[Enabling Next Generation e-Business Architectures for Transformation](#), *Intel Corpn.*
[Expert Systems for Knowledge Management: Info. Processing to Sense Making](#), *Exp Sys w App J.*
[Knowledge Management for E-Business Performance](#), *Information Strategy J.*
[From Information Management to Knowledge Management](#), *ASIST Monograph*
[Knowledge Assets: Assessment of National Intellectual Capital](#), *J. of Global Info. Mgmt.*
[Knowledge Management and New Organization Forms and Business Models](#), *Info. Res. Mgmt. J.*
[Does KM=IT? Three Myths That Can Derail Your KM Investments](#), *CIO Enterprise*
[KM for Organizational White-Waters: An Ecological Framework](#), *Knowledge Management, UK*
[Knowledge Management, Knowledge Organizations & Knowledge Workers](#), *Maeil Business Newspaper, South Korea*
[Virtual Corporations, Human Issues & Information Technology](#), *American Society for Training and Development*
[National Information Infrastructure: Myths, Metaphors And Realities](#), *Working Paper*
[Other Publications](#)

Fundamental Research & Quantitative Analysis

[Multidimensional Commitment Model of Systems Adoption and Use](#), *Journal of MIS* ([HTML](#))
[Building Systems That Users Want to Use](#), *Communications of ACM*, [[HTML](#)]
[Business Process Redesign: An Overview](#), *IEEE Engineering Management Review*
[Self-Determination: New Enterprise Logic of Customer Relationships](#), *AMCIS Proc.* ([HTML](#))

[Role of Commitment and Motivation in Knowledge Management Success](#), *HICSS Proc.*
(HTML)

[Is Knowledge Management Really an Oxymoron?](#), *Knowledge Mapping & Management*
[Organizational Controls as Enablers and Constraints in KM](#), *KM & Business Model Innovation*
[Extending the Technology Acceptance Model to Account for Social Influence](#), *HICSS Proc.*

[Deciphering the Knowledge Management Hype](#), *Jrnl of Qlty & Ptcpn*

[Business Process Redesign: An Overview](#), *IEEE Engg Mgmt Revw.*

[Knowledge Management in Inquiring Organizations](#), *AMCIS Proc.*

[Developing a Framework for Analyzing IS Sourcing](#), *Information and Management*

[Information Systems Productivity and the Role of Outsourcing Policy](#), *Working Paper*

[Competitive Intelligence and Measurement in Organizational Research](#), *Working Paper*

[Role of Information Technology in Managing Organizational Change](#), *Working Paper*

[On Science, Scientific Method, And Evolution Of Scientific Thought](#), *Working Paper*

[Other Publications](#)

In-Depth Research Articles and Research Portals

[Business of KM](#) · [Technologies of KM](#) · [KM Processes](#) · [KM Systems](#)
[Sociology of KM](#) · [Creativity](#) · [Psychology of KM](#) · [Philosophy of KM](#)

Business of Knowledge Management

"Knowledge Management is about obsoleting what you know before others obsolete it and profit by creating the challenges and opportunities others haven't even thought about..."

- ▶ [Best Practices](#)
- ▶ [Reengineering](#)
- ▶ [Business Processes](#)
- ▶ [BPR](#)
- ▶ [TOM](#)
- ▶ [Business Intelligence](#)
- ▶ [Balanced Scorecard](#)
- ▶ [Enterprise Portals](#)
- ▶ [Knowledge Portals](#)
- ▶ [Intellectual Property](#)
- ▶ [Corporate Memory](#)
- ▶ [Institutional Memory](#)
- ▶ [Knowledge Strategy](#)
- ▶ [Knowledge Exchanges](#)
- ▶ [Decision Making](#)
- ▶ [Customer Management](#)
- ▶ [Supplier Management](#)
- ▶ [Scenario Planning](#)
- ▶ [Electronic Business](#)
- ▶ [Electronic Markets](#)
- ▶ [More on Knowledge Management Enabled Business Technology Themes](#)
- ▶ [More on General Business Technology Themes](#)

Background Reading and Research

- [Knowledge Management and the Real Time Enterprise](#)
[Source: *Journal of Knowledge Management*, 2004]
- [Measuring National Knowledge Assets: National Knowledge Systems Development](#)
[Source: *United Nations* Keynote Presentation, Sep. 2003]
- [Why Knowledge Management Systems Fail?](#)
[Source: *Handbook on Knowledge Management*]
[Received the Corporate Computing category Award from CNET Networks]
- [Is Knowledge the Ultimate Competitive Advantage?](#)
[Source: *Business Management Asia*, Sep., 2003]
- [Knowledge Management: The Supply Chain Nerve Center](#)
[Source: *Inside Supply Management*]
- [Knowledge Management for the New World of Business](#)
[Source: *Journal for Quality & Participation*, *Asian Strategy Leadership Institute Review*, *Hewlett-Packard Executive Intelligence*]
- [Knowledge Management for \[E-\]Business Performance](#)
[Source: *Information Strategy: The Executives Journal*]
- [Enabling Knowledge Exchanges For E-Business Communities](#)
[Source: *Information Strategy: The Executives Journal*]
- [Knowledge Management: The Supply Chain Nerve Center](#)
[Source: *Inside Supply Management*]

▶ [Global KM Community](#)

▶ [Join the Network](#)

Create Portal-on-Demand on Your Research Topic

[Andragogy](#)
[Artificial Agents](#)
[Artificial Intelligence](#)
[Automatic Classification](#)
[Balanced Scorecard](#)
[Bayesian Analysis](#)
[Bayesian Nets](#)
[Best Practices](#)
[Bibliometrics](#)
[Brain and Mind](#)
[Brainstorming](#)
[Business Ecosystem](#)
[Business Rules](#)
[Business Model](#)
[Business Rules](#)
[Case Based Reasoning](#)
[Cluster Analysis](#)
[Collaborative](#)
[Communication](#)
[Collaborative Inquiry](#)
[Collaborative Learning](#)
[Collaborative Technologies](#)
[Community of Practice](#)
[Complex Systems](#)
[Competitive Intelligence](#)
[Computational](#)
[Linguistics](#)
[Computer Languages](#)
[Constraint Solving](#)
[Concept Mapping](#)
[Content Analysis](#)
[Content Management](#)
[Content Organization](#)

- [Knowledge Assets in the Global Economy: Assessment of National Intellectual Capital](#)
[Source: *Journal of Global Information Management*]
- [Knowledge Management in Inquiring Organizations](#)
[Source: *Proceedings of 3rd Americas Conference on Information Systems* (Philosophy of Information Systems Mini-track)]
- [When Best \[Practices\] Become Worst \[Practices\]](#)
[Source: *Momentum: The Quality Magazine of Australasia* (Australia)]
- [Current Business Concerns and Knowledge Management](#)
[Source: Interview with *Times of India* (India)]
- [It's Time to Cultivate Growth: KM Rules \(Knowledge Management\)](#)
[Source: *BT Insight* (British Telecom, UK)]
- [Business Process Redesign: An Overview](#)
[Source: *IEEE Engineering Management Review*]
- [Competitive Intelligence Programs: An Overview](#)
[Source: *BRINT Institute*]
- [Competitive Intelligence and Measurement in Organizational Research](#)
[Source: *BRINT Institute*]

Technologies of Knowledge Management

"Focusing on knowledge raises the premium for looking forward and reacting to the unexpected, not for simplifying the past and extrapolating it with the use of computer models..."

- ▶ [Knowledge Engineering](#) ▶ [Knowledge Tools](#) ▶ [e-Learning](#) ▶ [Distance Learning](#) ▶ [Decision Support](#) ▶ [P2P](#) ▶ [XML](#) ▶ [OLAP](#) ▶ [Info. Infrastructure](#) ▶ [Data Mining](#) ▶ [Data Analysis](#) ▶ [Data Management](#) ▶ [Data Warehousing](#) ▶ [Data Storage](#) ▶ [Semantic Databases](#) ▶ [Document Management](#) ▶ [Records Management](#)
- ▶ [More Knowledge Management Enabled e-Business Technologies](#)
- ▶ [More Knowledge Management Tools and Technologies](#)

Background Reading and Research

- [Knowledge Management and the Real Time Enterprise](#)
[Source: *Journal of Knowledge Management*, 2004]
- [Measuring National Knowledge Assets: National Knowledge Systems Development](#)
[Source: *United Nations Keynote Presentation*, Sep. 2003]
- [Intellectual Capitalism: Does KM=IT?](#)
[Source: *CIO Magazine*]
- [Enabling Next Generation e-Business Architectures: Balancing Integration and Flexibility for Managing Business Transformation](#)
[Source: *Intel Corp. e-Strategy White Paper*]
- [Expert Systems for Knowledge Management: Crossing the Chasm Between Information Processing and Sense Making](#)
[Source: *Expert Systems With Applications: An International Journal*]
- [Organizational Learning and Learning Organizations: An Overview](#)
[Source: *BRINT Institute*]
- [Role of Information Technology in Managing Organizational Change and Organizational Interdependence](#)
[Source: *BRINT Institute*]
- [National Information Infrastructure: Myths, Metaphors And Realities](#)
[Source: *BRINT Institute*]
- [Enterprise Architecture: An Overview](#)
[Source: *BRINT Institute*]
- [Developing a Framework for Analyzing IS Sourcing](#)
[Source: *Information and Management*]
- [An Empirical Analysis of the Determinants of Information Systems Productivity and the Role of Outsourcing Policy](#)
[Source: *BRINT Institute*]

[Content Workflow](#)
[Corporate Memory](#)
[Creative Innovation](#)
[Creativity](#)
[Creativity Software](#)
[Critical Inquiry](#)
[Critical Thinking](#)
[Customer Management](#)
[CRM](#)
[Customer Relationship Management](#)
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[Document Management](#)
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[Image Processing](#)
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[Information Mapping](#)
[Information Retrieval](#)
[Information Systems Management](#)
[Information Technology Management](#)
[Information Technology Infrastructure](#)
[Institutional Memory](#)
[Intangible Assets](#)
[Intellectual Capital](#)
[Intellectual Property](#)
[Intranets](#)
[Knowledge Acquisition](#)

- [Controlling Copyright Infringements of Intellectual Property](#)

[Source: *Journal of Systems Management*]

- [Controlling Copyright Infringements of Intellectual Property: The Case of Computer Software](#)

[Source: *Journal of Systems Management*]

Knowledge Management Processes

"Institutionalization of 'best practices' by embedding them in information technology might facilitate efficient handling of routine, 'linear,' and predictable situations during stable or incrementally changing environments. However, when this change is discontinuous, there is a persistent need for continuous renewal of the basic premises underlying the 'best practices' stored in organizational knowledge bases..."

▶[Knowledge Creation](#) ▶ [Knowledge Codification](#) ▶ [Knowledge Retrieval](#) ▶[Knowledge Flows](#)
▶[Knowledge Discovery](#) ▶[Knowledge Acquisition](#) ▶[Knowledge Transfer](#) ▶ [Knowledge Sharing](#)

Background Reading and Research

- [Knowledge Management and the Real Time Enterprise](#)
[Source: *Journal of Knowledge Management*, 2004]
- [Measuring National Knowledge Assets: National Knowledge Systems Development](#)
[Source: *United Nations* Keynote Presentation, Sep. 2003]
- [Why Knowledge Management Systems Fail?](#)
[Source: *Handbook on Knowledge Management*]
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- [Is Knowledge the Ultimate Competitive Advantage?](#)
[Source: *Business Management Asia*, Sep., 2003]
- [Knowledge Management: The Supply Chain Nerve Center](#)
[Source: *Inside Supply Management*]
- [Knowledge Management & New Organization Forms: A Framework for Business Model Innovation](#)
[Source: *Information Resources Management Journal*]
- [From Information Management to Knowledge Management: Beyond the 'Hi-Tech Hidebound' Systems](#)
[Source: *Knowledge Management for the Information Professional*]
- [Enabling Next Generation e-Business Architectures: Balancing Integration and Flexibility for Managing Business Transformation](#)
[Source: *Intel Corp. e-Strategy White Paper*]
- [When Best \[Practices\] Become Worst \[Practices\]](#)
[Source: *Momentum: The Quality Magazine of Australasia* (Australia)]
- [Business Process Redesign: An Overview](#)
[Source: *IEEE Engineering Management Review*]

Systems Thinking and System Dynamics

"Best practices' are not implemented without active inquiry by the human actors. Human actors engage in an active process of sense making to continuously assess the effectiveness of 'best practices.' The underlying premise is that 'best practices' of yesterday may not be taken for granted as 'best practices' of today or tomorrow. Hence, double loop learning, unlearning and relearning processes need to be designed into the organizational business processes..."

▶[Systems Thinking](#) ▶[Complex Systems](#) ▶[Self-Adaptive](#) ▶[Self Organizing](#) ▶[Systems Dynamics](#) ▶[Knowledge Ecology](#)
▶ [More on Complexity, Complex Systems & Chaos Theory](#)

[Knowledge Assets](#)
[Knowledge Codification](#)
[Knowledge Creation](#)
[Knowledge Discovery](#)
[Knowledge Ecology](#)
[Knowledge Ecosystem](#)
[Knowledge Engineering](#)
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[Learning Behavior](#)
[Learning & Cognition](#)
[Learning to Learn](#)
[Learning Motivation](#)
[Learning Organizations](#)
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[Learning Taxonomy](#)
[Machine Intelligence](#)
[Machine Learning](#)
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[Metadata](#)
[Metacognition](#)
[Natural Language Processing](#)
[Neural Network](#)
[OLAP](#)
[Ontology](#)
[Organizational Learning](#)
[P2P](#)
[Pattern Recognition](#)
[Personal Construction](#)
[Philosophy: Knowledge](#)
[Philosophy: Language](#)
[Philosophy: Meaning](#)
[Philosophy: Mind](#)
[Philosophy: Science](#)
[Philosophy: Technology](#)
[Project Management](#)
[Qualitative Analysis](#)
[Quantitative Analysis](#)
[Rationality](#)
[Records Management](#)
[Scenario Planning](#)
[Search Algorithms](#)
[Self-Adaptive](#)
[Self Adaptive System](#)
[Self Organizing System](#)
[Semantic Analysis](#)

Background Reading and Research

- [Knowledge Management and the Real Time Enterprise](#)
[Source: *Journal of Knowledge Management*, 2004]
- [Measuring National Knowledge Assets: National Knowledge Systems Development](#)
[Source: *United Nations* Keynote Presentation, Sep. 2003]
- [Why Knowledge Management Systems Fail?](#)
[Source: *Handbook on Knowledge Management*]
[Received the Corporate Computing category Award from CNET Networks]
- [Knowledge Management: The Supply Chain Nerve Center](#)
[Source: *Inside Supply Management*]
- [Role of Information Technology in Managing Organizational Change and Organizational Interdependence](#)
[Source: *BRINT Institute*]
- [Knowledge Management for Organizational White-Waters: An Ecological Framework](#)
[Source: *Knowledge Management* (UK)]
- [Information Ecology and Knowledge Management: Toward Knowledge Ecology for Hyperturbulent Organizational Environments](#)
[Source: *Encyclopedia of Life Support Systems* (UNESCO)]

Sociology of Knowledge Management

"Given the need for autonomy in learning and decision making, knowledge workers would also need to be comfortable with self-control and self-learning. In other words, they would need to act in an intrapreneurial mode that involves a higher degree of responsibility and authority as well as capability and intelligence for handling both..."

- ▶ [Sociology of Knowledge](#) ▶ [Social Networks](#) ▶ [Virtual Community](#) ▶ [Community of Practice](#)
- ▶ [More on Virtual Communities and Communities of Practice](#)

Background Reading and Research

- [Measuring National Knowledge Assets: National Knowledge Systems Development](#)
[Source: *United Nations* Keynote Presentation, Sep. 2003]
- [Why Knowledge Management Systems Fail?](#)
[Source: *Handbook on Knowledge Management*]
[Received the Corporate Computing category Award from CNET Networks]
- [Knowledge Management: The Supply Chain Nerve Center](#)
[Source: *Inside Supply Management*]
- [Virtual Corporations, Human Issues & Information Technology](#)
[Source: *Training & Development Magazine*]
- [Knowledge Management, Knowledge Organizations & Knowledge Workers: A View from the Front Lines](#)
[Source: *Maeil Business Newspaper* (South Korea)]
- [Organizational Controls as Enablers and Constraints in Successful Knowledge Management Systems Implementation](#)
[Source: *Knowledge Management and Business Model Innovation*]
- [Is Knowledge Management Really an Oxymoron? Unraveling the Role of Organizational Controls in Knowledge Management](#)
[Source: *Knowledge Mapping and Management*]

Creativity, Innovation, and Learning

"The key is to constantly assess and reassess routines that are embedded in decision-making processes, in order to surface the assumptions that may inhibit learning and innovation and stretch beyond traditional information systems to a dynamic knowledge-based organization..."

- ▶ [Creative Innovation](#) ▶ [Reflective Learning](#) ▶ [Collaborative Learning](#) ▶ [Learning & Cognition](#) ▶ [Learning Behavior](#) ▶ [Learning Taxonomy](#) ▶ [Andragogy](#) ▶ [Learning to Learn](#) ▶ [Learning Motivation](#) ▶ [Collaborative Communication](#) ▶ [Critical Thinking](#)
- ▶ [Critical Inquiry](#) ▶ [Collaborative Inquiry](#) ▶ [Lateral Thinking](#) ▶ [Emotional Intelligence](#)
- ▶ [More on Organizational Learning and Learning Organizations](#)

Background Reading and Research

[Semantic Databases](#)
[Semiotics](#)
[Sense Making](#)
[Shared Meaning](#)
[Situated Cognition](#)
[Social Construction](#)
[Social Network](#)
[Social Network Analysis](#)
[Sociology of Knowledge](#)
[Speech Processing](#)
[Summarization](#)
[Supply Chain](#)
[Supply Chain Management](#)
[Systems Dynamics](#)
[Systems Thinking](#)
[Tacit Knowledge](#)
[Taxonomy](#)
[Taxonomy Software](#)
[Teleology](#)
[Text Processing](#)
[Value Chain](#)
[Value Network](#)
[Virtual Community](#)
[Workflow](#)
[Workflow Management](#)
[XML](#)

- [The Knowledge Application Gap in Information Systems Research and Education, and Their Quest for the Dependent Variable](#)
[Source: *Information Resources Management Journal*]
- [Expert Systems for Knowledge Management: Crossing the Chasm Between Information Processing and Sense Making](#)
[Source: *Expert Systems With Applications: An International Journal*]
- [Organizational Learning and Learning Organizations: An Overview](#)
[Source: *BRINT Institute*]

Cognition, Reason, Meaning, and, Sense Making

"The reader shall not confuse knowledge and information. While information is mostly generated by computer systems, knowledge resides in the user's subjective context of action based on that information. It is the potential for action that has an immediate link to performance..."

- ▶ [Mental Models](#) ▶ [Computational Linguistics](#) ▶ [Semiotics](#) ▶ [Personal Construction](#) ▶ [Social Construction](#) ▶ [Rationality](#)
- ▶ [Situated Cognition](#) ▶ [Sense Making](#) ▶ [Shared Meaning](#) ▶ [Concept Mapping](#)
- ▶ [More on Personal Construction and Sense Making](#)

Background Reading and Research

- [Role of Commitment and Motivation in Knowledge Management Systems Implementation: Theory, Conceptualization, and Measurement of Antecedents of Success](#)
[Source: *Proceedings of the Hawaii International Conference on System Sciences*]
- [Extending the Technology Acceptance Model to Account for Social Influence: Theoretical Bases and Empirical Validation](#)
[Source: *Proceedings of the Hawaii International Conference on System Sciences*]
- [Bringing the Adopter Back Into the Adoption Process: A Personal Construction Framework of Information Technology Adoption](#)
[Source: *Journal of High Technology Management Research*]

Philosophy of Knowledge and Knowledge Management

"There is nothing so practical as good practice of theory..."

"The wise see knowledge and action as one..."

- ▶ [Epistemology](#) ▶ [Ontology](#) ▶ [Teleology](#) ▶ [Brain and Mind](#) ▶ [Philosophy: Knowledge](#) ▶ [Philosophy: Meaning](#) ▶ [Philosophy: Mind](#) ▶ [Philosophy: Science](#) ▶ [Philosophy: Technology](#) ▶ [Philosophy: Language](#)
- ▶ [More on Philosophy of Knowledge and Philosophy of Science](#)

Background Reading and Research

- [Knowledge Management in Inquiring Organizations](#)
[Source: *Proceedings of 3rd Americas Conference on Information Systems* (Philosophy of Information Systems Mini-track)]
- [From Information Management to Knowledge Management: Beyond the 'Hi-Tech Hidebound' Systems](#)
[Source: *Knowledge Management for the Information Professional*]
- [Competitive Intelligence and Measurement in Organizational Research](#)
[Source: *BRINT Institute*]
- [Role Of Science In Knowledge Creation: A Philosophy Of Science Perspective](#)
[Source: *BRINT Institute*]

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