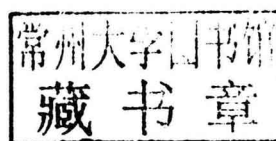


Part of the **Advances in Knowledge Acquisition, Transfer, and Management Series**

# Knowledge Management and Competitive Advantage: Issues and Potential Solutions

Michael A. Chilton  
*Kansas State University, USA*

James M. Bloodgood  
*Kansas State University, USA*



A volume in the Advances in Knowledge  
Acquisition, Transfer, and Management  
(AKATM) Book Series

**Information Science**  
**REFERENCE**

An Imprint of IGI Global

Managing Director:	Lindsay Johnston
Production Manager:	Jennifer Yoder
Publishing Systems Analyst:	Adrienne Freeland
Development Editor:	Austin DeMarco
Acquisitions Editor:	Kayla Wolfe
Typesetter:	Christina Barkanic
Cover Design:	Jason Mull

Published in the United States of America by  
Information Science Reference (an imprint of IGI Global)  
701 E. Chocolate Avenue  
Hershey PA 17033  
Tel: 717-533-8845  
Fax: 717-533-8661  
E-mail: [cust@igi-global.com](mailto:cust@igi-global.com)  
Web site: <http://www.igi-global.com>

Copyright © 2014 by IGI Global. All rights reserved. No part of this publication may be reproduced, stored or distributed in any form or by any means, electronic or mechanical, including photocopying, without written permission from the publisher. Product or company names used in this set are for identification purposes only. Inclusion of the names of the products or companies does not indicate a claim of ownership by IGI Global of the trademark or registered trademark.

#### Library of Congress Cataloging-in-Publication Data

Knowledge management and competitive advantage : issues and potential solutions / Michael A. Chilton and James M Bloodgood, editors.

pages cm

Includes bibliographical references and index.

Summary: "This book examines current research in support of knowledge management by focusing on how knowledge resources can be used to create and sustain competitive advantages, combining imitation and innovation theories"-- Provided by publisher.

ISBN 978-1-4666-4679-7 (hardcover) -- ISBN 978-1-4666-4680-3 (ebook) -- ISBN 978-1-4666-4681-0 (print & perpetual access) 1. Knowledge management. 2. Competition. 3. Technological innovations--Economic aspects. I. Chilton, Michael A., 1950- editor of compilation. II. Bloodgood, James M., 1962-

HD30.2.K636842196 2013

658.4'038--dc23

2013025627

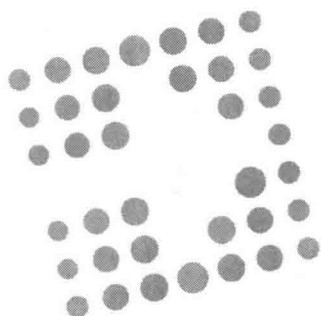
This book is published in the IGI Global book series *Advances in Knowledge Acquisition, Transfer, and Management (AKATM)* (ISSN: 2326-7607; eISSN: 2326-7615)

#### British Cataloguing in Publication Data

A Cataloguing in Publication record for this book is available from the British Library.

All work contributed to this book is new, previously-unpublished material. The views expressed in this book are those of the authors, but not necessarily of the publisher.

For electronic access to this publication, please contact: [eresources@igi-global.com](mailto:eresources@igi-global.com).



# Advances in Knowledge Acquisition, Transfer, and Management (AKATM) Book Series

Murray E. Jennex  
*San Diego State University, USA*

ISSN: 2326-7607  
EISSN: 2326-7615

## MISSION

Organizations and businesses continue to utilize knowledge management practices in order to streamline processes and procedures. The emergence of web technologies has provided new methods of information usage and knowledge sharing. The **Advances in Knowledge Acquisition, Transfer, and Management (AKATM) Book Series** brings together research on emerging technologies and its effect on information systems and knowledge society. **AKATM** will provide researchers, students, practitioners, and industry leaders with highlights on the knowledge management discipline, including technology support issues and knowledge representation.

## COVERAGE

- Cognitive Theories
- Cultural Impacts
- Information and Communication Systems
- Knowledge Acquisition and Transfer Processes
- Knowledge Management Strategy
- Knowledge Sharing
- Organizational Learning
- Organizational Memory
- Small and Medium Enterprises
- Virtual Communities

IGI Global is currently accepting manuscripts for publication within this series. To submit a proposal for a volume in this series, please contact our Acquisition Editors at [Acquisitions@igi-global.com](mailto:Acquisitions@igi-global.com) or visit: <http://www.igi-global.com/publish/>.

The Advances in Knowledge Acquisition, Transfer, and Management (AKATM) Book Series (ISSN 2326-7607) is published by IGI Global, 701 E. Chocolate Avenue, Hershey, PA 17033-1240, USA, [www.igi-global.com](http://www.igi-global.com). This series is composed of titles available for purchase individually; each title is edited to be contextually exclusive from any other title within the series. For pricing and ordering information please visit <http://www.igi-global.com/book-series/advances-knowledge-acquisition-transfer-management/37159>. Postmaster: Send all address changes to above address. Copyright © 2014 IGI Global. All rights, including translation in other languages reserved by the publisher. No part of this series may be reproduced or used in any form or by any means – graphics, electronic, or mechanical, including photocopying, recording, taping, or information and retrieval systems – without written permission from the publisher, except for non commercial, educational use, including classroom teaching purposes. The views expressed in this series are those of the authors, but not necessarily of IGI Global.

## Titles in this Series

For a list of additional titles in this series, please visit: [www.igi-global.com](http://www.igi-global.com)

### *Knowledge Management and Competitive Advantage: Issues and Potential Solutions*

Michael A. Chilton (Kansas State University, USA) and James M. Bloodgood (Kansas State University, USA)  
Information Science Reference • copyright 2014 • 340pp • H/C (ISBN: 9781466646797) • US \$175.00 (our price)

### *Ontology-Based Applications for Enterprise Systems and Knowledge Management*

Mohammad Nazir Ahmad (Universiti Teknologi Malaysia, Malaysia) Robert M. Colomb (University of Queensland, Australia) and Mohd Syazwan Abdullah (Universiti Utara Malaysia, Malaysia)  
Information Science Reference • copyright 2013 • 423pp • H/C (ISBN: 9781466619937) • US \$175.00 (our price)

### *Knowledge Management and Drivers of Innovation in Services Industries*

Patricia Ordóñez de Pablos (Universidad de Oviedo, Spain) and Miltiadis D. Lytras (The American College of Greece, Greece)  
Information Science Reference • copyright 2012 • 349pp • H/C (ISBN: 9781466609488) • US \$175.00 (our price)

### *Customer-Centric Knowledge Management Concepts and Applications*

Minwir Al-Shammari (University of Bahrain, Bahrain)  
Information Science Reference • copyright 2012 • 315pp • H/C (ISBN: 9781613500897) • US \$175.00 (our price)

### *Knowledge Management for Process, Organizational and Marketing Innovation Tools and Methods*

Emma O'Brien (University of Limerick, Ireland) Seamus Clifford (University of Limerick, Ireland) and Mark Southern (University of Limerick, Ireland)  
Information Science Reference • copyright 2011 • 308pp • H/C (ISBN: 9781615208296) • US \$180.00 (our price)

### *Strategies for Knowledge Management Success Exploring Organizational Efficacy*

Murray E. Jennex (San Diego State University, USA) and Stefan Smolnik (International University Schloss Reichartshausen, Germany)  
Information Science Reference • copyright 2011 • 350pp • H/C (ISBN: 9781605667096) • US \$180.00 (our price)

### *Intellectual Capital and Technological Innovation Knowledge-Based Theory and Practice*

Pedro López Sáez (Universidad Complutense de Madrid, Spain) Gregorio Martín de Castro (Universidad Complutense de Madrid, Spain) José Emilio Navas López (Universidad Complutense de Madrid, Spain) and Miriam Delgado Verde (Universidad Complutense de Madrid, Spain)  
Information Science Reference • copyright 2010 • 398pp • H/C (ISBN: 9781615208753) • US \$180.00 (our price)



[www.igi-global.com](http://www.igi-global.com)

701 E. Chocolate Ave., Hershey, PA 17033

Order online at [www.igi-global.com](http://www.igi-global.com) or call 717-533-8845 x100

To place a standing order for titles released in this series, contact: [cust@igi-global.com](mailto:cust@igi-global.com)

Mon-Fri 8:00 am - 5:00 pm (est) or fax 24 hours a day 717-533-8661

## List of Reviewers

Aida A. Aziz Al-Araimi, *Universiti Teknologi Malaysia, Malaysia*  
Ameen Alazzam, *Yarmouk University, Jordan*  
Neeta Baporikar, *Ministry of Higher Education, CAS - Salalah, Sultanate of Oman*  
Edward R. Bruning, *University of Manitoba, Canada*  
Deng-Neng Chen, *National Pingtung University of Science and Technology, Taiwan*  
Tingting (Rachel) Chung, *Chatham University, USA*  
Marjorie Delbaere, *University of Saskatchewan, Canada*  
Loredana Di Pietro, *University of Molise, Italy*  
Francesca Di Virgilio, *University of Molise, Italy*  
G. Scott Erickson, *Ithaca College, USA*  
Massimo Franco, *University of Molise, Italy*  
Petter Gottschalk, *BI Norwegian Business School, Norway*  
Srinivas Gunta, *Indian Institute of Management Indore, India*  
Clyde W. Holsapple, *University of Kentucky, USA*  
Murray Jennex, *San Diego State University, USA*  
Rozita Shahbaz Keshvari, *Sharif University of Technology, Iran*  
Amir Khanlari, *University of Tehran, Iran*  
Rawan Khasawneh, *Yarmouk University, Jordan*  
Eric Kong, *University of Southern Queensland, Australia*  
Ting-Peng Liang, *National Sun Yat-Sen University, Taiwan*  
Nik Hasnaa Nik Mahmood, *Universiti Teknologi Malaysia, Malaysia*  
K. S. Manikandan, *Indian Institute of Management Tiruchirappalli, India*  
Maslin Masrom, *Universiti Teknologi Malaysia, Malaysia*  
Sergio Ricardo Mazini, *Faculdade de Ciência e Tecnologia de Birigui, Brazil*  
Mark E. Nissen, *Naval Postgraduate School, USA*  
Edmilson Ricardo Azevedo Novaes, *Faculdade Metodista de Birigui, Brazil*  
Jae-Young Oh, *University of Kentucky, USA*  
Chih-Hung Peng, *City University of Hong Kong, China*  
Jyothi Pillai, *Bhilai Institute of Technology, India*  
Helen N. Rothberg, *Marist College, USA*  
Subramanian Sivaramakrishnan, *University of Manitoba, Canada*  
Srinivasan Tatachari, *Indian Institute of Management Udaipur, India*  
Ben Tran, *Alliant International University, USA*  
Ta Van Canh, *Latrobe University, Australia*  
David Di Zhang, *University of Saskatchewan, Canada*



## Preface

Competitive advantage is the ability of a firm to acquire better resources or to make better use of its resources than other firms within the same market and thereby improve its position relative to those firms (and potential entrants) within that market (Barney, 1991). Barney (1991, p. 101) states further that firm resources include "...all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm..." and that these resources fall into three categories: physical capital, human capital, and organizational capital. Within these categories, we find that knowledge is captured in two of them:

1. **Human Capital:** Where knowledge and insight of individuals is found.
2. **Organizational Capital:** Where the relationships of people within the firm and those with others within its competitive environment are found.

The resource-based theory of the firm "suggests that firms obtain sustained competitive advantages by implementing strategies that exploit their internal strengths through responding to environmental opportunities, while neutralizing external threats and avoiding internal weaknesses" (Barney, 1991, p. 99). While this paradigm represented strides in researching the sources of competitive advantage, it is focused on how a firm can capitalize on imperfections in the market to achieve competitive advantage (Lopez, 2005). Conversely, Spender (1996) argues that competitive advantage must come from within the firm, since the external resources (physical capital) available to one firm are available to all. The shift in the analysis of competitive advantage within the literature has therefore been to the knowledge-based theory of the firm and to the ways in which firms can create, store, use, and manage knowledge assets to provide and sustain a competitive advantage in the marketplace. This requires the integration of units across an organization, some of which may be rather specialized. The literature labels this type of integration "interdependence," since it represents more than combining a set of similar instances into a single whole. The term interdependence includes the reliance of a firm's component parts on one another to work together efficiently. As Grant (1996, p. 114) put it, "A knowledge-based view of the firm encourages us to perceive interdependence as an element of organizational design and the subject of managerial choice rather than exogenously driven by the prevailing production technology."

Older theories carry an implicit assumption that valuable knowledge comes from the top down (Spender, 1996); however, more recent work suggests that knowledge at the top of the management hierarchy is not as privileged as once was thought and that knowledge generated by those in the trenches and closer

to the customers has gained a much greater level of importance. As employees become empowered with this increasing amount of emphasis placed on knowledge creation at all levels of the organization, the firm can develop a competitive advantage by focusing on its human and organizational capital. These categories of resources hold the firm's knowledge: one at the individual level and the other at the organizational level.

In an effort to juxtapose the thoughts, ideas, and theories of knowledge management researchers who have followed the paradigm shift that has occurred as we have described, this volume has come together. We seek to update our understanding of how knowledge management relates to the competitive advantage of organizations. Although this topical area continues to receive a lot of attention in the literature, we felt that in addition to conventional assessment it could be invigorated by additional perspectives not commonly shared or that are in early stages of development. We sought contributions from around the world to make this happen and were pleased with the response that we received. As a result, this volume has an international flavor that offers a wide variety of viewpoints along a set of common themes. Further, we were happily surprised by the wide range of topics, contexts, and approaches that were submitted, and we are excited to present you with what we consider to be the best of the submissions we received.

Because of the variety of topics in the submissions, we grouped them together based on their coverage of similar issues and developed four themes. Two chapters explored the capability of firms for developing organizational knowledge into competitive advantage and so we call this theme "Knowledge Capability." Six chapters fit nicely into a theme we named "Organizational Learning and Knowledge Development." We named the third theme "Knowledge Transfer" as five of our contributed chapters discuss the ways knowledge can be moved or transferred within an organization. Our final theme is "Knowledge Retention" as the four chapters within this theme are focused on the ways in which an organization must work to retain the knowledge it has generated so as not to lose its competitive advantage. We now discuss the contents of each chapter in greater detail.

## **KNOWLEDGE CAPABILITY**

This theme provides an overview of how organizational knowledge acts as a capability and influences competitive advantage. The two chapters, one by Holsapple and Oh and the other by Nissen, are organized around the dynamic nature of knowledge capabilities. Holsapple and Oh focus on the use of knowledge chain theory and classifying capabilities into reactive and proactive categories. They also identify the appropriateness of knowledge for specific environments. Mark Nissen examines how organizations can utilize knowledge flows to gain or maintain competitive advantage, and he provides important applications for organizations to consider. In particular, he suggests that organizations should pay close attention to their people, processes, and technologies as they manage issues such as the uneven distribution of knowledge across the organization and the differences in appropriability of explicit and tacit knowledge resources.

## **ORGANIZATIONAL LEARNING AND KNOWLEDGE DEVELOPMENT**

The six chapters within this theme focus on the ways in which organizations can create knowledge that is useful for gaining a competitive advantage.



The first chapter, by Chung, Ling, Peng, and Chen, develops a model of how learning influences the relationship between knowledge creation and creativity. They explore how knowledge institutionalization and characteristics of knowledge, such as its tacitness, influence creativity. The authors develop a model in which organizational learning becomes a mediator between the knowledge creation capabilities of an organization and its creativity. The interested reader might like to compare his or her own organization to the model developed in this chapter and use it to assist in making improvements.

Continuing the theme of organizational learning, the second chapter by Eric Kong looks at how social intelligence promotes the acquisition of external knowledge. He then describes how external knowledge can then influence human capital and organizational learning. His work helps to remind us of the importance of integrating internal and external knowledge when building competitive advantage.

In the third chapter, Franco, Di Virgilio, and Di Pietro take a slightly different way of looking at organizational learning. Such learning might also be called group knowledge, because it can be accessed through group participation and sharing that occurs naturally among group members. The authors therefore focus on group knowledge and the technologies that assist in its development. Specifically, they discuss how group knowledge accrues due to interactions through electronic media, which they call "Electronic Word-Of-Mouth" or E-WOM. They develop a framework to help organizations better understand group knowledge and improve the integration of individual knowledge into collective (group) knowledge.

The fourth chapter by Delbaer, Zhang, Bruning, and Sivaramakrishnan relies on empirical data to formulate a Structural Equations Model (SEM) to show the relationships between market orientation, learning orientation, and knowledge management. These relationships are particularly important because, as the model demonstrates, they affect market performance. Once again, the interested reader may compare and contrast his or her own organization to the model developed and empirically verified in this chapter.

In the fifth chapter, Khasawneh and Alazzam take a slightly different view of knowledge management as it relates to competitive advantage—customer knowledge. What better way is there to improve your organization's competitive stance than to learn what the customer is thinking about your firm? The chapter discusses learning about customers and what to do with that knowledge in terms of customer service. It examines how collecting and managing customer knowledge can help an organization improve its interactions with those customers.

The sixth and final chapter of this section, by Tatachari, Manikandan, and Gunta, emphasizes that organizational learning and knowledge management have been thought of as separate and distinct, when they should have been combined into a single research stream. The authors show how knowledge management falls into a category of possession in which knowledge is thought to be an object that can be captured, stored, and retrieved as needed, while organizational learning is process-oriented and therefore seen quite differently. The result is a blending of the two epistemological viewpoints, and we felt that this perspective would be an excellent way to conclude our section on organizational learning.

## KNOWLEDGE TRANSFER

This theme contains five chapters that focus on how knowledge can be moved to or accessed by new parts of the organization.

The first chapter, by Neeta Baporikar, identifies common barriers that organizations face when attempting to implement a knowledge management program and ensure that it is aligned with the strategic goals of the organization. It then offers insights as to how to overcome these barriers and admonishes

managers that the management of knowledge and its transfer is one that should be taken seriously and approached judiciously and assiduously if competitive advantage is to be gained from it.

The second chapter, by Van Canh and Zyngier, focuses on the sharing of academic knowledge by examining the process through ERG theory. They apply their theory to a developing economic country in which the transition to a modern and academically viable and highly competitive economy is difficult and fraught with problems that develop from corruption and the dominant nature of a centralized bureaucracy. While they specifically address the issues occurring in Viet Nam, their insight could be applied to any developing country. One might also extend their theory to those developed countries that undergo a massive political change, such as the former Soviet Bloc countries and the Arab states that are now in the midst of such change.

Petter Gottschalk is the author of the third chapter in this section, and his focus is on a very specific type of organization—knowledge transfer and management within police organizations. This provides a seldom-seen example that illustrates the importance of knowledge sharing in varied situations. We find this chapter particularly important in light of recent events throughout the world in which police agencies are forced to share and transfer information and knowledge regarding events and people that affect the well-being of both individuals and society as a whole. Readers should find this chapter very interesting, and we hope that police and other agencies devoted to security and enforcement find his study enlightening.

The fourth chapter in this section is by Chilton and Bloodgood who focus on automated knowledge sharing. They discuss expert systems, the conversion of knowledge from subject matter experts into expert systems and data mining techniques as they can be applied both to a firm's own transaction data and to social media. The current and potential customers of a firm have found social media as a way to express their wants and needs of products and services, and this represents an important resource for firms to understand the preferences and activities of people as it relates to their products and services. As important as this knowledge is, the authors also discuss how it can remain within the walls of the firm that discovered it, much as tacit knowledge is retained by an individual.

The last chapter in this section, by Bloodgood, Chilton, and Bloodgood, focuses on how the motivation and capability of individuals affect knowledge transfer efforts and success. The authors approach the topic from the Awareness, Motivation, and Capability (AMC) perspective developed in the strategic management literature. They discuss the factors that affect knowledge transfer and the relationships among these factors. Recommendations are provided to assist organizations in implementing successful knowledge transfer practices.

## KNOWLEDGE RETENTION

Knowledge is of little use to an organization unless it can make it available to its members while at the same time preventing it from being discovered by those outside the firm. Losing such knowledge would seriously affect its competitive advantage, perhaps reducing or eliminating it. We have assembled four chapters aligned with this topic in this section.

The first chapter is by Erickson and Rothberg who provide an insightful discussion on how the combination of circumstances and knowledge characteristics should be managed by organizations in order to protect knowledge. They contrast their balanced approach with the more conventional and aggressive

method of knowledge development that is spread more widely throughout the firm. This, they argue, renders knowledge more vulnerable, and so they suggest that firms must pursue a knowledge management strategy that is based on their position in the market.

The second chapter in this section was written by Murray Jennex. In this chapter, he develops a process to assess the risk of losing knowledge to transient workers. Organizations that might lose workers for various reasons, whether due to transience, retirement, or other reasons would be well served to utilize his suggestions and incorporate methods that capture any knowledge these workers might possess in order to retain it. While he focuses on the nuclear industry, his process and framework could be applied to any organization with personnel holding knowledge that might be instrumental in maintaining a competitive edge. These employees are termed knowledge workers and tend to focus on non-routine problems.

The third chapter, by Masrom, Mahmood, and Alaraimi identifies, defines, and explains several different types of knowledge embedded in organizations. They then identify several methods for protecting knowledge from loss. Finally, they focus on the protections that can and should be afforded to tacit and explicit knowledge and form a model to further explain the variables within an organization that are affected by the need to protect its knowledge base. The authors form propositions based on their model to show how the variables that they identified might interact.

The last chapter in this section is by Ben Tran who examines the human element of knowledge management. His thesis is that protecting knowledge is not a function of the knowledge itself but of the people who must do so. To develop this thesis, he discusses knowledge workers, learning organizations, and various aspects of knowledge and its relationship to these workers and their organizations.

## SUMMARY

We bring together a truly international perspective in knowledge management in this volume. The expertise provided herein comes from all over the world, and although there are common themes among the chapters, each provides a unique viewpoint that results from cultural and geographic differences. We believe that such diversity of thought is a necessary component in the advancement of the body of knowledge, regardless of the discipline of inquiry. We hope that you agree and that you enjoy the contributions of our authors.

Overall, we feel that these chapters are a good blend of extant and new research. The common link of competitive advantage among them provides an opportunity to enhance understanding of the role that knowledge management plays in the creation and sustenance of competitive advantage for organizations. We hope this enhanced understanding stimulates additional research in these areas. We have learned a lot from these chapters and we hope you do as well.

*Michael A. Chilton*  
*Kansas State University, USA*

*James M. Bloodgood*  
*Kansas State University, USA*

## REFERENCES

- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. doi:10.1177/014920639101700108.
- Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17, 109–122.
- Lopez, S. V. (2005). Competitive advantage and strategy formulation: The key role of dynamic capabilities. *Management Decision*, 43(5/6), 661–668. doi:10.1108/00251740510597699.
- Spender, J.-C. (1996). Making knowledge the basis of a dynamic theory of the firm. *Strategic Management Journal*, 17, 45–62.

## Acknowledgment

We would like to thank the editorial staff at IGI Global for providing the opportunity to create this volume. It was very much a learning experience for both of us, and they made the process a smooth and supportive one. We are glad they appreciate the importance of addressing the intersection of knowledge management and competitive advantage.

In addition, the contributors and the reviewers of the chapters in this volume provided us with the opportunity to compile a resource that we think will benefit both researchers and practitioners. We thank them very much.

Mike would also like to thank his wife and family for their continued support, especially his daughter, Diana, whose dedication to learning serves as an inspiration to all of the rest of us. Hopefully, she will learn how to drive as easily and as well as she learned how to play the piano.

Jim would like to thank his three young grandchildren, Ayden, Heidi, and Alaise, for providing inspiration for this effort. They constantly show him the value of discovering and applying new knowledge and the opportunities it opens up for all.

*Michael A. Chilton*  
*Kansas State University, USA*

*James M. Bloodgood*  
*Kansas State University, USA*

# Table of Contents

<b>Preface</b> .....	xvi
<b>Acknowledgment</b> .....	xxii

## **Section 1 Knowledge Capability**

<b>Chapter 1</b>	
Reactive and Proactive Dynamic Capabilities: Using the Knowledge Chain Theory of Competitiveness.....	1
<i>Clyde W. Holsapple, University of Kentucky, USA</i>	
<i>Jae-Young Oh, University of Kentucky, USA</i>	
<b>Chapter 2</b>	
Harnessing Knowledge Power for Competitive Advantage .....	20
<i>Mark E. Nissen, Naval Postgraduate School, USA</i>	

## **Section 2 Organizational Learning and Knowledge Development**

<b>Chapter 3</b>	
How Knowledge Creation Capabilities Lead to Competitive Advantage .....	36
<i>Tingting (Rachel) Chung, Chatham University, USA</i>	
<i>Ting-Peng Liang, National Sun Yat-Sen University, Taiwan</i>	
<i>Chih-Hung Peng, City University of Hong Kong, China</i>	
<i>Deng-Neng Chen, National Pingtung University of Science and Technology, Taiwan</i>	
<b>Chapter 4</b>	
The Role of Social Intelligence in Acquiring External Knowledge for Human Capital Development, Organisational Learning, and Innovation .....	53
<i>Eric Kong, University of Southern Queensland, Australia</i>	



## **Chapter 5**

Management of Group Knowledge and the Role of E-WOM for Business Organizations ..... 71

*Massimo Franco, University of Molise, Italy*

*Francesca Di Virgilio, University of Molise, Italy*

*Loredana Di Pietro, University of Molise, Italy*

## **Chapter 6**

Knowledge Management and the Roles it Plays in Achieving Superior Performance ..... 90

*Marjorie Delbaere, University of Saskatchewan, Canada*

*David Di Zhang, University of Saskatchewan, Canada*

*Edward R. Bruning, University of Manitoba, Canada*

*Subramanian Sivaramakrishnan, University of Manitoba, Canada*

## **Chapter 7**

Towards Customer Knowledge Management (CKM): Where Knowledge and Customer Meet ..... 109

*Rawan Khasawneh, Yarmouk University, Jordan*

*Ameen Alazzam, Yarmouk University, Jordan*

## **Chapter 8**

A Synthesis of Organizational Learning and Knowledge Management Literatures ..... 122

*Srinivasan Tatachari, Indian Institute of Management Udaipur, India*

*K. S. Manikandan, Indian Institute of Management Tiruchirappalli, India*

*Srinivas Gunta, Indian Institute of Management Indore, India*

## **Section 3 Knowledge Transfer**

## **Chapter 9**

Organizational Barriers and Facilitators in Embedding Knowledge Strategy ..... 149

*Neeta Baporikar, Ministry of Higher Education, CAS - Salalah, Sultanate of Oman*

## **Chapter 10**

Using ERG Theory as a Lens to Understand the Sharing of Academic Tacit Knowledge:

Problems and Issues in Developing Countries – Perspectives from Vietnam ..... 174

*Ta Van Canh, Latrobe University, Australia*

*Suzanne Zyngier, Latrobe University, Australia*

## **Chapter 11**

Police Knowledge Management Strategy ..... 202

*Petter Gottschalk, BI Norwegian Business School, Norway*

## **Chapter 12**

Competitive Advantage and Automated Sharing of Tacit Knowledge ..... 221

*Michael A. Chilton, Kansas State University, USA*

*James M. Bloodgood, Kansas State University, USA*

## **Chapter 13**

The Effect of Knowledge Transfer Motivation, Receiver Capability, and Motivation on Organizational Performance .....	232
--	-----

*James M. Bloodgood, Kansas State University, USA*

*Michael A. Chilton, Kansas State University, USA*

*Thomas C. Bloodgood, Indiana University Purdue University at Indianapolis, USA*

## **Section 4 Knowledge Retention**

## **Chapter 14**

Knowledge Development and Protection as Competitive Advantage .....	244
---	-----

*G. Scott Erickson, Ithaca College, USA*

*Helen N. Rothberg, Marist College, USA*

## **Chapter 15**

A Method for Assessing Knowledge Loss Risk with Departing Personnel .....	256
---	-----

*Murray E. Jennex, San Diego State University, USA*

## **Chapter 16**

Exploring Knowledge Types and Knowledge Protection in Organizations .....	271
---	-----

*Maslin Masrom, Universiti Teknologi Malaysia, Malaysia*

*Nik Hasnaa Nik Mahmood, Universiti Teknologi Malaysia, Malaysia*

*Aida A. Aziz Al-Araimi, Universiti Teknologi Malaysia, Malaysia*

## **Chapter 17**

The Human Element of the Knowledge Worker: Identifying, Managing, and Protecting the Intellectual Capital within Knowledge Management .....	281
---	-----

*Ben Tran, Alliant International University, USA*

Compilation of References .....	304
---------------------------------	-----

About the Contributors .....	351
------------------------------	-----

Index .....	360
-------------	-----

# Detailed Table of Contents

Preface.....	xvi
Acknowledgment.....	xxii

## Section 1 Knowledge Capability

### Chapter 1

Reactive and Proactive Dynamic Capabilities: Using the Knowledge Chain Theory of Competitiveness.....	1
---	---

*Clyde W. Holsapple, University of Kentucky, USA*

*Jae-Young Oh, University of Kentucky, USA*

This chapter investigates the dynamic capabilities of market creators and followers by studying the nature of the environments they face. The turbulent and rapidly changing business environment forces a firm seeking to sustain its competitiveness to choose whether to enter an emerging market or create a new market. Both directions can lead firms to success in a market but only when they cultivate appropriate dynamic capabilities. In the mobile industry, for instance, the different approaches for success of Apple, market creator of the smart phone, and Samsung, a successful follower in that emerging market, provide an example for considering and understanding such capabilities. In this study, the authors examine ways in which several theories attempt to explain the success of Apple and Samsung. They introduce the idea of classifying dynamic capabilities into reactive and proactive types, each of which can lead to success. The classification is enriched into a knowledge-based framework by applying the knowledge chain theory. The framework also accommodates concepts from other theories that are reviewed. This study makes contributions to understanding knowledge-based competitiveness: (1) the classification of dynamic capabilities into “proactive” and “reactive” gives a unified understanding of how both a pioneer and followers can succeed in a market; (2) the framework delves into mechanisms of how competitive advantage from the two kinds of dynamic capabilities is produced through the lens of the knowledge chain theory; (3) the framework can serve as an action guide in coping with turbulent business situations.

### Chapter 2

Harnessing Knowledge Power for Competitive Advantage .....	20
--	----

*Mark E. Nissen, Naval Postgraduate School, USA*

A great many organizations rely upon advancing Information Technology (IT) in their quests for competitive advantage. The problem is that as long as competitive advantage is based on IT and like resources that are obtainable or substitutable by competing organizations, it is likely to be ephemeral at best.