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Nota di contenuto	Trends in Enterprise Knowledge Management; Table of Contents; Preface; PART 1. Introduction; Chapter 1. Introduction to Knowledge Management; 1.1. Introduction; 1.1.1. Knowledge: a strategic value for the firm; 1.1.2. Objectives of KM; 1.1.3. KM: a new and complex approach; 1.2. The two types of approaches to KM; 1.2.1. Knowledge elicitation; 1.2.1.1. Tacit knowledge elicitation; 1.2.1.2. Knowledge extraction; 1.2.1.3. Supporting technologies for explicit (elicited) KM; 1.2.2. Tacit KM; 1.2.2.1. The functioning modes of knowledge communities; 1.2.2.2. Knowledge community supervision 1.2.2.3. Supporting technologies for knowledge communities1.3. The key factors of success in KM processes; 1.3.1. The water lily strategy; 1.3.1.1. The pilot project(s); 1.3.1.2. The federation of KM projects; 1.3.1.3. Project deployment; 1.3.2. Change factors; 1.4. KM: an action for continuous progress; 1.4.1. Knowledge cartography; 1.4.2. The repository of KM processes; 1.4.3. The KM actions; 1.4.4. Piloting

processes and actions; 1.5. Conclusion; 1.6. Bibliography; Chapter 2. Can One Identify and Measure the Intangible Capital of the Enterprise? 2.1. The intangible capital: an essential and elusive concept 2.2. Immaterial measurement: a theoretical enigma?; 2.3. Conclusion; 2.4. References; Chapter 3. Complexity Theory: Dynamics and Non-Linearity are the Only Reason for Knowledge Management to Exist; 3.1. Introduction; 3.2. The knowledge era; 3.3. The complexity paradigm; 3.4. What should be understood by KM: the corporate view; 3.5. Research perspective on KM; 3.6. References; PART 2. Academic Studies; Chapter 4. Value Creation through Intangibles: Emerging Good Practice; 4.1. Introduction; 4.2. A remedy for our times 4.3. Dispensing with the mystery 4.4. Value creation in the 21st century; 4.4.1. Selecting an approach; 4.4.2. Taking a balanced view; 4.5. Evidence of good practice; 4.5.1. Theme 1: brand value; 4.5.1.1. B&Q; 4.5.1.2. Whitbread; 4.5.2. Theme 2: knowledge; 4.5.2.1. Bloomberg; 4.5.2.2. The UK Fire & Rescue Service; 4.5.3. Theme 3: innovation; 4.5.3.1. Intercos; 4.5.3.2. mmO2; 4.5.4. Theme 4: reporting intellectual capital; 4.5.4.1. Austrian Research Centers (ARC); 4.5.4.2. Celemi; 4.6. Key messages; 4.7. About the authors; 4.8. References Chapter 5. Learning-by-Doing Knowledge Externalization: From Boundary Objects to the Emergence of Tacit Knowledge 5.1. Learning-by-doing KM; 5.2. A process of externalization: knowledge strategy at Power Corp; 5.2.1. Mapping as a knowledge audit and mapping as scenario planning; 5.2.2. Criticality assessment scales as decision rules; 5.2.3. Modeling as a learning tool, as co-creation of knowledge; 5.2.4. Plans as road maps addressing more specifically the need for tacitness; 5.3. The tacit output of externalization: the importance of boundary objects 5.3.1. Externalization creates critical boundary objects

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## Sommario/riassunto

Knowledge Management (KM) encompasses a wide range of tools and methods that are at the heart of the information and communication society and provide solutions that rely as much on organization as on technology. This title brings together contributions from authors from a range of countries who are recognized as leading figures in this field, both in an academic and a practical sense. It describes the strategic aspects of KM and defines the underlying principles in terms of management, life cycle, process, methods and tools involved in this discipline. Several approaches to the running of K

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