

# The Palgrave Handbook of Knowledge Management

Jawad Syed • Peter A. Murray  
Donald Hislop • Yusra Mouzoughi  
Editors

# The Palgrave Handbook of Knowledge Management

palgrave  
macmillan

*Editors*

Jawad Syed  
Suleman Dawood School of Business  
Lahore University of Management Sciences  
Lahore, Pakistan

Donald Hislop  
School of Business and Economics  
Loughborough University  
Loughborough, Leicestershire, UK

Peter A. Murray  
School of Management and Enterprise,  
Faculty of Business, Education,  
Law and the Arts, University of  
Southern Queensland  
Toowoomba, QLD, Australia

Yusra Mouzoughi  
Muscat University  
St Helens, Merseyside, UK

ISBN 978-3-319-71433-2      ISBN 978-3-319-71434-9 (eBook)  
<https://doi.org/10.1007/978-3-319-71434-9>

Library of Congress Control Number: 2018934990

© The Editor(s) (if applicable) and The Author(s) 2018

This work is subject to copyright. All rights are solely and exclusively licensed by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, express or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

Cover illustration: Brain light / Alamy Stock Photo

Printed on acid-free paper

This Palgrave Macmillan imprint is published by Springer Nature  
The registered company is Springer International Publishing AG  
The registered company address is: Gewerbestrasse 11, 6330 Cham, Switzerland

# Contents

<b>1</b>	<b>Introduction: Managing Knowledge in the Twenty-First Century</b>	<b>1</b>
	<i>Jawad Syed, Peter A. Murray, Donald Hislop, and Yusra Mouzoughi</i>	
	<b>Part I Conceptual and Theoretical Foundations of Knowledge Management</b>	<b>19</b>
<b>2</b>	<b>The Domains of Intellectual Capital: An Integrative Discourse Across Perspectives</b>	<b>21</b>
	<i>Peter A. Murray</i>	
<b>3</b>	<b>Critical Evaluation of Nonaka's SECI Model</b>	<b>53</b>
	<i>Marion Kahrens and Dieter H. Früauff</i>	
<b>4</b>	<b>Organisational Learning and Knowledge Management: A Prospective Analysis Based on the Levels of Consciousness</b>	<b>85</b>
	<i>Ricardo Chiva, Rafael Lapiedra, Joaquín Alegre, and Sandra Miralles</i>	
<b>5</b>	<b>Knowledge Management and Unlearning/Forgetting</b>	<b>105</b>
	<i>Karen L. Becker</i>	

<b>6</b>	<b>Knowledge Management and Organisational Culture</b>	131
	<i>Oliver G Kayas and Gillian Wright</i>	
<b>7</b>	<b>Knowledge Management from a Social Perspective: The Contribution of Practice-Based Studies</b>	151
	<i>Silvia Gherardi and Francesco Miele</i>	
<b>8</b>	<b>Knowledge Management, Power and Conflict</b>	177
	<i>Helena Heizmann</i>	
<b>9</b>	<b>Knowledge Measurement: From Intellectual Capital Valuation to Individual Knowledge Assessment</b>	201
	<i>Mohamed A. F. Ragab and Amr Arisha</i>	
<b>10</b>	<b>Knowledge Management and Communities of Practice: Supporting Successful Knowledge Transfer</b>	227
	<i>Deborah Blackman</i>	
<b>11</b>	<b>Internalised Values and Fairness Perception: Ethics in Knowledge Management</b>	249
	<i>Isabel D. W. Rechberg</i>	
<b>12</b>	<b>Knowledge Assets: Identification and Integration</b>	273
	<i>Juani Swart, Cliff Bowman, and Kerrie Howard</i>	
<b>13</b>	<b>A Gender and Leadership Perspective on Knowledge-Sharing</b>	305
	<i>Memoona Tariq</i>	
<b>Part II</b>	<b>Knowledge Management and Boundary Spanning</b>	321
<b>14</b>	<b>A Conceptual Perspective on Knowledge Management and Boundary Spanning: Knowledge, Boundaries and Commons</b>	323
	<i>Léo Joubert and Claude Paraponaris</i>	

<b>15</b>	<b>Organising Innovative Knowledge Transfer through Corporate Board Interlocks</b>	349
	<i>Hendrik Leendert Aalbers and Bastiaan Klaasse</i>	
<b>16</b>	<b>Knowledge Sharing Across National Cultural Boundaries and Multinational Corporations</b>	381
	<i>Jakob Lauring and Ling Eleanor Zhang</i>	
<b>Part III Knowledge Management in Practice</b>		409
<b>17</b>	<b>Enhancing Knowledge Management (KM) in the Fourth Industrial Revolution Era: The Role of Human Resource Systems</b>	411
	<i>Troy Sarina</i>	
<b>18</b>	<b>Knowledge Management and Organisational Performance with a Case Study from PDO</b>	437
	<i>Suleiman Al-Toubi and Hank Malik</i>	
<b>19</b>	<b>An Exploration of Knowledge Sharing Practices, Barriers and Enablers in Small and Micro-Organisations</b>	471
	<i>Alex Kevill and Bejan David Analoui</i>	
<b>20</b>	<b>Knowledge Management in Small and Medium-Sized Enterprises</b>	495
	<i>Susanne Durst and Guido Bruns</i>	
<b>21</b>	<b>Knowledge Management in the Public Sector</b>	515
	<i>Hank Malik and Suleiman Al-Toubi</i>	
<b>22</b>	<b>KM and Project Management</b>	539
	<i>David James Bryde, Christine Unterhitzenberger, Birgit Renzl, and Martin Rost</i>	

<b>23</b>	<b>Elucidating the Effect of Post-Training Transfer Interventions on Trainee Attitudes and Transfer of Training: A Mixed Methods Study</b>	<b>563</b>
	<i>Agoes Ganesha Rahyuda, Jawad Syed, and Ebrahim Soltani</i>	
<b>24</b>	<b>Knowledge Management in Developing Economies: A Critical Review</b>	<b>601</b>
	<i>Mariam Mohsin and Jawad Syed</i>	
<b>25</b>	<b>Managing Knowledge and Learning for Process Improvement: A Software-Mediated Process Assessment Approach for IT Service Management</b>	<b>621</b>
	<i>Anup Shrestha, Eric Kong, and Aileen Cater-Steel</i>	
<b>26</b>	<b>Best Practices in Knowledge Management: A Review of Contemporary Approaches in a Globalised World</b>	<b>643</b>
	<i>Geoffrey R. Chapman and Stephanie A. Macht</i>	
<b>27</b>	<b>A Critical Realist Pathway to Relevant and Ethical Research</b>	<b>667</b>
	<i>Jawad Syed and John Mingers</i>	
<b>28</b>	<b>Knowledge Management: (Potential) Future Research Directions</b>	<b>691</b>
	<i>Donald Hislop, Peter A. Murray, Anup Shrestha, Jawad Syed, and Yusra Mouzughhi</i>	
	<b>Index</b>	<b>705</b>

## Notes on Contributors

**Rick Aalbers** is Associate Professor in Strategy and Innovation in the Department of Business Administration at Radboud University Nijmegen, the Netherlands. He has been a visiting scholar at Imperial College London and the National University of Ireland at Galway. His research focuses on organisational restructuring and revolves around collaboration and intra-firm network intervention, organisational restructuring and downsizing, and organising for innovation. His work has been accepted for publication in journals such as *Research Policy*, *Journal of Product Innovation Management*, *MIT Sloan Management Review*, *Journal of Engineering and Technology Management*, *Journal of Business Strategy*, *Management Decision*, *Innovation*, *Ivey Business Journal* and *British Journal of Management*. A native of the Netherlands, he holds a Master's degree in business administration from Rotterdam School of Management, a second Master's degree in Business Economics (cum laude) from Erasmus University's School of Economics and a PhD in Business and Economics from Groningen University, the Netherlands. Prior to his academic career, he worked as a manager at Deloitte Consulting, where he advised on strategic change in the financial services industry.

**Suleiman Al-Toubi** is a retired, former Oil South director for Petroleum Development Oman (PDO). He has over 40 years of working experience, two with port services and 39 with the oil and gas industry. He started his oil and gas career with PDO in 1978 as an apprentice and was awarded his first formal qualification of City and Guilds in electrical installations and regulations from Leicester College of Technology, UK, in 1979. He later attained a number of other academic achievements from various UK institutes in both technical and business management. He has held a number of technical and managerial roles within PDO and Shell Nigeria, including executive leadership roles that are strategically important for developing and producing oil and gas safely and economically.

**Joaquín Alegre** is Professor of Innovation Management at the University of Valencia, Spain, where he teaches subjects related to innovation, technology and strategic management. He holds a PhD in management from the Jaume I University, Spain. He is interested in innovative organisations, knowledge management and organisational learning.

**Bejan David Analoui** is Senior Lecturer in Leadership in the Department of Management at the Business School, University of Huddersfield, UK. His research interests include leadership, knowledge management, and teaching and learning. He has published in *Journal of Management Development* and *International Journal of Management Education*.

**Amr Arisha** is Founder and Director of 3S Group, College of Business, Dublin Institute of Technology (DIT) and Head of the Graduate Business School at DIT, Ireland. He received his PhD in industrial engineering from Dublin City University, Ireland, in 2003 for his work on Risk Assessment in Intel-Ireland semiconductor fabrication. He has published more than 75 journal and international conference articles on organisational effectiveness, systems thinking and improvement, and knowledge management. He is a chief examiner in the Marketing Institute of Ireland.

**Karen Becker** is a professor of Management/HRM at the University of the Sunshine Coast. Becker is an active researcher in the areas of workforce development, learning, unlearning and innovation in the workplace. Her research projects have been funded by public sector organisations and private industry and are published in a range of journals including *Human Resource Management Journal*, *Education and Training*, *International Journal of Human Resource Management* and *Journal of Organisational Change Management*.

**Deborah Blackman** is Professor in Public Sector Management Strategy in the School of Business at the University of New South Wales, Australia. Her research interests include public sector policy implementation, employee performance management, organisational learning; soft knowledge management; organisational effectiveness; psychological contract; and governance. She publishes extensively in international journals such as *Public Administration Review*, *Management Learning*, *Management Decision* and *Journal of Knowledge Management*, and she is invited to present her work at conferences across the world.

**Cliff Bowman** is Professor of Strategic Management at Cranfield School of Management, UK. He has written 12 books and published more than 60 papers in the strategy field, and he has undertaken a range of consulting assignments. His current research interests include complex systems, the fundamentals of organising, and the processes of value creation and value capture.

**Guido Bruns** is an entrepreneur who operates in the consulting and construction industries. He collaborates with chambers of crafts and education institutions. His research interests include knowledge management and strategic management in small and medium-sized enterprises.

**David James Bryde** is Professor of Project Management in Liverpool Business School at Liverpool Johns Moores University (LJMU), UK. He studied management sciences/computing at Lancaster and Bradford, UK, and completed a PhD in project management (PM) at LJMU. He is particularly interested in how projects contribute to sustainable development. This includes topics such as relational/psycho-social aspects, lean PM, sustainable procurement in projects, management of customer/supplier networks, knowledge management and the use of innovative processes in PM. He is widely published, with more than 90 journal papers, research monographs, book chapters, conference presentations, invited keynote speeches/guest lectures/presentations, expert interviews and articles.

**Aileen Cater-Steel** is Professor of Information Systems and Chair of the University of Southern Queensland's (USQ's) academic board. She leads a USQ research group, INVEST (Improving the Net Value of Enterprise Systems and Technology). Her research interests include IT service management (ITSM), IT standards and governance, e-learning systems, and IT outsourcing. In 2016 she was honoured with a lifetime achievement award from IT Service Management Forum (itSMF). She was lead chief investigator on two ITSM projects funded by the Australian Research Council. She has received a citation for outstanding contribution to student learning from the Australian Learning & Teaching Council and was awarded the Australian Council of Professors and Heads of Information Systems prize for her PhD thesis. She has published more than 100 peer-reviewed articles and co-edited five research books. Prior to her academic appointment, she worked in the private sector and government organisations where her career progressed from programmer to IT manager. She is a fellow of the Australian Computer Society and a graduate member of the Australian Institute of Company Directors.

**Geoffrey R. Chapman** is Lecturer in Human Resources Management and Strategic Management in the School of Business and Law at Central Queensland University, Australia. His research background spans the broad areas of human resource management, positive organisational behaviour, psychometric profiling and issues related to the ageing workforce. His recent work has been focused on psychological capital, turnover and retention, and crowdfunding.

**Ricardo Chiva** is Professor of Management and Organizations at Jaume I University, Spain, where he teaches subjects related to organisational change and learning, and human resource management. He has a PhD in management from Jaume I University

and an International MBA from the European School of Management (ESCP Europe). He is interested in the development of a new vision of organisations as sites where innovation, learning and humanism are essential elements. His research interests are focused mainly on organisational learning, innovation, and the human aspects of organisations, including organisational and human development.

**Susanne Durst** is Associate Professor (Reader) in the School of Business at the University of Skövde, Sweden, and Professor of Business Administration at University of the Pacific, Peru. She is also the leader of the research group Knowledge and Innovation Management at the School of Business at University of Skövde. Her research interests include small business management, small and medium-sized (SME) business transfers, knowledge management, knowledge risk management and corporate governance. She has been conducting several national and international research projects on company succession, corporate governance, and knowledge management in SMEs and public organisations. Her work has been recognised through different awards, including the Transeo Academic Award in 2012, and has been published in international peer-reviewed journals. Before joining academia, she worked in different positions with private enterprises of different industries and size.

**Dieter H. Früauff** is Senior Vice President at Fraport AG. He began his career at Frankfurt Airport in the Financials Department, where he worked for more than ten years. He was Head of Financial Accounting in the utilities industry in Germany. He earned a Doctor of Business Administration degree at Liverpool John Moores University, UK. His research focused on knowledge management for service providers and process optimisation of administrative processes.

**Silvia Gherardi** is Senior Professor of Sociology Organization in the Department of Sociology and Social Research at the University of Trento, Italy, where she founded the Research Unit on Communication, Organizational Learning and Aesthetics. She is also Professor II in the Faculty of Education at the University of Oslo, Norway. Her research interests include feminist studies, entrepreneurship, epistemology of practice, and qualitative methodologies in organisation studies. She has published two books on practice-based studies: *How to Conduct Practice-Based Studies* (2012), and *Learning and Knowing in Practice-Based Studies* (2012), co-authored with Antonio Strati.

**Hank Malik** is an experienced knowledge management (KM) practitioner with over more than eighteen 18 years of working extensively in the field of KM, engaging in both the private and public sectors including central and local government, education and military in the UK and internationally. Hank He is a recognised KM subject matter expert with skills in delivering KM solutions with a blend of people, process, content, learning and technology. He has implemented KM internationally, including in the Middle East, Europe, the USA and Japan for multiple industry sectors. He has led numerous KM teams and has spoken at various international KM conferences.

Hank He has written a number of papers in on KM and he is a certified as Master CKM with the KM Institute

**Helena Heizmann** is Senior Lecturer at the University of Technology Sydney, Australia. She has a PhD in international communication from Macquarie University, Sydney. Her research focuses on knowledge sharing, communication and learning across professional, cultural and discursive boundaries. Her research is published in peer-reviewed international journals such as *Management Learning*, *Journal of Knowledge Management*, *International Journal of Human Resource Management* and *Journal of International Management*.

**Donald Hislop** is Professor in the Sociology of Contemporary Work in the School of Business and Economics at Loughborough University, UK. In relation to the topic of knowledge management, his interests are focused on social-cultural issues, such as how they shape the character of knowledge processes and people's motivation to participate in them. His most recent project in this area was on the topic of unlearning (the process of abandoning and giving up knowledge) among managers at UK hospitals.

**Kerrie Howard** is pursuing doctoral research in the School of Management at the University of Bath, UK, into how firms strategise in CSR. She has a primary research and practitioner interest in strategy development and implementation in complex settings. She also advises clients such as UN Women, United Nations Population Fund, United Nations Capital Development Fund, and large companies and international non-governmental organisations on varied aspects of strategy, including knowledge management. Her background is in the international human rights and humanitarian field, where previously she served as Deputy Director at Amnesty International Headquarters, leading research and strategy for the Americas.

**Léo Joubert** is a PhD candidate in sociology at CNRS LEST and Aix-Marseille University, France. His research interests are focused on Wikipedia, online commitment and online community governance.

**Marion Kahrens** is Lecturer at the European College of Business and Management, London, UK. Her main responsibilities include teaching on academic research methodology of graduate programmes and supervision of Master's dissertations. She has a DBA from Liverpool John Moores University, and her main research topic is strategic management. Formerly she was a senior manager at a management and technology consultancy company. Thus she has successfully implemented business process concepts and knowledge management frameworks.

**Oliver Kayas** is Senior Lecturer in Business Technology in the Faculty of Business and Law at Manchester Metropolitan University, UK. His research is concerned with the impact of information systems in organisations, particularly the consequences of

surveillance technologies on the workforce. He is a board member of the UK Academy for Information Systems and has served as guest editor for *International Journal of Retail and Distribution Management*. His professional background is in the management of IT systems with respect to customer relationship management, policies and procedures.

**Alex Kevill** is Lecturer in Enterprise in the Centre for Enterprise and Entrepreneurship Studies at the University of Leeds, UK. His research interests include social entrepreneurship, and understanding dynamic capabilities and knowledge management within the context of small and micro enterprises. He has published in *International Small Business Journal* and *International Journal of Entrepreneurial Behaviour and Research*.

**Bastiaan Klaasse** is Affiliated Junior Researcher at the Centre for Organization Restructuring, Radboud University, the Netherlands. He has a Master's degree in business administration from that university. His research interests focus on organising innovative knowledge transfer.

**Eric Kong** is Senior Lecturer in the School of Management & Enterprise at the University of Southern Queensland, Australia. His current research interests include intellectual capital, knowledge management and non-profit strategic management. He has more than 80 publications, including international refereed journal articles, refereed conference papers, scholarly research book and book chapters. In 2011 his paper in *Journal of Intellectual Capital* was highly commended by Emerald Literati. Another paper received the Distinguished Paper Award at the 2014 International Symposium on Business and Management, Meiji University, Tokyo, Japan. He was nominated as the Chair of the Best Paper Award for the Public and Non-profit Division at the Academy of Management conference in 2008 and again in 2010. Prior to joining academia, he worked in human resources, and in training and development in the private sector for ten years.

**Rafael Lapiedra** is currently dean of the Faculty of Law and Economics at Jaume I University, Spain, and Professor of Management at this university, where he teaches subjects related to strategic management and information systems. He has a PhD in Business Administration from Jaume I University and a Master's in European Business Management and Information Systems from Anglia Polytechnic University, UK. He has been visiting professor at the Metropolitan University of Technology of Santiago, Chile, and at the London School of Economics and Political Science, UK.

**Jakob Lauring** is Professor in the Department of Management at Aarhus University, Denmark. His research interests are focused on different themes within international and cross-cultural management. One of his main interests is expatriate management and expatriate adjustment. He also conducts research on multicultural teams as co-located or virtual. Here a central theme has been language management. He has

published more than 100 international articles in publications such as *Journal of Worlds Business*, *British Journal of Management*, *Human Resource Management Journal* and *International Business Review*.

**Stephanie A. Macht** is Senior Lecturer in Strategic Management in the School of Business and Law at Central Queensland University, Australia. Her research interests revolve mostly around entrepreneurship practice and entrepreneurship education, with a specific focus on crowdfunding, business angels, entrepreneurial learning and authentic entrepreneurship education.

**Francesco Miele** has a PhD in sociology and social research (information systems and organizations) from the Department of Sociology and Social Research at the University of Trento, Italy. He is a researcher at Bruno Kessler Foundation and also member of the Research Unit on Communication, Organizational Learning and Aesthetics at the University of Trento, Italy. He teaches human resource management at the University of Trento and the sociology of health at the University of Verona, Italy.

His recent research interests include the technology-mediated coordination of healthcare professionals and patients in telemonitoring, the management of chronic diseases at home and workplace health promotion initiatives.

**John Mingers** is Professor of Operational Research and Information Systems at Kent Business School, University of Kent. His research interests include research metrics; the nature of information, meaning and knowledge; the use of systems methodologies in problem situations—multimethodology; and the philosophy of critical realism. He is an Academician of the Academy of the Social Sciences, and has been an associate editor for *MIS Quarterly*.

**Sandra Miralles** is qualified in business studies and has a superior degree in labour sciences. She has a Master's in work and organisational psychology and human resources from Jaume I University, Spain. She is currently a PhD student in the economics and business research programme and has a full-time research scholarship FPI (Trainee Personal Investigator). Her main research interest is to contribute to the development of the new revolutionary approach based on organisation and people development, aiming to improve conditions for workers, companies and society in general.

**Mariam Mohsin** is a PhD student in the Suleman Dawood School of Business at Lahore University of Management Sciences, Pakistan. She has served as a lecturer in the Department of Business Studies at Pakistan Institute of Development Economics. Her research interests include gender and diversity in organisations, human resource management and knowledge management.

**Yusra Mouzoughi** is Professor of Management and Interim Vice-Chancellor at the newly formed Muscat University, Oman. She received her PhD in knowledge man-

agement from the UK. Her thesis focused on critical success factors for knowledge management in the financial services sector. She has developed a cross-disciplinary research profile spanning knowledge sharing and the sustainability agenda. She has supervised many doctoral theses in the broad management area. She has numerous publications in the field and is an invited keynote speaker at many international conferences. Prior to joining academia, she worked as a project manager in the financial services sector in the UK.

**Peter A. Murray** is Professor of Management at the University of Southern Queensland, Australia, with previous affiliations at Macquarie University and the University of Western Sydney. He is an applied researcher in strategic change and diversity management, and he lectures more broadly on strategic management, change management and human resource management. He is also an associate editor, editorial board member and/or reviewer for many leading journals, including *Human Resource Management Journal*, *International Journal of Human Resources and Personnel Management* and *Management Learning*. His most recent book is *Contemporary Strategic Management: An Australasian Perspective* (2014). He has been a leading researcher for many government reports, books and Quartile 1 and 2 ranked journal articles such as *Human Resource Management Journal*, *Management Learning*, *Supply Chain Management*, *International Journal of Human Resource Management* and *Asia Pacific Journal of Human Resources*.

**Claude Paraponaris** has a PhD in industrial economics from the University of the Mediterranean, France. He is Professor at Aix Marseille University and a researcher at CNRS LEST, France. He has been an expert in deep research for European Community (EC) focused on science–industry relations. He has written two books and more than 80 articles for peer-reviewed journals and conferences. He is President of the French Society of Knowledge Management. His research interests include innovation and knowledge management, multinational information systems, shared creativity, epistemic communities and network effects.

**Mohamed A. F. Ragab** is a researcher in the 3S Group in the College of Business at Dublin Institute of Technology (DIT), Ireland, and Secretary General of Pharos University in Alexandria, Egypt. He received his BSc in industrial engineering and his MBA from the American University in Cairo, and his PhD in Knowledge Management from DIT in 2015. His work has been published in *Knowledge Management Research and Practice* and *Journal of Knowledge Management*, and he has received a Highly Commended Paper Award for Academic Excellence from Emerald Publishing Group.

**Agoes Ganesha Rahyuda** is Senior Lecturer in the Faculty of Economics and Business at Udayana University, Indonesia. He has a Master's degree in quality management from Bandung Institute of Technology, Indonesia, and a PhD in management from the University of Kent, UK. As a teacher, he has taught human resource

management, international business, principles of management and an introduction to business. As a researcher he has published his work in scholarly journals, such as *Human Resource Development Review*, and presented papers at international conferences, such as those of the Academy of Management. His research focuses on recruitment, training and development, and compensation systems.

**Isabel Rechberg** is Assistant Professor of Management in the College of Staten Island at the City University New York, USA. She has a PhD in management from the University of Kent, UK. She received a Master's in labour law and relations from the University of Sydney, Australia, and a Bachelor's in business and human resource management from Vesalius College, Belgium. She is committed to bringing awareness about the critical role of individuals in the workplace to assist both individual and organisational performance. Her main academic interests include knowledge management, organisational learning, employee engagement and empowerment.

**Birgit Renzl** is Full Professor and Chair of Management and Organization at the University of Stuttgart, Germany. She studied International Business Studies at the University of Innsbruck in Austria and at the University of Göteborg in Sweden, and did her PhD research in the field of knowledge management. Her research focuses on knowledge and innovation management, organisational change and leadership. She is a member of the editorial board of *Management Learning*. In addition, she serves as a member of the advisory board for *stiftung nextgen* and *Competence-Based Strategic Management*. She has written more than 80 articles for academic journals and books.

**Martin Rost** is a research assistant at the Chair of Management and Organization at the University of Stuttgart, Germany. He studied business administration and did his PhD in the field of organisational psychology at the Ludwigs-Maximilians-University Munich, Germany. His research focuses on the behaviour, roles and networks of individuals in the emergence of organisational capabilities, competency management and project management.

**Troy Sarina** is Senior Lecturer in the Department of Marketing and Management at Macquarie University, Sydney, Australia. His research interests include human resource management, strategic employment relations, labour law and cooperative law. He has had work published in quality journals including *Industrial Relations: A Journal of Economy and Society*, *Journal of Industrial Relations* and *Asia Pacific Journal of Human Resources*. He has also contributed work to international handbooks on cooperative law, employment law and exploratory practice research. He teaches a range of subjects including human resource management, negotiations, change management and employment law.

**Anup Shrestha** is Lecturer of Information Systems in the School of Management & Enterprise at the University of Southern Queensland, Australia. He has written more than 25 publications, including international refereed journal articles and conference

papers in his areas of research interests, which include IT service management, process assessment, IT process improvement, IT standards, knowledge management, decision support system, and design science research in information systems. His PhD research, working on an Australian Research Council industry linkage grant in the IT service management industry, was awarded the best Australian PhD in Information Systems Australian Council of Professors and Heads of Information Systems prize in 2016 and the Queensland IT innovation award in 2015. Prior to joining academia, he worked in the IT industry for eight years with roles ranging from application programmer to project manager.

**Ebrahim Soltani** has a PhD from the University of Strathclyde, UK. He is Professor of Quality Management at Hamdan Bin Mohammed Smart University, Dubai, United Arab Emirates. Previously he was Professor of Operations Management at the University of Kent Business School, UK. He has written widely on managing operations improvement initiatives and management in developing countries in a range of publications and presented papers at international conferences. His recent research focuses on global supply chains and how the nature of upstream and downstream supply chain relationships influence the level of product quality.

**Juani Swart** is Professor in Human Capital Management in the School of Management at the University of Bath, UK. She specialises in knowledge management and the management of knowledge workers. Her research is focused on human capital as a strategic resource, innovation, ambidexterity, and employee attitudes and behaviours. She has published widely in the area of people management in knowledge intensive firms, intellectual capital structures, innovation and knowledge sharing.

**Jawad Syed** is Dean and Professor of Organisational Behaviour in the Suleman Dawood School of Business, Lahore University of Management Sciences, Pakistan. His main research interests are international human resource management, organisational knowledge, diversity management and business ethics.

**Memoona Tariq** gained her PhD from the Business School at the University of Huddersfield, UK. Her research lies in the areas of leadership, gender, ethnicity, intersectionality and human resource management. Her current work focuses on gender and knowledge management, and the impact of Islamophobia in Western countries.

**Christine Unterhitzberger** is Senior Lecturer in Project Management in the Liverpool Business School at Liverpool John Moores University (LJMU). She studied industrial engineering and management at the University of Applied Sciences in Constance (Hochschule fuer Technik, Wirtschaft und Gestaltung Konstanz) and international project management at the University of Applied Sciences in Stuttgart

(Hochschule fuer Technik Stuttgart), Germany. She did her PhD in the field of project management at LJMU. Her research is focused on relational and psycho-social aspects in projects and temporary multiorganisations. She is particularly interested in how a better understanding and an increased awareness of psycho-social relationships can enhance the project performance and impact on such behaviours as knowledge sharing and organisational learning.

**Gillian Wright** is Chair of Strategic Marketing and Director of Doctoral Programmes in the Faculty of Business and Law at Manchester Metropolitan University, UK. Her research is concerned with the development of stakeholder-responsive service and the knowledge sharing that underpins this. She is a founder member of the European Doctoral Association and she served for many years as Editor of *Marketing Intelligence and Planning*. Her professional background is in decision-support information—as a clinical trials scientist in pharmaceuticals and a market analyst for a multinational electronics company.

**Ling Eleanor Zhang** is Research and Teaching Fellow in the School of Management and Business at King's College London, UK. A key focus of her research is interaction across boundaries, which is manifested in contexts such as boundary spanning of multicultural employees, social categorisation and conflict management between expatriates and host country employees, and language challenges that employees face in subsidiaries of multinational corporations. Her work on bicultural expatriates was nominated for the British Academy Nayef Al-Rodhan Prize for Transcultural Understanding 2016. She has published in *International Journal of Human Resource Management* and *Cross Cultural Strategic Management*.

# List of Figures

Fig. 3.1	The SECI model of knowledge creation (adapted from Nonaka and Toyama 2003)	56
Fig. 3.2	Categories of knowledge assets	64
Fig. 3.3	Leading the knowledge creation process	65
Fig. 3.4	Knowledge improvement by process meetings	76
Fig. 3.5	Agreement related to organisational key roles	77
Fig. 3.6	Stages of the application of the SECI model	81
Fig. 6.1	Cultural preconditions for effective knowledge-sharing	136
Fig. 6.2	Knowledge management and organisational culture: the creation of control	144
Fig. 6.3	Ten considerations for a knowledge management system	146
Fig. 8.1	Layers of power in KM	179
Fig. 9.1	Knowledge assessment pentagon measures classification	210
Fig. 9.2	Drivers of individual knowledge assessment	213
Fig. 9.3	IK <sup>4</sup> individual knowledge model	218
Fig. 12.1	The value creation process	275
Fig. 12.2	Know-how providers, resource owners and customers	275
Fig. 12.3	Social relationships in the value creation process	277
Fig. 12.4	Value creation in not-for-profit organisations	279
Fig. 12.5	Different forms of capital	280
Fig. 12.6	Component interrelationships in a value system	291
Fig. 13.1	Knowledge-sharing interaction with leadership, gender and organisational culture	315
Fig. 15.1	Inter- and intra-industry corporate board interlocks	353
Fig. 15.2	Exemplary focal-industry network with extra-industry ties	355
Fig. 15.3	Conceptual model for the relation between board interlocks and innovation	362

**xxii**      **List of Figures**

Fig. 17.1	Sources of knowledge in organisations	412
Fig. 17.2	Knowledge transformation process	429
Fig. 18.1	The importance of information (Source: PDO Information code of practice 2011)	439
Fig. 18.2	PDO's process of capturing lessons learned	451
Fig. 18.3	Research model (Source: Zack et al. 2009, cited in Al Toubi 2013)	464
Fig. 20.1	'Knowledge at risk' dimensions	507
Fig. 23.1	The conceptual model of post-training transfer interventions	568
Fig. 23.2	Quantitative results: the overall structural model with path coefficients	579
Fig. 24.1	Knowledge category	610
Fig. 24.2	Year-wise publications	611
Fig. 24.3	Number of articles per country	611
Fig. 24.4	KM in developing countries: categorization of contextual themes	614
Fig. 25.1	The SMPA architecture (Shrestha 2015)	628
Fig. 25.2	KM process cycle (adapted from Kapeleris 2010)	631
Fig. 27.1	Critical realism may enable ethical and practically valuable research	683

# List of Tables

Table 2.1	A discourse between HC, HCR and DC	35
Table 2.2	A discourse between SC and DC	41
Table 3.1	The characteristics of tacit and explicit knowledge (adapted from Hislop 2013)	55
Table 3.2	Types of Ba	62
Table 3.3	Cultural assumptions of Nonaka's knowledge creation model	67
Table 3.4	Dimensions of leadership in knowledge creation (adapted from von Krogh 2012)	69
Table 3.5	Knowledge conversion	74
Table 3.6	Examples of process content	79
Table 4.1	Organizations, levels of consciousness, organizational learning levels and organizational structure (Based on Chiva (2017))	87
Table 4.2	Organizations, levels of consciousness, organizational learning levels, perspectives and knowledge management perspectives (Based on Chiva (2017) and Chiva and Alegre (2005))	88
Table 5.1	Definitions of unlearning	107
Table 5.2	Levels of individual learning and implications for unlearning (based on Snell and Chak 1998: 340)	112
Table 5.3	Levels of organisational learning and implications for unlearning (based on Snell and Chak 1998: 340)	117
Table 7.1	Three relations between knowing and practicing	169
Table 9.1	The value chain scoreboard	207
Table 9.2	Characteristics of individual knowledge assessment	214
Table 10.1	Table of participants	232
Table 12.1	Employee ratings out of 10 on the importance and competence in knowledge assets	293
Table 12.2	UNCDF-FIPA knowledge assets according to the intellectual capital model (Swart 2006)	295

**xxiv**      **List of Tables**

Table 12.3	Knowledge integration in a global organisation	298
Table 15.1	Descriptive statistics and correlations of $t + 1$ analysis	368
Table 15.2	Results of hierarchical multiple regression analysis: Effects on R&D expenditure ( $t + 1$ ). The standard errors and significance levels are based on 2000 bootstrap samples	369
Table 16.1	Barriers to knowledge sharing between MNC units: Danish parent companies and Asian subsidiaries	394
Table 16.2	Barriers to knowledge sharing within MNC units	399
Table 18.1	Headcount requirement of local content	444
Table 18.2	PDO lessons harvesting and reuse process	452
Table 18.3	KM solutions	453
Table 18.4	Sets of enabling conditions	455
Table 19.1	Overview of participating organisations and data collection	473
Table 19.2	Formal/organised knowledge sharing practices in the organisations	476
Table 20.1	Definition of SMEs according to the Institut für Mittelstandsforschung	497
Table 20.2	Definition of SMEs according to the European Commission (2005)	497
Table 20.3	Summary of current research on KM in SMEs	502
Table 20.4	Future research themes	509
Table 23.1	Quantitative results: the main results of the split-plot ANOVA	577
Table 23.2	Quantitative results: structural model estimates	578
Table 23.3	Quantitative results: Bootstrap results for indirect effects	578
Table 23.4	A summary of the results of the hypotheses testing	580
Table 23.5	A summary of the quantitative results	581
Table 23.6	A summary of the interview guide	582
Table 23.7	Qualitative findings: a summary of the semi-structured interviews	584
Table 24.1	Articles reviewed	605