

Knowledge Management in Theory and Practice (Fourth edition)

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[Dalkir, K. (2023). Knowledge management in theory and practice (Fourth edition). The MIT Press. ISBN 9780262048125. p. 398, price 74.68 USD.]

The reviewed book “Knowledge Management in Theory and Practice (Fourth edition)” covers a wide range of topics related to knowledge management (KM) by discussing a variety of subjects in 14 chapters and reflects the title “theory and practice” by providing a comprehensive overview starting from delving into the history of KM and ending with discussing the future of KM through covering all related topics as KM Models, Practices, Strategies which reflect as a state of the art of KM theories, also Each chapter includes examples and case studies to give a wider picture of the explained concepts and techniques and provide samples of applications and tools which enhance the practical side of the book.

The author introduces each chapter by citing a famous citation that helps in understanding the aim of the chapter, for example, chapter 2 opens with Kahlil Gibran’s citation: “A little knowledge that acts are worth infinitely more than much knowledge that is idle” (P.21) and within that’s chapter the author explained a group of KM process and gives an idea about how knowledge can be created, stored and used in the organization.

The book begins with a comprehensive examination of KM in its first chapter, delving into its historical roots and fundamental principles. The author emphasizes the significance of knowledge as a critical intellectual asset and underscores the interdisciplinary nature of KM, also employs concept analysis to provide a thorough definition of key KM definition and

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discusses the importance of adhering to KM standards, notably highlighting the ISO 30401 KM standard, for effective organizational practices.

Moving on to Chapter 2, the author explores various sources and models of KM and the knowledge life cycle. Introducing an Integrated KM Cycle, the chapter synthesizes different KM processes to offer a cohesive framework for understanding and implementing KM effectively.

In Chapter 3, theoretical models of KM are scrutinized, detailing their principles and alignment with KM concepts and phases. The author evaluates the strengths and weaknesses of these models, demonstrating their utility in explaining and predicting effective KM practices.

Chapter 4 covers fundamental terminology, concepts, and tools related to knowledge capture and codification. It explores techniques for identifying tacit knowledge, compares different types of tacit knowledge, and outlines taxonomic approaches for classifying captured knowledge.

Chapter 5 delves into knowledge-sharing dynamics within organizations, focusing on the social aspects of knowledge. Additionally, the chapter discusses the evolution of consulting firms into communities and underscores the significance of expertise locator systems and knowledge-sharing communities.

In Chapter 6, the author explores knowledge application across individuals and groups, highlighting strategies for enhancing synergy between users and content. Also, the importance of task analysis and modelling in facilitating deeper understanding and successful task execution by knowledge workers is emphasized.

Chapter 7 provides insights into analyzing and assessing organizational culture to promote effective KM. The author explains how organizational culture contributes to innovation and success and underscores the importance of understanding and managing it to accommodate KM effectively.

Chapter 8 offers an overview of KM tools and technologies, discussing various tools such as communication and collaboration technologies, big data analytics, and social media platforms. The chapter emphasizes the role of technology in facilitating better KM while also discussing potential benefits, drawbacks, and the need for human expertise.

Chapter 9 outlines steps in developing a KM strategy and addresses building blocks for applying and benefiting from KM applications. The author highlights the importance of innovation, reuse, organizational learning, and critical success factors in KM governance and leadership.

Chapter 10 explores ways to assess KM effectiveness and introduces various measurement frameworks. The importance of recognizing KM's value

creation and the pros and cons of KM metrics are discussed, along with guidance on applying measurement frameworks to evaluate KM performance.

Chapter 11 outlines organizational learning processes, reviews memory models, and describes applying lessons learned for organizational improvement. The importance of capturing and transferring organizational knowledge to prevent loss is emphasized, along with the challenges and barriers to effective organizational memory systems.

Chapter 12 discusses knowledge continuity management (KCM) and outlines steps in completing a KCM project. Critical knowledge characteristics and the importance of KCM in preventing knowledge loss due to employee attrition are highlighted.

Chapter 13 offers an overview of the KM team, discussing required skill sets, roles, and the emerging KM profession. Ethical issues in KM practice and the attributes of an ideal KM professional are addressed, along with the evolving nature of KM roles within organizations.

Chapter 14, it's the briefest chapter but presents solid ideas for further research on the challenges, trends, and the future of KM. The chapter discusses the impact of the COVID-19 pandemic on knowledge continuity but the chapter doesn't discuss solutions for that, further knowledge about how to face the issue of losing knowledge due to staff turnover can be found in Chapters 5 and 12, the author also mentioned the increasing role of AI in KM and discussed the Opportunities and challenges in inter-organizational knowledge sharing, along with the need for further research in various areas of KM, such as inter-organizational knowledge management and its integration with innovation management.

The author extensively discusses the multidisciplinary nature of KM, integrating insights from fields such as Library and Information Sciences and Decision Support Systems. However, the primary emphasis remains on the technological and organizational aspects of KM, as evidenced by the dedicated chapter on organizational KM.

The sequencing of chapters in the book presents a potential inconsistency. For instance, Chapter 2 delves into the KM process, while Chapter 3 introduces KM Models. It could be argued that presenting the models before delving into the processes would enhance coherence and organization, as the processes are often derived from the models.

The book was Originally published in 2005 and underwent subsequent editions in 2011, 2017, and 2023, reflecting its ongoing evolution. Despite this, the latest edition lacks recent references, with minimal citations from

the preceding year. Most sources cited date back to 2021 and earlier, indicating a potential gap in incorporating the latest research findings.

However, the book serves as a valuable resource for scholars, executives, and instructors alike, offering comprehensive insights into KM practices, through examples from diverse contexts, it elucidates essential techniques, methods, and technologies pivotal for promoting and facilitating KM. Moreover, the book provides valuable guidance on promoting effective knowledge utilization across individual, group, and organizational levels, emphasizing the critical role of organizational culture in KM success. It discusses the significance of technology in KM, stressing the importance of selecting and employing suitable tools for effective knowledge management. Additionally, it elaborates on the components of a robust KM strategy, advocating for knowledge audits to understand an organization's assets and gaps. With examples illustrating major KM objectives and their implementation, the book furnishes practical guidance for devising an effective KM strategy. Furthermore, its comprehensive overview of KM theories and identification of research gaps cater to the scholarly community's needs, while offering contemporary case studies and examples to provide executives with practical insights into KM implementation techniques and tools. Also, the learning objectives explanation of each chapter facilitating to makes it an ideal textbook for classroom instruction, covering Knowledge Management-related issues from historical roots to present-day challenges.

About the author:

Kimiz Dalkir is a Professor of Knowledge Management at McGill University, Dalkirs research focuses on the intersection of technology learning and knowledge management exploring how organizations can leverage their resources to gain an edge. Her research covers areas such as knowledge sharing learning and the strategic development of effective knowledge management frameworks.

Acknowledgement:

I want to express my sincere gratitude to Dr. Istvan Bartok for his invaluable guidance, supervision, and meticulous review of this manuscript before submission.