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**KNOWLEDGE MANAGEMENT FOR HUMAN
AND ORGANIZATIONAL DEVELOPMENT
NEEDS**

Abstract

Everyday changes and competition necessitate continual application of knowledge management by contemporary organizations. The benefits from this are successful accomplishment of the knowledge-related processes and their easy adjustment to the requirements set by businesses. These targets can be achieved by well-trained staff armed with the theoretical knowledge needed, i.e. the targets are unachievable without organizational knowledge storages. Challenges related to this issue refer to the culture of gathering knowledge and later analyzing it. In order to achieve this, successful sharing of knowledge and application of organizational learning is a must. It can be done by using knowledge maps. This will ensure the desired dynamics of the organization that will match the anticipated organization strategy. That is why knowledge is considered to be an asset which is of crucial significance for the organizations' survival and sustainability. It provides conditions for the company to successfully face the challenges, something that would be impossible without making use of the people's capacities and without their successful integration.

Key words: Knowledge management, sharing knowledge, organizational knowledge, human capital, organizational achievements.

INTRODUCTION

Research done in the course of the past years was aimed at studying knowledge and its management for the needs of an organization, as well as ways of managing knowledge-related processes. This was particularly important, because the developments and improvements in the field of Information communication technologies (ICT) and mobile telecommunication offered some different ways of reaching the competitive goals of current organizations. Accordingly, priority number one was studying knowledge-based organizations, which, in turn, raised questions such as, what kind of management they need and which are the research areas of knowledge management which stem from the requirements set by knowledge-based performance. When doing the research, it was our economy and its needs, as well as competition coming from both the neighboring countries and those on larger scale, that were taken into consideration.

With the purpose of achieving these goals, and in particular in those organizations that properly value knowledge, task number one is to identify the role of knowledge as an asset, resource and a means of the respective organization, which ensures achievement of the organization's preset goals. In a broader sense, it must be emphasized that knowledge bears great significance when managing intellectual capital on a state level or when doing it on a larger scale. Therefore today's contemporary and competitive organizations which are striving to reach domestic and international markets and to stay there, need to map their knowledge (Hislop, 2013), to create their own organizational memory and to develop the necessary organizational structure.

Significance is also given to the regular activities of the organization, wanting thus to accentuate the knowledge protocol (Leistner, 2010) that exists between the organizational processes, on the one hand, and acquisition of the knowledge relevant for the respective purpose, on the other hand. An outcome of these endeavors is creation of new pieces of knowledge which is indispensable for resolving the previously identified problems. Organizing these activities is possible, providing such cooperative culture is created, by which it is possible to successfully share knowledge within the organization. This will allow the organization to actually be able to carry out its business dealings, on condition that special procedures for knowledge coordination and later its processing are established. This is supposed to be executed by appropriate management who will be able to control, measure and adapt all these processes to the ever-changing environment.

These changes, in turn, should be based on the organization's capacities to monitor its needs for better performance. These capacities are largely dependable on the processes underlying successful knowledge management, one of which being

sharing knowledge, affecting thus directly the learning process in the organization. Organizations apply all these previously mentioned activities thus directing the organization towards accomplishment of the desired efficiency (Ganguly, Mostashari and Mansouri, 2013), stability and commitment to organizational learning. The ultimate goal is the organization to acquire the strategic advantage that will rely on the cognitive capacities of the organization's personnel.

This will contribute to reaching the desired dynamics of development of the organization. That is why the organizations necessitate well trained management who will properly identify and later apply the skills and responsibilities needed for managing the initiatives that demand knowledge. As a matter of fact, this managerial staff arise from those people who are gifted enough to easily achieve such goals, at the same time being able to identify, extract and make use of the knowledge already existing in the networks they participate in, or apply the knowledge on the spot, where it already is. What we are talking about is in fact the networking of today's knowledge management which is supposed ultimately to lead to enhancement of the intellectual capital (Choo and Bontis, 2002) both within the organization itself and on a wider scale, which could result into increment into the relevant country's GDP.

KNOWLEDGE AND MANAGEMENT

The need of competitiveness and development (Cumming and Warley, 2015) has placed knowledge on the pedestal, a position it actually deserves. Nowadays the field of services provision assumes hiring professionally trained staff, people (Baron and Armstrong, 2007) with excellent command of data and information on the respective areas. Such type of knowledge is commonly associated with information-related contents, adaptability to the working conditions and issues requiring solution, implementation of the previously already gained knowledge, and working in already networked environment. Basically, it is something that can create knowledge (Ikujiro and Nishiguchi, 2001) which later can be applied in relevant fields.

It is exactly the previously mentioned reasons that make issues related to knowledge to be normally related to occupations which can generate particular kind of knowledge, referred to as unique, optimal, one-of-its-kind knowledge. This type of knowledge is quite unlikely to be easily copied or transformed, primarily owing to its complexity. Consequently, organizations possessing this sort of knowledge can be looked at and considered from perspective of the knowledge they possess, which is now regarded as a valuable asset for gaining a strategic advantage.

Actually, this type of knowledge, i.e. the work that generates such knowledge, is associated with possession of appropriate and applicable theoretical knowledge (Krogh, Roos and Kline, 2000) about the respective area. Individuals working on such tasks are supposed to possess a certain degree of creativity, to be ready to cooperate, and to be ready accurately and in due time to perform the tasks assigned. That is the reason why in the organizations there is a continuous need of acquisition of that particular type of knowledge that is expected to fill in the gaps caused by the previously gained but now insufficient knowledge. With that purpose, a number of diverse activities are employed to properly train the staff, by insourcing or outsourcing highly skilled and experienced trainers for that purpose. In case the goals expected are still not achieved, another option is getting to knowledge by means of consultation or by provision of personnel that does not work in the concerned organization but they are indispensable, i.e. by outsourcing such staff. Another common approach is using workshops, where by participation of renowned experts on knowledge implementation, conditions are created for knowledge processing (McInerney and Koenig, 2011). The ultimate outcome is supposed to be improvement in the quality of the products, services and processes, applying appropriate equipment for their realization, activities that will all together lead and take the organization to the preset goals.

The business world quite frequently sees knowledge as a resource, and therefore it is very important to apply knowledge management. Namely, reaching a competitive advantage means having products or services which are extraordinary and outstanding, both with respect to their quality and their performances and properties, something that customers value a lot. Therefore, knowledge has to be fully understood in order to be properly managed. Successful execution of all the processes related to knowledge management is priority number one, some of the processes being knowledge identification, done primarily by means of application of the ICT developments and their accessories, then generation of knowledge based on previous, already gained knowledge, sharing and transferring the newly acquired knowledge, performance of a variety of analyses, and last but not least, good managerial staff who will support, monitor and guide all these activities.

All this can create good grounds for further usage of knowledge in researches, for studying its values and the prerequisites under which it can be shared, and for finding the most successful way of its application. Such activities are supposed to yield certain benefits for the organization and to be advantageous for the organization's competitiveness. The very accomplishment of these efforts and intentions can be managed by applying the information-communication technologies available nowadays. That is why it is very important for the management to succeed in including knowledge management in their organizational visions.

Accomplishment of these goals is impossible without an appropriate organizational culture which can readily and adequately respond to the challenges present in the environment and to offer support when gaining sustainable competitive advantage. Commonly, an organization culture (Schein, 2010) comprises the already existent ways of behavior acquired within the organization, all kinds of written documents that have certain value for the organization, the manner in which things are being done and realized in the organization, as well as diverse standards. Organizational culture can be looked at as an organized group of people who have already gained some specific and distinctive forms of knowledge by which they actually distinguish themselves from the other groups. This specific knowledge, with relevance to the organization culture, can also be acquired by all kinds of narrations and lectures, then by the organization's design, or through management systems (King 2009).

Therefore development of this type of organization culture is a must, culture that with the staff's adaptability and commitment to work will lead to stable development of the organization, applying the changes that are bound to happen in the system of values of the organization as a result of the threat of competition. This can be done by including the necessary knowledge of the organization, by taking into consideration the mission, as well as by full commitment and continuity in the endeavors to be successful in what is produced or created.

For the process of knowledge application, we can use the organizational memory. This process is normally associated with activities done for creation of new knowledge or for solving a problem. It is aimed at saving the information and knowledge valuable for the organization's performance, in order to allow proper knowledge processing. This is done so as to take the organization to the way of better integration of information and enhancement of the organization's performance efficiency.

In the books related to this issue we can encounter a number of activities related to organizational memory (Walsh and Ungson, 1991). Some of these activities are knowledge processing and monitoring its dynamics, acquisition of knowledge, storage and recording of knowledge, storing of documents coming from diverse media and being in various formats, provision of ways of gaining knowledge, and knowledge retrieval when needed. All these activities shall be accompanied by well thought-of conditions and requirements to fulfill if wanting to apply them, as well as possibilities to interpret knowledge, storage of the informative comments concerning its significance, and ways of knowledge transfer.

Successful application of the organizational memory is in fact existence or construction of a relevant organizational form. Its role is to ensure sharing of knowledge and prompt the learning processes, thus preparing the organization for

more energized activity that will lead to improved organizational achievements. This seems to be of particular significance when the organizations faces challenges not encountered before. Therefrom arise expressions like strategic projects or directed groups, whose objectives are drawing up pertinent strategies, developing ideas, ensuring active learning (Argote, 2013) and disambiguating certain issues.

All this is achievable provided that the organization's management and owners have full understanding of the necessity of this type of joint activities. If you want it to happen, it is a must to continuously apply and explain the expressions *knowledge management* and *organizational knowledge*. For these reasons, social integration within the company itself, as well between the company and the other people in its surroundings, shall be encouraged. Thus the organization will be treated as a comprehensive dynamic system.

CHALLENGES OF KNOWLEDGE MANAGEMENT CONCERNING DEVELOPMENT OF THE ORGANIZATIONS

One of the problems commonly encountered by organizations is drawing up a design that will match the organization's business processes. In this case knowledge management can be implemented for designing or redesigning business processes which are actually leading and taking the company to successful realization of its process, which, in turn, can be ensured on condition that relevant knowledge has been mastered and later used for the business processes. To be able to achieve this, the company must be prepared and ready for self-analysis, to have capacity and ability to analyze its own knowledge. It would be particularly useful if the results of the analysis were later used for synthesization of knowledge, which is an achievable goal providing that previously the results had been shared by the organization's personnel in charge of it. These activities are to be taken quite seriously, as they have very much in common with organizational design.

For the above mentioned reasons, knowledge management shall be implemented as a way of successful redesigning of the business processes. The initial activity is to comprehend the real-time operation of the business processes. This can be supplemented by active usage of ICT for this purpose and timing of the business processes, activities that are made possible by successful mutual cooperation among the organization's staff, as well as between the organization and its clients, the management, the suppliers, cooperators and in general, the organizational learning.

A question to be answered is: how to accomplish it all? The answer is, there are approaches and manners that coordinate and link the activities related to knowledge management, and which can be successfully supported by ICT infrastructure. Such

knowledge management processes (Ikujiro and Nishiguchi, 2001) are: gaining knowledge, synthesizing and using organizational knowledge, knowledge transfer, and networking that makes learning within an organization possible.

This contributes to improved or even impeccable accomplishment of the business processes, which can take the organization to new values and to realization of the desired competitive advantages grounded on a union between the organizational design, business processes, human resources, ICT infrastructure and knowledge management. This is a way to provide the prerequisites necessary for smooth and seamless flow of information, which indirectly means support for the creative processes within the organization, creation of new knowledge, renewable exploitation of the organization knowledge and of the learning processes applied in the organization.

Organizations that are willing to respond to their clients' and owners' needs have to work on and be committed to creating such an environment for their employees which will enable them to make decisions based on previously gathered and well-grounded information. This is supposed to be preceded by successful battling the problems encountered by the organization. Therefore management in charge of knowledge in the organization must be very well familiar with the decision making process, and especially the organizational database for business processes. These processes ordinarily include identification, creation, modeling and sharing knowledge and its application wherever needed.

Nowadays all the activities associated with settling an organization's problems can be aided and accomplished by the contemporary ICT advancements. However, already existing knowledge and experiences must not be neglected by anyone applying these intellectual technologies. This creates grounds for implementation of knowledge management in activities such as perceiving the latest developments, their implementation for further studies and research, which can contribute to creation of more advanced and distinctive products which do matter a lot for survival of the organization and achievement of its visions in today's exceptionally competitive environment.

It is a regular procedure when settling an organization's problems, to compare the present state with the desired achievements. In order to realize this, the weaknesses that occur in data, the organization dynamics and databases need to be coordinated with the knowledge of those people that deal with the processes of decision making. This necessitates precise defining of these sorts of knowledge, thus ensuring commitment and organizational creativity in conditions of social insecurity which is invariably a result of insufficient knowledge.

For that reason knowledge management should be particularly interested in acquisition, creation and adjustment of the knowledge needed. Additionally, access

to the systems of management science (Bagad, 2005; Anderson (eds), 2014) is crucial, too, as well as data gathering and their retrieval (Thierauf and Hoctor, 2003) and tracing knowledge that must further be accordingly distributed and used where needed. The very noticeability and distinction of knowledge might be of particular interest for the management

KNOWLEDGE MANAGEMENT IN TODAY'S CONTEMPORARY ORGANIZATIONS

One of the sophisticated informative ways of applying knowledge management is usage of knowledge maps. This way of knowledge management is designed to enable knowledge analysis in the organization. It is preferred in team work, especially when having to share knowledge for finding solution to organizational problems. As for its individual use, it is favored when studying previously acquired knowledge, but also as basis for further research, which is necessary when pursuing goals.

Knowledge map application is within tools that are applied in knowledge management. It allows graphical representation of knowledge, all with the purpose of reaching an intelligent way of improving the organizational processes. This can be done by approaches which consider the processes and problems in an organization from a number of perspectives, thus visually presenting the shape of knowledge. Knowledge mapping allows synergy of knowledge contained in people, processes, experiences, documents and various applications and databases. It is craved by organizations that strive to successfully present their products and services.

Another aspect that needs attention is simplification of the complexity of processes in an organization, regardless whether we have in mind human dimension or computer-supported processes. The point is how working processes are interwoven and interlinked, at the same time being supported by knowledge-related processes (Rubenstein and Geisler). This is very important for the sake of coordinating the ways of communication within an organization, when it comes to knowledge application. This will allow well-structured approach to the problems and processes in the respective area and better application of the relevant knowledge. Basically, we are talking about different organizational concepts and relations.

An important issue to be addressed too is why it matters a lot to have good cooperation within an organization, which obligatorily is based on mutual trust. The answer lies in the fact that those are organizations where knowledge is considered something processable by people, of course, assisted by ICT. These scientists need to be previously appropriately trained so as to be able to better manage knowledge.

The topics addressed in the training process can be associated with comprehension of the dynamics-related problems in the organizations, decision making related to these problems, designing complex organizational programs, experimenting with and carrying out a variety of scenarios, or direct participation in organizational processes.

Realization of this organizational dynamics and knowledge of working processes assumes incurrence of certain costs for implementation of knowledge management. Accordingly, we need approaches defining the manner of proper knowledge shaping and its development, knowledge adjustment to its specific usage, including individual usage. In other words, it is necessary to overcome the barrier existing between simulations and their concrete application aimed at achieving the organization goals.

Realization of knowledge flow is for the sake of successful organizational behavior (Nelson and Quick, 2013), and it originates from business processes that are continually fed with knowledge which, in turn, help the processes to be accomplished. This is notably significant in conditions of international competition where dominant business processes can be successfully carried out and completed. This objective is achievable providing there are conditions in the organization that allow knowledge flow for such needs. Hence it is of crucial importance for these processes to be coordinated with policies in the organization and the intentions of the management.

There from there is a need for full usage of the organization's potentials in order to boost its performance. This is attainable as long as there are processes capable of assessing how individual knowledge can contribute to reaching organizational achievements, and still more important, whether these achievements are sustainable in the future. One of the approaches to this issue is comparison among the organizations present at the market on a range of parameters. That is a way how to identify the others' mistakes and learn from them. The second option is to study their organizational design, thus identifying that organization's knowledge values.

Knowledge is considered as a principle means that ensures sustainability of the organization and to envisage its future relying on knowledge-based processes. They are the source of origin of the targets that knowledge management is supposed to achieve for the organization. Therefore these knowledge-based means have to be adequately protected and controlled. This covers both already acquired knowledge for the respective system of knowledge, as well as the instructions regarding its management.

All this primarily refers to knowledge bases where generally various types of documents are stored. What is important is the way they will be stored and indexed, but also the way they can be retrieved. This predominantly applies to the way they

can be accessed and the responsibility borne by those guarding and using these knowledge bases. Nowadays there is an array of protection and control systems which aid in proper usage of knowledge management.

NETWORKING OF KNOWLEDGE FOR THE NEEDS OF DEVELOPMENT OF HUMAN CAPITAL AND SUSTAINABILITY OF THE ORGANIZATIONS

The very fact that knowledge is regarded as basis for gaining competitive advantage indicates that knowledge should be guarded. It is an asset essential for sustainability and survival of modern organizations. In order to achieve that, special consideration should be given to types of knowledge and its features. This especially applies to knowledge which is either additionally acquired or already present in the individuals and thus can be used individually or by using ICT. Hence are the differences between data, information and knowledge.

For instance, knowledge can take descriptive form, can be processed or can arise from causality-based relationships. They can arise from personal contacts, from the process of communication, through internet communication (e.g. using e-mails); it is already possible to do it by smart phones and by usage of state-of-the-art ICT technologies which allow communication both among people and among the working processes. Storing the entries/records arising from these activities is important for the organization, as they can be stored both in classical or digital form. In future new pieces of knowledge significant for the organization in question can be generated from them. In this process leading is the role of the latest advanced ICT.

Realization of these goals and values for the organization is possible by sharing knowledge and development of organizational culture which the organizations should apply and cherish. Organizational culture can be realized by people or applying ICT. This is normally done so that documents with instructions significant for the organization's performances are accessed applying ICT, or this information is possessed by highly experienced people. So, based on where knowledge can be stored, the documents can be in paper form, electronic form or memorized by people.

This can be good grounds for facing the market challenges, particularly using management of intellectual capital, where we have the case of specific knowledge-based capital of the organization. This knowledge is increasingly rising, in future it will be upgraded, and their successful application will allow more dynamic and more complex development of the society. This is particularly important in

conditions of open domestic markets where good quality products can be found.

These are the very reasons why higher efficiency and effectiveness of the markets where products and services are marketed, is a necessity. This is attainable by creating new pieces of knowledge regarding the working process and by selecting the previously gained knowledge needed for the organizations.

Identifying and tracing these types of knowledge is important for determining individual and shared knowledge. One specific feature of knowledge is its having a meaning and being applicable. Actually, its value lies in perceiving its applicability in cases of organizational behavior. Hence the multifold approach to knowledge management, seeing it as something which contains the complexity of the organization and at the same time uniting processes such as acquisition, creation, sharing and application of knowledge.

All these items can be managed if they can be measured previously. Namely, each successful organization needs to create results that will place it at an appropriate position on the market and in the society. This is feasible providing a strategic basis, as well as a learning system in the organization regarding the competition on the market is created and additional organizational capital.

As yet a number of researches had been carried out (Tatachari, Manikandar and Gunta, 2014) concerning how the knowledge gained from the subject knowledge management is used to benefit the organizations. The results obtained indicate that knowledge management in organizations is used mainly when developing the organizational strategy (Harrington and Voehl, 2007), preceded by creating a culture of trust, sharing knowledge and openness of the organization when talking about its development. This actually ensures success in implementation of knowledge management which is based on cooperation and on initiatives related to realization of the systems of knowledge management. The objectives to be reached are associated with improvements in the organization's performance, easier making organization-related decisions, and all that to be available from knowledge bases and by management of previously gained knowledge.

In that way organizations can successfully shape their organizational culture which encourages knowledge sharing and allows organizational learning by diverse forms of training supported by ICT. Additionally, organizational culture enables making close bonds with clients and accomplishes the needed competitiveness which is based on organizational intelligence. We must also mention that these endeavors put in searching for competitive advantage date as early as at the time of introduction of scientific approaches to work organization, and later the results were upgraded with the introduction of digital computer networks. Their purpose is to enrich individual knowledge which is used for the needs of organizational efficiency.

All the above mentioned information point out that in order to be successful in conditions of high competition and abundance of project ideas, we need organizations that will value performance based on knowledge. This is particularly true nowadays, in conditions of expansion of ICT and its everyday application in day-to-day activities of the competitive organizations. Therefore knowledge is regarded as a means that can ensure continuity in sustainability of the organizations. It is based on mobility and adaptability, on continuous self-upgrading and realization of our own research activities, on team work, ICT and theoretical knowledge that are expected to generate creativity at the places where knowledge is needed.

CONCLUSION

The above clarified tasks of knowledge management can be achieved if the organization succeeds in using and integrating its personnel (Wiig, 2012), processes, technological means and knowledge it possesses, and the organization can do it on a daily basis. In that way, it will manage to enhance its products and services, to encourage people to create ideas that will later be realized within the organization, and if possible, to reduce the expenses, at the same time reaching the desired price for the products and services in question. In addition to that, the organization will be able to manage its investments as it is capable of handling its capital and assets applying knowledge, practices sharing knowledge and in particular, is able to face and fight its weaknesses.

These efforts can drastically reduce the feelings of insecurity, in particular the feelings stemming from the tensions in the organization's environment. Therefore in future the organizations will more frequently need to take activities that are supposed to picture their intelligence for networking and accessing its data, procedures and rules that will tend to generate organizational creativity. All this will contribute to realize more easily the necessary changes in behavior and in the organization's integration, as well as the business activities aided by its organizational structure.

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