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Autore	Lambe Patrick <1960->
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Nota di contenuto	Intro -- Title Page -- Copyright -- Dedication -- Contents -- Introduction -- Getting Knowledge Management Right -- Why Knowledge Management Is Challenging -- Why Knowledge Audits Are Important -- Why Knowledge Audits Are Challenging -- How This Book Aims to Help -- I: Recovering Our Past -- 1. Seeking to Understand Knowledge in Organizations -- Case Study: An Early Communication Audit -- Communications as Information Systems -- Parallels with Knowledge Management -- Summary -- 2. The History of Knowledge Audits -- Precursors of Knowledge Audits -- Why We Need to Understand Knowledge Audit History -- Summary -- II: Speaking Clearly about Audits -- 3. What Is an Audit? A Definitional Approach -- Connotations of Audit -- Tight Models of Audit: Financial and Operational Audits -- Summary -- 4. What Kind of Audit Is a Knowledge Audit? A Naturalistic Approach -- What Do Knowledge Management Practitioners Mean by the Term Audit? -- What Does the Research Literature Tell Us about Models of Audit? -- A Typology Approach or Integrative Metaconstruct Approach? -- The Knowledge Audit Typology in Practice -- Knowledge Audits Should Be Compound Activities -- Which Audit Types Should We Adopt? -- Summary -- 5. What Are We Auditing? -- The Target Phenomena for Knowledge Audits -- 1. Knowledge Stocks -- 2. Knowledge Flows -- 3. Knowledge Needs

-- 4. KM Enablers -- 5. KM Processes -- 6. KM Capabilities -- 7. KM Outcomes -- Summary -- III: Drivers and Motivations -- 6. What Stimulated the Emergence of Knowledge-Related Audits? -- The Drivers for the Knowledge Audit Determine Our Audit-Scoping Choices -- The Roots of Knowledge Audit Methodology in Communications Research -- 1. Communications for Control -- 2. Communications for a Productive Climate -- 3. Communications for Influence -- 4. Communications for Effect -- Summary.

7. Beginnings and Improvisations: Discovery Review, Inventory, and Participative Goal-Setting Audits -- Emergence of the Communication Audit as an Opinion-Based Approach -- Discovery Review Audits -- Inventory Audits -- Participative Goal-Setting Audits -- Case Study: The Asian Development Bank-Moving from Centralized KM Planning to Participatory Planning -- Case Study: When a Culture of Control Produces Avoidance and Unresolved Conflict -- Case Study: Getting beyond Us and Them -- Case Study: Staying the Course -- Summary -- 8. Authority Envy: Assessment Audits and Standards in Communication and Information Audits -- Communication Audits: "Scientific" Assessment and Benchmarking -- Information Audits: Assessment, Compliance, and Authority Envy -- Knowledge Audits: Assessment and Value Audits Using a Management Accounting Model -- Summary -- 9. The Battle for Standards in Knowledge Management -- Knowledge Audits: Fragmentation of Audit Types -- The Knowledge Management Pushback: KM Assessment, KM Standards, and Antiprescriptivism -- Case Study: A Controversial KM Standards Effort -- The Rise of the Prescriptive Standard in Knowledge Management -- Why Did the ISO 30401 Standard Succeed? -- Is ISO 30401 an Effective Knowledge Audit Instrument? -- Case Study: A Cautionary Tale of Two KM Implementations -- How Might ISO 30401 Be Useful for Knowledge Auditing? -- Case Study: From Framework to Audit Instrument -- Summary -- IV: Speaking Clearly about Knowledge -- 10. Risky Metaphors -- Useful Ambiguity and Treacherous Ambiguity -- The Benefits and Dangers of Working with Metaphors for Knowledge -- Summary -- 11. The Syllepsis Trap: When Choice of Language Becomes Problematic -- Why Are We Vulnerable to Syllepsis in Knowledge Management? -- Cargo Cult Vocabularies: Wishful Thinking in Our Choice of Words -- Syllepsis and the Rhetoric of Knowledge Audits. Summary -- 12. The Language of Value: Assets and Capital -- Knowledge as Asset or Capital: The Background -- Slippage of Meaning: From Literal Asset to Figurative Asset -- Case Study: Enabling Team Knowledge -- Analyzing the Syllepsis -- Summary -- 13. The Language of Value: Resources -- Knowledge as Resource: The Background -- Slippage of Meaning: From Economic Resource to Commodity Resource -- Summing Up: Safe and Unsafe Metaphors-Asset, Capital, or Resource? -- Summary -- 14. Ascribing Value to Knowledge and the Implications for Influence and Control -- Summary -- 15. The Inventory Audit: Auditing Knowledge Stocks -- What We Need from a Typology of Knowledge -- Case Study: When Typologies Fail -- Case Study: Auditing Knowledge with Binary Typologies -- Summary -- 16. Unhelpful Dualisms: The Personal-Collective Dualism -- The Missing Middle: The Problem with the Personal-Collective Dualism -- The Special Characteristics of Team Knowledge -- Case Study: Team Knowledge in Action -- Case Study: The Grafton and the Invercauld-the Power of Team Knowledge -- The Special Characteristics of Organizational Knowledge -- A Middle-Out Method for Auditing Knowledge Stocks -- Case Study: Collectives "See" More than Individuals -- Summary -- 17. Unhelpful Dualisms: The Tacit-Explicit Dualism -- Nonaka's Sleight of Hand: The Tacit-Explicit

Dualism -- An Intermediate Knowledge Type: Implicit Knowledge -- Summary -- 18. Typologies of Personal Knowledge -- Know-What, Know-Why, Know-How -- Breaking Down Tacit Knowledge -- Summary -- 19. Typologies of Organizational Knowledge -- Intellectual Capital Typologies -- Strategic Knowledge Typologies -- Getting from Strategic to Operational Knowledge -- The Opacity of Strategic Knowledge -- Feeling Our Way -- Case Study: Kodak, Fujifilm, and the Struggle to Manage Strategic Capabilities. Considerations for Working from Strategic to Operational Knowledge -- Case Study: Strategy as a Lens through Which to Inventory Knowledge -- Summary -- 20. Toward Integration: Typologies of Functional Knowledge -- Toward an Integrated View: Using Matrices to Characterize Knowledge -- Typologies of Functional Knowledge -- The Effects of a Powerful Typology -- Case Study: Going beyond the Obvious-a Knowledge Inventory Audit in a Property Development Company -- Summary -- 21. Conclusion: Possibilities -- Nine Principles to Plan By -- Different Scenarios, Different Audit Models -- Closing Words -- References -- Index.

Sommario/riassunto

"An expert on the topic of knowledge management argues how the process of KM implementation can be improved"--
