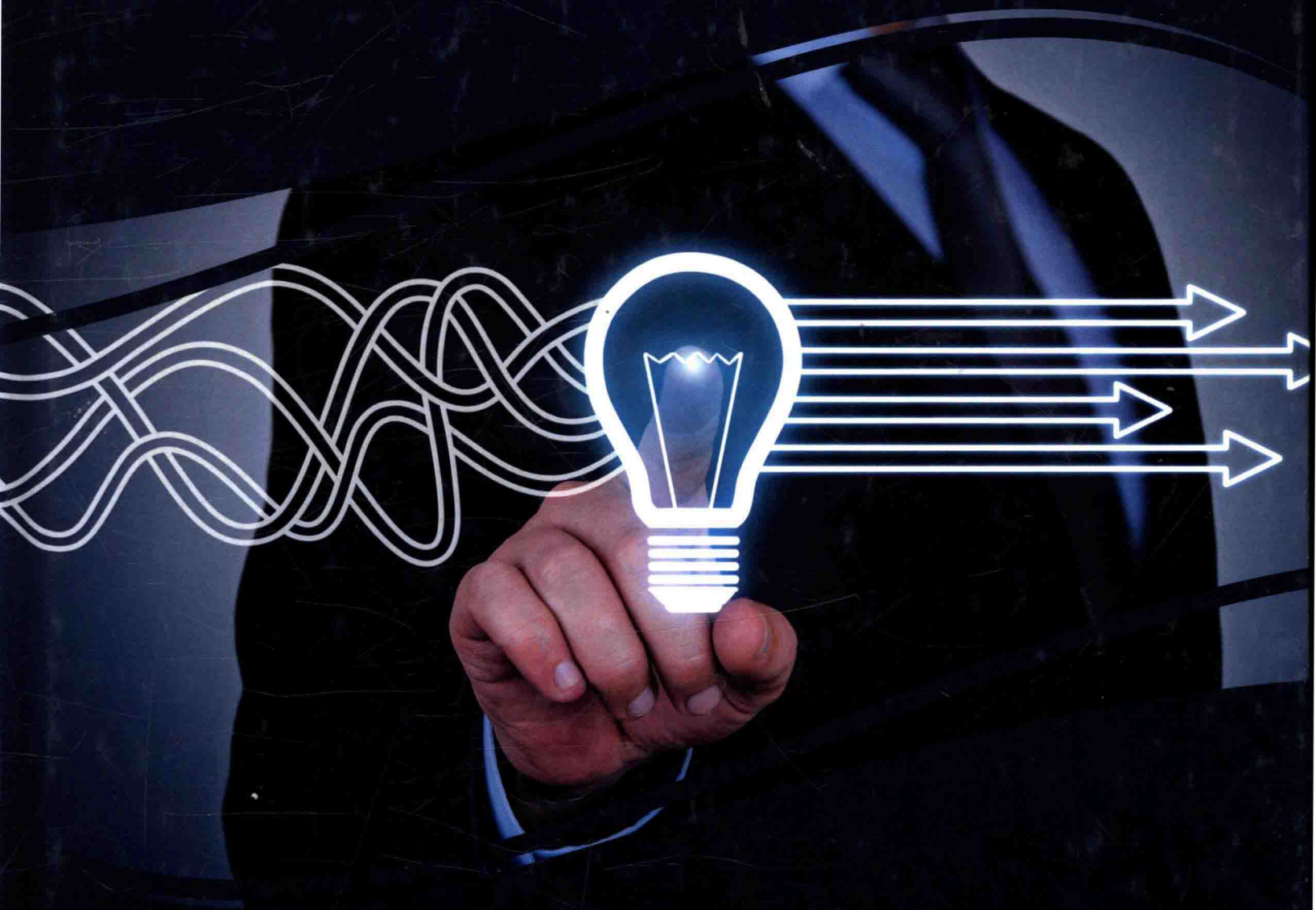


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Knowledge Integration Strategies for Entrepreneurship and Sustainability



Neeta Baporikar

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Knowledge Integration Strategies for Entrepreneurship and Sustainability

Information is considered essential in every business model. Effective usage of this information to direct goals and drive missions can lead to successful enterprises.

Knowledge Integration Strategies for Entrepreneurship and Sustainability is a critical reference source that expounds upon the critical methods in which new information is integrated into existing models for starting new companies and the ways in which these models interact and affect each other. Featuring coverage on a broad range of topics, such as tacit knowledge utilization, knowledge retention in small and medium-sized enterprises (SMEs), and knowledge dynamics in supply chain management, this book is geared toward academicians, researchers, and students seeking current research on the effect of information management in the interdisciplinary world of business creation as well as enterprise stability and longevity.

Topics Covered:

- Business Innovation in Software Industries
- Entrepreneurial Orientation
- Innovation and Inclusiveness
- Knowledge Dynamics in Supply Chain Management
- Knowledge Management in Advertising
- Knowledge Retention in SMEs
- Tacit Knowledge Utilization



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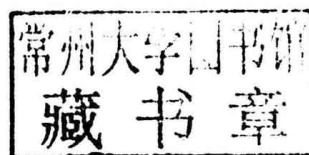
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Knowledge Integration Strategies for Entrepreneurship and Sustainability

Neeta Baporikar

*Namibia University of Science and Technology, Namibia & University of Pune,
India*



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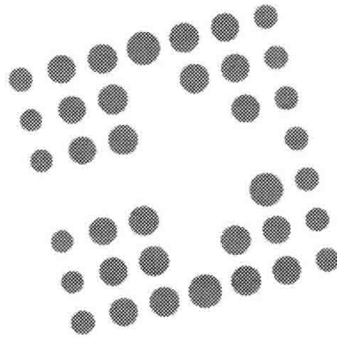
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Preface

Knowledge is worthwhile only when put to use. Knowledge becomes valuable if a company or organization can find a way of effectively applying it to achieve their goals, drive their mission, succeed and become sustainable. That is why knowledge integration – the ability to process and utilize the information and ideas that are available to achieve specific tasks – is becoming increasingly crucial for sustainability and growth to entrepreneurs, innovators and firms in today's world of fast-paced technological developments.

Knowledge became principal productive resource of the firm and firms must focus on acquiring, accumulating, transferring, sharing, integrating and exploiting knowledge to create their competitive capabilities (Zack, 1999) in this knowledge-driven economy. Grant (1996), in his seminal work suggested that the primary role of the firm and the essence of organizational capability is the integration of knowledge. Further, organisations as open systems are confronted with intra-organisational, inter-organisational, and extra-organisational knowledge heterogeneity (Kraaijenbrink & Wijnhoven, 2008). Firms and entrepreneurs need to deal with these three levels of heterogeneity by three external knowledge integration capabilities: knowledge identification, knowledge acquisition, and knowledge utilisation (Baporikar, 2014, 2017). Thus, in simple words knowledge integration refers 'to assimilating diverse knowledge from multiple sources to get through a complex problem or task'. Nevertheless, knowledge integration is a dynamic process which relies on the ability to iterate between a variety of specific knowledge integration mechanisms, some of which are based on face-to-face interaction and communication and some of which are not. Hence, if enterprises and entrepreneurs have to be evolving to meet the ever-changing needs of the dynamic markets, than besides creating and learning knowledge, they must effectively know not only to apply knowledge for pursuit of success and growth, but also know and adopt knowledge integration strategies. Further, lack of knowledge integration capability, may reduce their ability to innovate in the short run and in the long run affect sustainability itself (Baporikar, 2012).

Knowledge integration has been theorised at the levels of organisations and inter-organisational dyads. However, no theory exists yet of the integration of knowledge from an entrepreneurship and sustainability point of view (Baporikar, 2015). This book addresses this void in the literature by presenting global research studies and strategies on knowledge integration with focus on entrepreneurship and sustainability.

ORGANIZATION OF THE BOOK

The book is divided into 16 chapters which are designed as standalone readings. However, they are presented in an order that takes the reader from the broad to the specific. In this regard, the book begins with chapters that frame the topic with an understanding of how knowledge has evolved, how organiza-

tions have responded with knowledge management and global knowledge management models as well as knowledge strategy-making in a global context, and the types of success factors required by leaders of these organizations. Several topics germane from there which are succinctly discussed and deliberated through theories, practice and cases studies, so as to enhance not only the understanding of the cultural, developmental, economic, social, technological dimensions of knowledge management in a global context but also to provide the best practices. Each chapter in the book nonetheless, delves into specific issue which are wide ranging and all of which have global implications in knowledge management for societal and organizational development.

The following is a brief summary of each chapter.

Chapter 1: Tacit Knowledge Utilization for Global Impact and Organizational Practices – Case of Aquaculture Industry

The aquaculture sector stands at a crossroad because of the important changes in the business environment. Demand and competition for food is growing worldwide, fishery sector reached its limits and in this regard farmed fish sector represents a viable solution for food supply. A sustainable development of small business is recommended in order to develop knowledge and skills to support the growth of world population. In this view knowledge management for innovation is crucial to promote sustainable business models (BM) that can achieve a solid economic performance and at the same time take care of the natural environment. The purpose of this chapter is to contribute to the literature about sustainable BMs by an in-depth case study of a small fish farming company which developed competitiveness based on own tacit knowledge. The exemplary case study of a sustainable BM in aquaculture has been analysed by use of an enhanced BM canvas that links various market oriented elements of a BM with the needs of society.

Chapter 2: Policy Perspectives for SMEs Knowledge Management

Knowledge Management (KM) has exposed multiple advantages in increasing profits by improving chances to pick up valuable business opportunities (Wong and Aspinwall, 2004) and share resources and competencies in very challenging and rapidly changing business environment. Most SMEs have no explicit policy targeted at strategic KM, and they tend to treat KM on an operational level (Beijerse, 2000; Hutchinson & Quintas, 2008). While KM has demonstrated its benefits SMEs want straightforward scheme of implementing KM initiatives. SMEs are curious to know on KM strategies and to adopt them in their firms productively. In addition, they look for uncomplicated methods to understand and implement KM policy. This chapter reveals that three major dimensions such as knowledge resources, processes and control strategies are more convenient to SMEs for implementation.

Chapter 3: Entrepreneurial Orientation and Knowledge Management for Succession – The Case of Four Mexican Family SMEs

Research on entrepreneurial orientation and its relation with family SMEs has been primarily focused on value creation, and not how this value can be generated on the succession process. At this respect, paternalism plays a crucial role in reinforcing family inertia, as Mexican firms are traditional and

generally closed to changes. In this chapter, four Mexican family SMEs are analysed to study how the entrepreneurial orientation of Mexican family firms has effects on both the entrepreneurial performance and the succession process.

Chapter 4: Opportunities and Challenges of Knowledge Retention in SMEs

This chapter presents discussions on the opportunities and challenges of knowledge retention in SMEs. SMEs are defined as formal enterprises with less than 50-250 staff and a turnover of less or equal to 10-50 million Euros or a balance sheet total of less or equal to 10-43 million Euros based on the European Commission criteria among other defined characteristics while also being identified as knowledge organizations. The conceptualization of knowledge retention in SMEs provided evidence of SMEs as knowledge creators and knowledge users in their quest to effectively retain organizational knowledge as part of their knowledge management strategies to remain relevant in the society.

Chapter 5: Innovation and Inclusiveness Through Knowledge Management in Indian SMEs

Small is the new big –Globally SMEs are taking a centre stage in the promotion of economic development to employment generation and women empowerment. The SMEs constitute over 90% of total enterprises in most of the economies. Due to changing global economic scenario SMEs are visualizing a ray of hope. On the other hand due to fierce competition they are forced to work on competitive advantage for sustainable growth. Innovations are required to achieve competitiveness, and for Innovation requires proper Knowledge Management. Intellectual capital is a new buzz word. Globally organizations have acknowledged the importance of knowledge workers and their knowledge. Many SMEs have also realized the importance of Knowledge Management and implemented it successfully, while some are working on it.

Chapter 6: Entrepreneurial Knowledge-Based Strategies for Organizational Development – A Case of Tecnológico de Monterrey, Mexico

Combined with leadership, transformational entrepreneurship led to higher levels of creativity. In this business-related process, knowledge-based strategies have a vital role to play, as they enhance productivity, efficiency, and EBITDA. The objective of this chapter is to analyze which success factors grounded in knowledge-based strategies determine organizational development. To cope with this goal, the author examines how the Tecnológico de Monterrey (Mexico) achieves this objective through a complex entrepreneurial ecosystem described in the chapter. The main finding is that the creation of business incubators and accelerators in higher education institutions fosters transformational entrepreneurship, especially when are linked to technology parks.

Chapter 7: Knowledge for Business Innovation in Software Industries

Business innovation is almost limitless with the advent of software industries and latest technology. The purpose of this chapter is to explore different concepts regarding knowledge for Business Innovation and describe it for Software Industries. The chapter contributes to the literature by describing Business

Innovation, their types, role, scope, opportunities and its requirement especially in Software Industries; and role played by knowledge for Business Innovation. The outcome shows how knowledge helps for robustness in decision making. Whereas traditional business innovation often focuses on balancing engineering and finances in order to create functional utility for consumers, design thinking focuses first on what customers desire in order to create emotional values.

Chapter 8: Knowledge Dynamics in Supply Chain Management

The main purpose of this paper is to examine usage and peculiarities of knowledge management in supply chain. The paper first emphasizes the role and importance of knowledge management in contemporary organizations and heightened need for management of knowledge in organizations. In nowadays business environment, there is an intensive collaboration between organizations outside their boundaries and where supply chains are becoming important element, knowledge management represent an important tool for knowledge application process among supply chain partners. The paper examines usage of knowledge in frame of supply chain and outline potentials and possible drawbacks of knowledge utilization in supply chain. Results reveal that knowledge management is not among top used management practices worldwide and well-developed areas, like North America and well-developed parts of Europe, while knowledge management is higher ranked in emerging economies from Central and East Europe (i.e. Slovenia and Croatia) than other areas, like North America, Latin America, well-developed part of Europe.

Chapter 9: Knowledge Management in the Advertising Industry

In today's competitive business environment Advertising companies need to use knowledge efficiently and effectively to attain sustainable growth. Knowledge is one of the competitive tools of advantage which will clearly distinguish one company with the other. Advertising companies which are highly creative need to come out with innovative measures to handle knowledge management effectively and efficiently. Information and data for the field of advertising is gathered from various sources such as marketing, consumer behaviour, media, and communication technologies. It is imperative that the agencies disseminate this information periodically to all the functionaries in the organisation and enhance their competencies. The objective of this paper is to provides insights into the best practices followed by the agencies in Knowledge Management. In this respect, the internal social media have been used by the agencies for effective knowledge management within the organisation.

Chapter 10: Knowledge Management and Ergonomics Implementation in Manufacturing Systems – Development and Validation of a Questionnaire for Critical Success Factors

This chapter presents a knowledge management and Ergonomics implementation in manufacturing systems, through the development and validation of a critical success factors questionnaire. The instrument developed measures the frequency of inclusion of critical success factors for the implementation of Ergonomics and its benefits, validated in the manufacturing industry. The frequency is based on a five-point Likert scale. So far, no instrument able to measure such factors has been found in the literature. The questionnaire comprises 73 questions presented in four main stages: planning, process startup

stage, work improvement cycle and long-term development. In addition, it contains a section of benefits regarding health and safety, operational and quality of life at work. The instrument was validated through a pilot test involving 140 participants from seven companies in the manufacturing sector of Ciudad Juárez, Chihuahua, México, through the use of an intentional selective method.

Chapter 11: Implementing Namibian Horticultural Market Share Promotion Scheme Through Knowledge Management – A Case Study

The application of Non-Tariff Measures (NTMs) and non-automatic import licensing schemes has been a source of intense debate to date. This case study research assessed the consistency of the implementation of the Namibian Horticultural Market Share Promotion Scheme (MSPS) under the Import Licensing Agreement of the World Trade Organisation (WTO). A Likert scale was used to gauge sentiments on the level of compliance regarding the exceptions enriched in the Agreement, while a reliability test was conducted with the use of SPSS Software to measure the credibility of responses. The chapter further identified problems associated with the administration of the Scheme, and proposed recommendations that are viewed to be responsive to competitive challenges facing industries in the 21st century. The chapter concluded that despite some setbacks, the Scheme is generally well accepted in the business community and is compatible with most provisions of the WTO Agreement on Import Licensing Procedures. However, the chapter painted a bleak picture pertaining to the transparency thereof.

Chapter 12: Knowledge Management as a Key Factor for Value Addition in IT Services

This chapter presents a background about Knowledge Management, and the importance it has in the Information Technologies Services market. Knowledge Management may have several advantages and benefits for an IT company. But sometimes, IT companies are not aware of all the importance knowledge deserves. In fact, Knowledge Management could help an IT enterprise to save costs, increase the quality of Service or increase the market share. That is because the design of a suitable Knowledge Management Model may be very important for an IT company, together with all the critical factors that may contribute to a successful Knowledge Management process implementation.

Chapter 13: Empowering Hub

Young people throughout their school careers have high aspirations and expectations regarding the value of all its educational degree's diplomas for employability. However due to the recent economic crisis, these factors were largely set aside. A lot of the Portuguese youth is living hard professional insertion processes and are suffering from low self-esteem and social exclusion. Youth unemployment leaves a "wage scar" that can hold on into middle age, developing a passive attitude and lack of social participation, which in the long run turns out to have negative implications for society. By being aware of this reality, this chapter presents a strategic plan focused on the School of Industrial Studies and Management (ESEIG), in Portugal, but with the potential to be applied elsewhere. The author wishes to contribute for the resolution of the economic crisis that the country is facing.

Chapter 14: Knowledge Management for Enhancing Management Graduates' Competencies

In this chapter, the focus is on the significance of the notion of Knowledge Management implemented at the academic level and the lucrative outcomes that originate and are practiced by the carriers of the knowledge, i.e., the students in the professional domain. Knowledge has become a crucial asset to any organization regardless of which industry it belongs. However, there is a prominent lack of management and systematization of knowledge in HEIs which projects adversely on the organisational performance of these students. Hence, this chapter emphasizes on the implementation of Knowledge Management in academic institutions to develop a powerful relationship between industry and institution through the medium of the competencies that are generated in the students through organisational learning and KM strategies.

Chapter 15: Collaborative Creativity, Learning, Problem-Solving, and Innovation in Communities of Practice

This chapter explores the role of communities of practice (CoPs) in knowledge management (KM) and how various collaborative practices can be used to enrich the activities of CoPs in organisations. The objectives of the chapter is firstly to define and explain the role of CoPs as a form of social and team networks in KM, secondly to identify the role and importance of collaborative approaches, specifically focusing on collective learning, creativity, innovation and problem-solving in CoPs and how these impact on the KM process, and thirdly to make recommendations to enhance the collaborative approaches to ultimately enrich the activities of CoPs in a digital age in organisations. Recommendations are made that management needs to support the forming and activities of CoPs in KM strategies, and that a suitable organisational structure and culture are needed to stimulate and support collaborative approaches to enrich the activities of CoPs.

Chapter 16: Alternate Techniques to Chart Practicality in Organizations

The discourse presented in this chapter is about alternative change management techniques hinged on pragmatic social construction ontology to champion productivity. All companies are designed and up-shoot specific goals. In those entities, talented individuals can be hired to play exact roles in the production of goods and services valued by customers. In addition, they collaborate to enhance explicit understanding needed in triumphant businesses. Data available show that corporations that prioritize activities by re-engineering the division of labor and comprehending emotional intelligence in organization yield increased outputs. The new specialists can define the explicitness critical to optimization of production and minimization of liabilities and typify that practice makes perfect in supporting extraordinary performance. Dividing work in the value-creation process enables innovative thinking to happen. The structure should be assessed and evaluated to match talents to tasks and to use the comparatives to advance team play necessary to win.

In summary, this book brings forth the relevance of knowledge integration for entrepreneurship and sustainability in this ever-changing globalized economy. With increasing technological complexity and specialization, firms increasingly need to integrate and co-ordinate knowledge by various means. In-

novation processes have progressively become interdisciplinary, collaborative, inter-organizational, and international, and a firm's ability to synthesize knowledge across disciplines, organizations, and geographical locations has a major influence on its viability, growth, success and sustainability. This book demonstrates how knowledge integration is crucial in facilitating innovation within modern firms. This book provides original, detailed empirical studies of prerequisites, mechanisms, and outcomes of knowledge integration processes on several organizational levels, from key individuals, projects, and internal organizations, to collaboration between firms. It stresses the need to understand knowledge integration as a multi-level phenomenon, which requires a broad repertoire of organizational and technical means. It further clarifies the need for strong internal capabilities for exploiting external knowledge, reveals how costs of knowledge integration affect outcomes and strategic decisions, and discusses the managerial implications of fostering knowledge integration through practical guidance, case studies and frameworks.

Neeta Baporikar

Namibia University of Science and Technology, Namibia & University of Pune, India

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Neeta Baporikar

Namibia University of Science and Technology, Namibia & University of Pune, India