

CONTENTS

PREFACE	9
CHAPTER 1 SOME CULTURAL ROOTS OF THE KNOWLEDGE SOCIETY	15
1.1 The Present Situation	17
1.2 The Prehistory	18
1.3 Metamorphose of Robots	19
1.4 The Post-Modern Age	22
1.5 The Post-Modern Machine	23
1.6 The Age of Cyborgs	25
1.7 Towards the Post-Human	26
1.8 Some Concluding Remarks	29
CHAPTER 2 ROOTS OF KNOWLEDGE AND ITS MANAGEMENT	31
2.1 Introductory Notes	33
2.2 On Defining Knowledge	34
2.3 Understanding the Concept of Knowledge	36
2.4 Knowledge Society of the Future	40
2.5 Models of Knowledge Management	42
2.6 The Notion of Gods in the Discourse of Knowledge Management	46
2.7 Knowledge – Better to Mobilize than Manage?	47
2.8 Knowledge Management and the Need of Information Environment	52
2.9 Two Sides of the IT Debate	53
2.10 Practical Relevance of Knowledge Management Theory	55
2.11 Barriers to Knowledge Management	56
2.12 Some Conclusions	58
CHAPTER 3 INFORMATION TECHNOLOGY AND ECONOMIC GROWTH – A CROSS-COUNTRY EMPIRICAL ANALYSIS	61
3.1 Introductory Notes	63
3.2 Cross-country Differences in ICT and ICT Determinants	67
3.3 The Relationship between ICT and Economic Growth: A Panel Data analysis	69
3.4 Determinants of ICT: Empirical Investigation Based on Cross-section and Correlation Matrix	70
3.5 Brief Conclusion and some Policy Implications	73

CHAPTER 4	ON THE DEVELOPMENT OF THE KNOWLEDGE AND INFORMATION TECHNOLOGY	75
4.1	Towards Knowledge Managing Systems	77
4.2	More on Good Old Fashioned Artificial Intelligence	82
4.2.1	Basic Notions	82
4.2.2	Data, Information and Knowledge	83
4.3	Expert Systems and Knowledge Engineering	85
4.3.1	Architecture of an Expert System	86
4.3.2	Types of Expert Systems	88
4.3.3	Expert System Applications	90
4.3.4	Knowledge Engineering and Knowledge Modeling	91
4.4	Data Mining, Machine Learning and Knowledge Discovery from Databases	96
4.4.1	Knowledge Discovery Process and Tasks	96
4.4.2	Machine Learning	101
4.4.3	Some KDD examples	106
CHAPTER 5	KNOWLEDGE TECHNOLOGY FOR PRODUCT MODELING	113
5.1	Introduction	115
5.2	New Challenges and Possibilities in Virtual Product Engineering	116
5.3	Integrated Product Modeling for Lifecycle	116
5.4	Classical Product Modeling	121
5.5	Knowledge in Current Product Models	126
5.6	Information Content Based Product Modeling	130
5.7	Modeling Engineer's Intent as Knowledge	133
5.8	Conclusions	137
CHAPTER 6	MANAGEMENT OF KNOWLEDGE WORKERS	139
6.1	Knowledge Workers	141
6.2	Differences between Knowledge and Manual Workers	142
6.3	Concepts of Knowledge Workers	144
6.3.1	Classification of Knowledge Workers by T. Davenport (Davenport, 2005)	145
6.3.2	Classification of Knowledge Workers by CEMS Students (Reboul, 2006)	147
6.4	Three Pillars of Management of Knowledge Workers	150
6.5	Knowledge Workers and Work with Knowledge	151
6.6	Knowledge Workers and Work with Tacit Knowledge	153
6.7	Knowledge Workers and a Process of Learning	160
6.8	Knowledge Workers and Knowledge Strategy	161
6.9	Knowledge Workers and Organizational Structure	162
6.10	Performance of Knowledge Workers	164

6.11	Twelve factors and Management of Knowledge Workers	165
6.12	Twelve Factors and Maslow Hierarchy of Needs	167
6.13	Twelve Factors in Practice	168
6.14	Lesson Learned in History – the Nhunggabarra Story	170
6.15	Conclusions	172
CHAPTER 7 KNOWLEDGE IN BUSINESS		173
7.1	Introduction	175
7.2	KM Perspectives	176
7.3	Conceptual Perspectives	177
	7.3.1 KM Definitions	177
	7.3.2 KM Frameworks	178
7.4	Managerial Perspective	181
	7.4.1 Knowledge and Business Strategy	181
	7.4.2 KM Roles	185
7.5	Implementation Perspective	186
	7.5.1 Nanyang Methodology	189
	7.5.2 KM-Beat-It Methodology	191
7.6	Evaluation Perspective	194
	7.6.1 KM Benefits	195
	7.6.2 Metrics	197
7.7	Future Research and Challenges	202
CHAPTER 8 KNOWLEDGE IN ACTION – AN EXPERIENCE FROM FINLAND ..		207
8.1	Introduction	209
8.2	Prior Research	211
8.3	The CASE study	219
8.4	Conclusion	226
CHAPTER 9 KNOWLEDGE MANAGEMENT IN SELECTED INDUSTRIES IN INDIA		229
9.1	Introduction	231
9.2	Research Methodology	233
9.3	Data Analysis and Interpretation	235
9.4	Conclusion	244
	Appendix	246
CHAPTER 10 INNOVATION AND KNOWLEDGE MANAGEMENT: BEING DUAL		249
10.1	Introduction	251
10.2	State-of-the-art Literature	252

10.3	Exploitation	254
10.4	Exploration	255
10.5	The Equilibrium between Exploration and Exploitation	260
10.6	Research Question and Methodology	264
10.7	Results from Alfa Case Study	265
10.8	Discussion and Conclusions	269

CHAPTER 11 LEARNING TO BECOME A LEARNING ORGANIZATION 273

11.1	Introduction	275
11.2	Former Research	276
11.3	Juxtaposing Universities and the Concept of Learning Organization	279
11.4	A Learning Approach to Strategy	279
11.5	Participative Policy Making	280
11.6	Informative and Collaborative	282
11.7	Formative Accounting and Control	283
11.8	Intensive Internal Exchange of Information and Knowledge	284
11.9	Reward Flexibility	284
11.10	Boundary Workers as Environmental Scanners	286
11.11	A Learning Climate	288
11.12	Self-learning Opportunities for All	288
11.13	Conclusion	289

REFERENCES 291

SUBJECT INDEX 315

AUTHORS AND THEIR AFFILIATIONS 318