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# Knowledge management and innovation: networks and networking

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## Keywords

Innovation, Knowledge management, Networking, Banking, Manufacturing

## Abstract

Begins with a critical review of the literature on knowledge management, arguing that its focus on IT to create a network structure may limit its potential for encouraging knowledge sharing across social communities. Two cases of interactive innovation are contrasted. One focused almost entirely on using IT (intranet) for knowledge sharing, resulting in a plethora of independent intranets which reinforced existing organizational and social boundaries with electronic "fences". In the other, while IT was used to provide a network to encourage sharing, there was also recognition of the importance of face-to-face interaction for sharing tacit knowledge. The emphasis was on encouraging active networking among dispersed communities, rather than relying on IT networks. Argues for a community-based model of knowledge management for interactive innovation and contrasts this with the cognitive-based view that underpins many IT-led knowledge management initiatives.

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## Introduction

From the 1990s onwards an emphasis on innovation has been seen to replace efficiency and quality as the main source of competitive advantage for firms (Bolwijn and Kumpke, 1990). Reflecting this emphasis a huge body of literature has emerged which aims to identify "best practice" in both the diffusion of innovation to users, and in the implementation of innovation within user firms (for reviews, see Wolfe, 1994; Slappendel, 1996). This literature emphasises the importance of networks and networking for innovation. So for example, individual employee involvement in professional associations has been shown to facilitate the diffusion and adoption of new ideas (Swan *et al.*, forthcoming). Through such external networking activity individuals become aware of new technologies, which may be relevant to their own organizations. Individuals thus acquire knowledge and information through boundary spanning activity. It is also necessary to convince others within their organization of the potential advantages of the new technology and to bring together the necessary skills and knowledge needed to implement and appropriate it. So internal networking is also important. However, while networks and networking are clearly central to understanding innovation processes, there has been a change recently in how these processes are conceived.

The literature on innovation has been extremely broad incorporating perspectives as diverse as traditional structuralist approaches through to more process-oriented approaches. From the structuralist perspective, innovation is seen as a "thing" or entity with fixed parameters (e.g. a new technology or management practice) which is developed externally, packaged ("blackboxed") by suppliers and then transferred to potential users where it can be seen to offer them competitive advantage (Wolfe, 1994). Around this, models of innovation have been aimed, either at helping suppliers to diffuse the latest best practice innovations (e.g. Rogers, 1983), or at helping users to implement them (e.g. Damanpour, 1987). From this perspective then, networks are treated as structures

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# Knowledge Management And Innovation In Networks

**Patricia Ordóñez de Pablos, Miltiadis D.  
Lytras**

## **Knowledge Management And Innovation In Networks:**

**Knowledge Management and Innovation in Networks** A. P. De Man, 2008-01-01 As an ever increasing amount of innovation takes place within networks companies are collaborating in developing and marketing new products services and practices This in turn requires knowledge to flow across company boundaries This book demonstrates how companies encourage this knowledge to flow in networks that can involve dozens of partners Substantiated by five in depth case studies of innovative networks the authors identify and analyse the solutions implemented by companies in order to meet the key knowledge management challenges they encounter Theoretical and management implications of the study are then defined Connecting the organization theory of networks with knowledge management theory this book will be of great interest to academics and students in business administration especially in the areas of organization strategy supply chains and knowledge management

**Knowledge Management and Innovation in Network Organizations** Jerzy Kisielnicki, Olga Sobolewska, 2018-07-06 Organizations of all types are consistently working on new initiatives product lines or implementation of new workflows as a way to remain competitive in the modern business environment No matter the type of project employing the best methods for effective execution and timely completion of the task at hand is essential to project success The implementation of computer technology has provided further opportunities for innovation and progress in the daily operations and initiatives of corporations Knowledge Management and Innovation in Network Organizations Emerging Research and Opportunities is an essential scholarly resource that explores the use of information communication technologies in management models and the development of network organizations operating in various sectors of the economy Highlighting coverage on a wide range of topics such as cloud computing organizational development and business management this book is ideal for business professionals organizational researchers and academicians interested in the latest research on network organizations

**Knowledge Management for Process, Organizational and Marketing Innovation: Tools and Methods** O'Brien, Emma, Clifford, Seamus, Southern, Mark, 2010-09-30 This book outlines different tools and technologies that can be applied depending on the type of innovation an organization desires providing concrete advice on the different types of innovation situations in which innovation may be useful and the role of knowledge and different tools and technologies to support it Provided by publisher

*Knowledge Management: Innovation, Technology And Cultures - Proceedings Of The 2007 International Conference* Franz Barachini, Christian Stary, Suliman Hawamdeh, 2007-08-13 This collection of papers from the 2007 International Conference on Knowledge Management organized by the Executive Academy of the Vienna University of Economics jointly with the International Knowledge Management Society IKMS the Austrian Society for Technology Policy GTP the Platform Knowledge Management PWM the Society of Learning SoL Austria the Competence Centre for Knowledge Management Linz the Austrian Computing Society OCG Business Innovation Consulting BIC Austria and Knowledge Management Associates KMA represents recent outstanding work by researchers and

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knowledge sharing and innovation by sparking new connections ideas and practices Yet these informal networks are often misunderstood and poorly managed Building on the groundbreaking bestselling first edition Knowledge Management Handbook Collaboration and Social Networking Second Edition focuses on two key elements in knowledge management collaboration and social networking To Innovate Connect the People Jay Liebowitz one of the top knowledge management authorities in the world brings together 15 articles by researchers and practitioners who are among the leaders in their fields They present numerous applications concepts techniques methodologies issues and trends related to collaboration and social networking in a knowledge management context They also point out areas that need more work such as how to measure the impact of knowledge sharing efforts in terms of innovation profits and customer perceptions What Can You Learn from Your Informal Organization Packed with case studies this handbook explores how you can share knowledge make connections and generate new ideas through collaboration and interaction It is a valuable reference and classroom text for those engaged in knowledge management particularly from a collaboration and social networking perspective

*Cross-Cultural Knowledge Management* Manlio Del Giudice,Elias G. Carayannis,Maria Rosaria Della Peruta,2011-12-14 Cross cultural knowledge management an elusive yet consequential phenomenon is becoming an increasingly essential factor in organizational practice and policy in the era of globalization In order to overcome culturally shaped blind spots in conducting research in different settings this volume highlights how the structuring of roles interests and power among different organizational elements such as teams departments and management hierarchies each comprised of members from different intellectual and professional backgrounds generates various paradoxes and tensions that bring into play a set of dynamics that have an impact on learning processes In this context such questions often arise How is knowledge shared in the multicultural organization What problems and issues emerge How do different mentalities affect people s responses to new knowledge and new ideas How can knowledge sharing processes be improved Under which conditions do ideas generated by units or groups of different cultural traditions have a chance of being heard and implemented Such questions translate into an investigation of potential managerial dilemmas that occur when different but equally valid choices create tensions in decision making The authors draw from experiences working with a wide variety of organizations and insights from such fields as sociology and psychology to shed new light on the dynamics of knowledge management in the multicultural enterprise In so doing they help to identify both obstacles to successful communication and opportunities to inspire creativity and foster collaboration The authors note that in order to enable organizations to transfer knowledge effectively mechanisms for dispute settlement mediation of cultural conflict and enforcing agreements need to be in place

**Knowledge Management in the Sharing Economy** Elena-Mădălina Vătămănescu,Florina Magdalena Pînzaru,2017-11-14 This volume explores the challenge of engaging knowledge management in a sharing economy In a hyper competitive business environment everything tends to be digital virtual and highly networked which raises the issue of how knowledge management can support the decision whether

or not to share strategic resources or capabilities The book answers questions such as to what extent does the sharing economy preserve or compromise the competitive advantage of organizations And what are the knowledge management strategies for competitive yet cautious sharing dynamics

**Proceedings of the 10th International Conference on Intellectual Capital, knowledge Management and Organisational Learning** Dr Annie Green,2013-01-09 *Knowledge Management, Innovation and Big Data* Patricia Ordóñez de Pablos,Miltiadis D. Lytras,2019-12-31 The evolution of knowledge management theory and the special emphasis on human and social capital sets new challenges for knowledge driven and technology enabled innovation Emerging technologies including big data and analytics have significant implications for sustainability policy making and competitiveness This edited volume promotes scientific research into the potential contributions knowledge management can make to the new era of innovation and social inclusive economic growth We are grateful to all the contributors of this edition for their intellectual work The organization of the relevant debate is aligned around three pillars SECTION A DATA KNOWLEDGE HUMAN AND SOCIAL CAPITAL FOR INNOVATION We elaborate on the new era of knowledge types and the emerging forms of social capital and their impact on technology driven innovation Topics include Social Networks Smart Education Social Capital Corporate Innovation Disruptive Innovation Knowledge integration Enhanced Decision Making SECTION B KNOWLEDGE MANAGEMENT BIG DATA ENABLED INNOVATION In this section knowledge management and big data applications and systems are presented Selective topic include Crowdsourcing Analysis Natural Language Processing Data Governance Knowledge Extraction Ontology Design Semantic Modeling SECTION C SUSTAINABLE DEVELOPMENT In the section the debate on the impact of knowledge management and big data research to sustainability is promoted with integrative discussion of complementary social and technological factors including Big Social Networks on Sustainable Economic Development Business Intelligence Encyclopedia of Communities of Practice in Information and Knowledge Management Coakes, Elayne,Clarke, Steve,2005-10-31 This encyclopedia will give readers insight on how other organizations have tackled the necessary means of sharing knowledge across communities and functions Provided by publisher Knowledge Management Murray E. Jennex,2008-01-01 Provides comprehensive in depth coverage of all issues related to knowledge management including conceptual methodological technical and managerial issues Presents the opportunities future challenges and emerging trends related to this subject

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