

*A Guide to the Literature in
KNOWLEDGE MANAGEMENT*

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Purpose, Organization and Scope

This guide is intended to provide an introduction to the different sources of information concerning knowledge management. It is not intended to be an exhaustive bibliography.

The materials are arranged by the type of information source, for example, indexes and abstracts, handbooks, and so on. It does not categorize the sources by format or medium but notes that information in the description. Many of the sources are available in multiple media, and the intent is to describe and understand how they provide access to information about knowledge management rather than describe resources available in a particular medium. There is a brief introduction to the subject of knowledge management, and then each type of resource is covered with the focus on specific sources in the field of knowledge management, although more general sources are also included.

The intended audience for this guide is information specialists, librarians, and information technologists who are interested in building and maintaining resource collections that support developing and deploying knowledge management programs in their institutions. This guide provides an introduction and overview of the basic information sources in this field. To further refine the intended readers, they would be practitioners in special and academic libraries.

The strong interest in knowledge management is a recent phenomenon. In the broadest sense, knowledge management has been present since the inception of organized information, but interest in the topic has accelerated rapidly since the middle 1990s due to the development of supporting information technologies, the emergence of the world-wide web, and research associated with the topic. This paper is therefore limited to works published in 1995 and after and is limited to materials in English, unless there is a specific source or item of noted value in another language.

Where annotations are included they are descriptive rather than prescriptive, and include information as to the "goodness of fit" of the information in the source as it pertains to knowledge management. Sample articles and recent monographs are included to show the types and breadth of materials that are in current publication, but again, are not intended as a complete bibliography.

Introduction to Knowledge Management

Definition of Knowledge and Knowledge Management

Laurence Prusak, considered one of the leading authorities on the topic of knowledge management, writing with Thomas H. Davenport, emphasizes that the concepts of data, information and knowledge are distinct and non-interchangeable. The authors describe data as a "set of discrete, objective facts about events... and is most usefully described as structured records of transactions."¹ Drawing from work done by Peter Drucker, Prusak and Davenport establish a distinction that "information has meaning.... Not only does it potentially shape the receiver; it has a shape: it is organized to some purpose."² This shaping is accomplished through a number of different and often overlapping processes that deal with developing context for the data, categorizing it, allowing for its analysis, correcting errors, and summarizing it as appropriate.³

Knowledge is the application of information to address specific situations in an organizational context. Prusak and Davenport's definition of knowledge addresses the dimensions of use and context.

Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experience and information. It originates and is applied in the minds of knowers. In organizations, it often becomes embedded not only in documents or repositories but in organizational routines, processes, practices, and norms.⁴

This definition can be further refined by differentiating between tacit and explicit knowledge, which has importance in how it is managed.

Tacit knowledge is subconsciously understood and applied, difficult to articulate, developed from direct experience and action, and usually shared through highly interactive conversation, storytelling, and shared experience. In contrast, explicit knowledge is more precisely and formally articulated, although removed from the original context of creation or use.⁵

Knowledge management is the set of processes associated with understanding and using this asset. It is a structured approach that establishes procedures for identifying, assessing and organizing, storing, and utilizing knowledge to meet the needs of an organization. The strategies utilized by organizations to manage the assets will be based on a

¹ Thomas H. Davenport and Laurence Prusak, *Working Knowledge: How Organizations Manage What They Know* (Boston: Harvard Business School Press, 1998), 2.

² Ibid., 4.

³ Ibid.

⁴ Ibid., 5.

⁵ Michael H. Zack, "Managing Codified Knowledge," *Sloan Management Review* 40 (Summer 1999): 46.

number of different parameters, among which might be the leadership and organizational models in place, the available technologies, and other competitive and institutional factors.^{6,7}

An important dimension to this definition is the human factors that describe how the knowledge is transferred, absorbed and applied to address specific organizational issues, differentiating this process from that of information management.

Reasons for Creating Knowledge Management Programs

Why the focused attention on knowledge management in the past several years? Underlying many of the efforts is an awareness that institutions have an immense, untapped asset in the knowledge in their work forces and in their institutional information assets. By more effectively utilizing these, there can be potential benefits in operational effectiveness or market competitiveness. Areas of focus could be on internal and external customers, the markets in which the organizations operate, services and products provided, competitors, and understanding the skills of associates.⁸ Thomas H. Davenport, David W. De Long and Michael C. Beers, in their article in the *Sloan Management Review* entitled "Successful Knowledge Management Projects," define four primary objectives for knowledge management work:

- (1) Creating knowledge repositories
- (2) Improving access to knowledge
- (3) Improving the knowledge environment
- (4) More effectively managing knowledge as an asset.⁹

It is with a sense of urgency that organizations are stepping up to the task of organizing and executing knowledge management efforts. KPMG Management Consulting, in a research report from 1998, surveyed how a wide range of businesses were utilizing knowledge management programs. Virtually all of the respondents acknowledged that failure to act would be costly, with particular areas of exposure in client or supplier relationships, operational effectiveness, expense management and revenue generation. An interesting highlight was the importance placed on retaining institutional knowledge. As the result of the strong global economy in the late 1990s, there are tight job markets that result in job turnover that is significantly higher than had been experienced previously, especially in high technology areas such as telecommunications and biotechnology. Businesses need ways to capture the knowledge from their knowledge workers that retain it as institutional learning rather than individual.¹⁰

⁶ Martin Dillon, "Knowledge Management Opportunities for Libraries and Universities," in *Library and Information Science Annual 1999*, ed. Bohdan S. Wynar, vol. 7 (Englewood, Colorado: Libraries Unlimited, 1999), 4.

⁷ Morten T. Hansen, Nitin Nohria and Thomas Tierney, "What's Your Strategy for Managing Knowledge," *Harvard Business Review* 77, no. 2 (March-April 1999): 107-110.

⁸ KPMG Management Consulting, *Knowledge Management Research Report 1998* (New York: KPMG Management Consulting, 1998): 1-3.

⁹ Thomas H. Davenport, David W. De Long and Michael C. Beers, "Successful Knowledge Management Projects," *Sloan Management Review* 39 (Winter 1998): 44-48.

¹⁰ KPMG Management Consulting, 1-5.

Information and communications technologies have accelerated the capabilities to capture and share knowledge that had been hitherto inaccessible using database and networking technologies from the early 1990s. One simple example is the general availability and use of video conferencing with shared access to data resources that can be used for real-time, global sharing of information and organizational practices. This one example, among many others that could be described, helps facilitate how tacit knowledge can be transformed into explicit knowledge, with consequent benefit to the organization.¹¹

In all these areas, information specialists, librarians, and information technologists can play a crucial role in making knowledge management efforts a success. There is the obvious role of understanding and having accountability for many institutional information assets, and providing on-line or printed access to these. In addition, there are the emerging roles of developing the organizations' web presence, either internally or externally, and providing the user interface. From these can come the influential role of developing the organizational strategy in this important area and guiding its execution.¹²

¹¹ Wendi R. Bukowitz and Ruth L. Williams, *The Knowledge Management Fieldbook* (London: Financial times, Prentice Hall, 1999), 4-5.

¹² Dillon, 8.

Subject Headings

One of the important keys to utilizing the various tools listed in this guide is the ability to identify the appropriate subject headings to use in searching. To serve as a basic guide, the Library of Congress Subject Headings contain five main entry areas with information about knowledge management. Also included parenthetically are the Library of Congress classifications.

Information resources management	(T58.64) ¹³
Knowledge management <i>(Note that this subject heading is used for Management of knowledge assets.)</i>	(HD30.2) ¹⁴
Knowledge workers	(HD8039.K59) ¹⁵
Management Information Systems	(HD30.213 (for Industrial Mngmt.) T58.6 (for Industrial Engr.)) ¹⁶
Organizational Learning <i>(Note that this subject heading is used for Learning Organization.)</i>	(HD58.82) ¹⁷

There are a number of areas that are not included due to their more narrow technical or subject nature. These include knowledge representation, artificial intelligence, information storage and retrieval, data warehousing and decision support system.

¹³ Subject Cataloging Division, Library of Congress, *Library of Congress Subject Headings*, 22nd ed., vol. III (Washington, D.C.: Library of Congress, 1999), 2847.

¹⁴ *Ibid.*, 3154.

¹⁵ *Ibid.*

¹⁶ *Ibid.*, 3511.

¹⁷ *Ibid.*, vol IV, 4220.

Indexes and Abstracts

Indexes provide access to journal articles, monographs, dissertations and other printed and on-line materials through the use of dictionary indexes of author, title and subject entries. There are no indexing or abstracting tools specifically focused on the field of knowledge management, but due to the breadth of subject area publications in which these materials are being published, almost any of today's hard-copy or on-line indexes could contain entries in knowledge management. There are two areas in which the majority of the materials are appearing, and the indexes for those are included here, in addition to dissertations and government sources.

Sources in library and information science:

Library Literature and Information Science.

This source covers approximately 220 library and information science journals, books, pamphlets and books. It is available on-line. This index superseded *Library Literature*.

Library and Information Science Abstracts.

Major journals are included, with coverage of U. S. government materials. This source is available on-line.

Information Science Abstracts Plus.

The coverage of this printed and on-line source is 400 journals, proceedings, with a strong emphasis on the information technology aspects of the field. This source is available on-line.

Sources in business and management:

ABI / INFORM.

ABI/ INFORM is an on-line information source in the broad field of business and management. On its web site it states that it contains materials from over 1400 publication sources. Worth noting is that it has a guide for searching, with extensive examples, accessible from its home page.¹⁸

Business Index.

A CD-based index that covers 800 periodicals, including selected newspapers.

¹⁸ ABI / INFORM, "Description of the Index," [index on-line] (Louisville, Ky.: UMI, 2000, accessed 8 June 2001); available from http://www.libraries.rutgers.edu/rul/indexes/search_guides/abi_inform.shtml; Internet.

Business Abstracts.

This service includes over 350 business journals, including trade publications. This source is available on-line.

Dissertations:

Dissertation Abstracts and ProQuest Digital Dissertations.

These print and on-line sources include published doctoral and masters theses from worldwide institutions, although the focus was primarily on U. S. institutions through 1980. Although other sources purport to cover these materials, this is the best source for accessing. The *ProQuest Digital Dissertations* replaced the on-line version of *Dissertation Abstracts* in 1998. This source is also referenced in a separate section on *Dissertations* with examples of recently published theses.

Government sources:

Monthly Catalog and GPO Access.

Access to the myriad of federal publications is obtained through these two sources. Organization of the data is by the Superintendent of Documents number, but there are indexes by author, title, subject and series. This source is also referenced in a separate section on *Government Sources* with examples of recently published theses.

Handbooks, Manuals and Directories

Handbooks, manuals and textbooks are often the first source to which information specialists turn for quick access to information. Many of the standard sources in library and information science do not have current, up-to-date information on knowledge management functions. There are other sources, though, that provide information in this area.

Currently available sources:

Bukowitz, Wendi R. and Ruth L. Williams. *The Knowledge Management Fieldbook*. London, Great Britain: Financial Times, Prentice Hall, 1999.

This is a "how to" fieldbook for creating, planning and executing knowledge management programs. The book is organized around the processes of acquiring, using and sustaining knowledge in an organization, and is based on the authors' experiences in managing knowledge management projects.¹⁹

Wynar, Bohdan S., ed. *Library and Information Science Annual 1999*, vol. 7. Englewood, Colorado: Libraries Unlimited, 1999.

This annual publication reviews materials published in library science, and is a companion to *American Reference Books Annual*. The work is organized by reviews of books, and within this by subject area; and of periodicals and dissertations.²⁰

There are other commonly known annuals and guides, for example, the American Library Association's *ALA Handbook of Organization and Membership Directory* and the American Society for Information Science's *ASIS Handbook and Directory*. These cover the entire range of their associations' activities, but not on the narrower area of knowledge management.

¹⁹ Bukowitz, 1 - 356.

²⁰ Bohdan S. Wynar, ed., *Library and Information Science Annual 1999*, vol. 7 (Englewood, Colorado: Libraries Unlimited), v - xii.

Guides to the Literature and Bibliographies

Guides to the literature and bibliographies present an overview of available resources in knowledge management. In the rapidly evolving field of knowledge management there are no currently available comprehensive sources, but in various published materials in books and journals are valuable and up-to-date listings and assessments of materials being published.

Currently available sources:

Bukowitz, Wendi R. and Ruth L. Williams. *The Knowledge Management Fieldbook*. London, Great Britain: Financial Times, Prentice Hall, 1999.

A selected bibliography is on pages 357 – 358, categorized by type, for example, organizational structure, stakeholder relationships, and valuation. This book has its own web site: www.kmfieldbook.com.²¹

Dillon, Martin. "Knowledge Management Opportunities for Libraries and Universities." In *Library and Information Science Annual 1999*, vol. 7, ed. Bohdan S. Wynar, 3 –11. Englewood, Colorado: Libraries Unlimited, 1999.²³

Bibliography included as part of this article in an annual publication, noted as a "selected, annotated bibliography," with sections on knowledge management software products, monographs, journal articles, and on-line resources.²²

Herman, John A. "Catch the Knowledge Management Wave." *Library Journal* 124, vol. 15 (Sept. 1, 1999): 161 – 163.

Part of LJ's on-going series on collection development, this article lists basic and advanced books in knowledge management, key web sites and list services. All items are annotated.²³

Woods, John A. and James W. Cortada, eds. *Knowledge Management Yearbook 1999 – 2000*. Woburn, Ma.: Butterworth-Heinemann, 1999.

A yearbook that contains 40 articles that review the current status of work in the field of knowledge management. Included is a directory of on-line sources.²⁴ The author was not able to personally review this source, and included it based on secondary sources.

²¹ Bukowitz, 357 - 358.

²² Dillon, 8 - 11.

²³ John A. Herman, "Catch the Knowledge Management Wave," *Library Journal* 124, no. 15 (Sept. 1, 1999): 161 – 163.

²⁴ John A. Wood and James W. Cortada, eds., *Knowledge Management Yearbook 1999 – 2000* (Woburn, Ma.: Butterworth-Heinemann, 1999), 1 – 521.

Samitt, Mindy K. "Knowledge Management in a Corporate Environment: an Annotated Bibliography." *Business and Finance Division Bulletin* 110 (Winter 1999): 39 - 50.

This review and annotated bibliography focuses on the questions of how to use knowledge management to improve organizational and individual performance, and then measure the results.²⁵

²⁵ Mindy K. Samitt, "Knowledge Management in a Corporate Environment: an Annotated Bibliography," *Business and Finance Division Bulletin* 110 (Winter 1999): 39 - 50.

Journals

Journals provide rich and diverse sources of information about knowledge management. Access to these sources would typically be made through one of the indexing or abstracting tools described previously, but given the wide range of applicability that this field possesses, virtually any scholarly or trade publication could contain information on knowledge management. Listed below are the publications that are most commonly included in the indexed sources with examples of recently published articles.

Currently available sources:

College and Research Libraries.

Although the focus of this journal is on academic and research libraries, there are occasionally articles that deal with knowledge management. A recent example is "Knowledge Management and Academic Libraries" by Charles T. Townley.²⁶

Harvard Business Review.

This journal is published six times a year by Harvard Business School Publishing. In the past years it has included a series of articles on knowledge management, a recent example of which is "What's Your Strategy for Managing Knowledge" by Morten T. Hansen, Nitin Nohria, and Thomas Tierney.²⁷ This journal is also available on the web at <http://www.hbr.org>.

Inform.

This trade periodical is published by the Association for Information and Image Management. Although focused on document management, there have been articles of general interest in knowledge management, among which is "Defining the Elephant [AIIM Standards Committee Attempts to Define KM]" by B. Porter-Roth.²⁸ This journal is also available on the web at <http://www.aiim.org/inform>.

Information Outlook.

This periodical is published monthly by the Special Libraries Association. It contains a wide variety of articles of interest to the special libraries community, and over the past several years this has included ones on knowledge management and the role it plays in the functions and activities of business-focused libraries. An example of

²⁶ Charles T. Townley, "Knowledge Management and Academic Libraries," *College and Research Libraries* 62, no. 1 (January, 2001), 44 – 55.

²⁷ Hansen, 106 – 116.

²⁸ B. Porter-Roth, "Defining the Elephant [AIIM Standards committee Attempts to Define KM]," *Inform* 12, no. 8 (September 1998): 18 – 20.

a recent article is "Map Your Knowledge Strategy" by Xenia Stanford.²⁹ The Special Libraries Association's home page on the web is located at <http://www.sla.org>.

Journal of Business Strategy.

This journal is published six times a year. Its purpose is to review items in the development and deployment of business strategy. An example of a recent article is "Knowledge Sharing at Buckman Labs" by Robert Buckman.³⁰ The author of this guide was not able to personally review this article, and included it based on secondary sources.

Journal of Education for Library and Information Science.

This journal of the Association for Library and Information Science Education is published quarterly. This source has occasional pieces with a focus on the development and educational preparation of librarians. An example of a recent article is "New Directions in Education for LIS: Knowledge Management Programs at RMIT" by William Martin.³¹

Journal of the American Society for Information Science.

A monthly journal published by the American Society for Information Science. This periodical is oriented to the quantitative aspects of information management, but has contained articles on the human-computer interface. An example of a recent article is "Interaction with an Enabling Information Retrieval System: Modeling the User's Decoding and Encoding Questions" by Charles Cole.³²

KMWorld.

This commercial magazine is published monthly by Knowledge Asset Media and contains news in the area of knowledge management, with areas of interest in portals, industries, current news and knowledge management.

²⁹ Xenia Stanford, "Map Your Knowledge Strategy," *Information Outlook* 5, no. 6 (June, 2001): 19 – 27.

³⁰ Robert Buckman, "Knowledge Sharing at Buckman Labs," *Journal of Business Strategy* 19 (January – February 1998): 11 - 15.

³¹ William Martin, "New Directions in Education for LIS: Knowledge Management Programs at RMIT," *Journal of Education for Library and Information Science* 40, no. 3 (Summer 1999): 142 - 150.

³² Charles Cole, "Interaction with an Enabling Information Retrieval System: Modeling the User's Decoding and Encoding Questions," *Journal of the American Society for Information Science* 51, no. 5 (March 15, 2000): 417 - 426.

Knowledge Connections.

Newsletter published by the Institute for Knowledge Management, an IBM/Lotus initiative. This publication's web site is <http://ikm.ihost.com>.

Knowledge Directions.

Journal published by the Institute for Knowledge Management, an IBM/Lotus initiative, with more scholarly materials than found in their newsletter. As for *Knowledge Connections*, the publication's web site is <http://ikm.ihost.com>. An example of a recent article is "Practice vs. Process: the Tension That Won't Go Away" by John Seely Brown and Paul Duguid.³³

Knowledge Management.

This magazine is published monthly in printed and on-line (<http://www.kmmag.com>) versions. It is targeted at managers working on knowledge management initiatives. An example of a recent article is "KM Crosses the Chasm" by Greg Dyer.³⁴

Knowledge Management Review.

This is bi-monthly journal published in London with the purpose of providing key advice on knowledge management. This journal is available on the web at www.melcrom.com. An example of a recent article is "Capturing Knowledge for Business Growth" by Margareta Barchan.³⁵ The author was not able to personally review this article, and included it based on secondary sources.

Knowledge Organization.

The International Society for Knowledge Organizations publishes this journal quarterly with a focus on knowledge representation and classification. While much of the material is not focused on the management of knowledge, there are articles that deal with the organization and presentation of information. An example of a recent article is "International Trends in Subject Analysis Research" by J. C. McIlwaine and N. J. Williamson.³⁶

³³ John Seely Brown and Paul Duguid, "Practice vs. Process: the Tension That Won't Go Away," *Knowledge Directions* 2, no. 1 (Spring, 2000):86 – 96.

³⁴ Greg Dyer, "KM Crosses the Chasm," *Knowledge Management* (March 2000) [journal on-line] accessed 25 April 2000; available from <http://www.kmmag.com/km200003>; Internet.

³⁵ Margareta Barchan, "Capturing Knowledge for Business Growth," *Knowledge Management Review* 4 (September – October 1998): 12 - 15.

³⁶ J. C. McIlwaine and N. J. Williamson, "International Trends in Subject Analysis Research," *Knowledge Organization* 26, no. 1 (1999): 23 – 29.

Library Journal.

This commercial publication is issued 20 times a year by Cahners Business Information, and is also available on the web at <http://libraryjournal.reviewsnews.com> The journal is a mainstay of the library profession and contains a wide range of articles on library management and collection development. In addition to the article on collection development for knowledge management noted previously (John A. Herman, "Catch the Knowledge Management Wave") another example is "Corporate Makeover" by Noreen O. Steele.³⁷

Sloan Management Review.

This business periodical is published quarterly by the Sloan Management Review Association. This journal has published extensively on the topic over the past several years, with a typical article being "Managing Codified Knowledge" by Michael H. Zack.³⁸ Available on the web at <http://mitsloan.mit.edu/smr>.

³⁷ Noreen O. Steele, "Corporate Makeover," *Library Journal* 122, no. 4 (March 1, 1997): 38 - 41.

³⁸ Zack, 45 - 57.

Monographs

There are a large number of monographs published in the field of knowledge management. Because this guide is not intended as an exhaustive bibliography, the following lists represents the materials that are more frequently referenced in other sources included in this guide and in course offerings. For more complete lists, refer to the bibliographies listed in the *Guides to the Literature and Bibliographies* section of this paper.

Recently published materials:

Davenport, Thomas H. and Laurence Prusak. *Working Knowledge: How Organizations Manage What They Know*. Boston: Harvard Business School Press, 1998.

This work examines how to understand, assess and evaluate and then manage the knowledge bases that exist within organizations. The authors look at four key activities associated with these processes: knowledge generation, its organization, its transfer and dissemination with the organization, and the roles needed to successfully manage the processes.³⁹

Dixon, Nancy M. *Common Knowledge: How Companies Thrive by Sharing What They Know*. Boston: Harvard Business School Press, 2000.

This book analyzes methods by which organizations share information. It closely defines knowledge management and its use in organizations, and suggests a model for the creation and sharing common knowledge.⁴⁰

Duarte, Deborah L. and Snyder, Nancy Tennant. *Mastering Virtual Teams*. 2nd ed. San Francisco: Josey-Bass, 2001.

While not dealing directly with knowledge management, this book reviews the role that virtual teams can play in an organization, one critical of which is the creation and dissemination of organizational knowledge. The book provides practical guidance on how to form virtual teams, and then ensure their on-going success.⁴¹

Harvard Business Review on Knowledge Management. Boston: Harvard Business School Press, 1998.

Eighteen articles published by the *Harvard Business Review* on knowledge management. These provide an overview of current practices, and their applicability in business environments.⁴²

³⁹ Davenport and Prusak, 1 - 178.

⁴⁰ Nancy M. Dixon, *Common Knowledge: How Companies Thrive by Sharing What They Know* (Boston: Harvard Business School Press, 2000), 1 – 174.

⁴¹ Deborah L. Duarte and Nancy Tennant Snyder. *Mastering Virtual Teams* 2nd ed. (San Francisco: Josey-Bass, 2001), 1 – 214.

⁴² *Harvard Business Review on Knowledge Management* (Boston: Harvard Business School Press, 1998), 1 - 224.

Knowledge and Communities. Lesser, Eric L., Fontaine, Michael A. and Slusher, Jason A., eds. Boston: Butterworth-Heinemann, 2000.

This collection of materials presents recently published articles dealing with the theory and practice of knowledge management. Taken together, the thirteen articles provide a valuable source for additional resource citations.⁴³

O'Dell, Carla, C. Jackson Grayson, Jr., and Nilly Essaides. *If We Only Knew What We Know: the Transfer of Internal Knowledge and Best Practice*. New York: Free Press, 1998.

Basing their work on activities in the American Productivity and Quality Center, the authors examine what needs to be done to facilitate knowledge transfer. An assessment tool is presented that allows organizations to determine how to effectively manage the processes.⁴⁴

Tobin, Daniel R. *The Knowledge-Enabled Organization: moving from "Training" to "Learning" to Meet Business Goals*. New York: AMACOM, 1998.

This book describes how the practices of knowledge management are practically applied to training and development activities.⁴⁵

⁴³ *Knowledge and Communities*, Eric L. Lesser, Michael A. Fontaine and Jason A. Slusher, eds. (Boston: Butterworth-Heinemann, 2000), 1 – 247.

⁴⁴ Carla S. O'Dell, C. Jackson Grayson, Jr., and Nilly Essaides, *If We Only Knew What We Know: the Transfer of Internal Knowledge and Best Practice* (New York: Free Press, 1998), 1 - 256.

⁴⁵ Daniel R. Tobin, *The Knowledge-Enabled Organization: moving from "Training" to "Learning" to Meet Business Goals* (New York: AMACOM, 1998), 1 - 214.

Government Sources

Sources of information on knowledge management from the government are extensive but often overlooked. Access through the federal government's primary index and access tool provides resources from a large number of federal agencies. There is no one agency or bureau with accountability for this topic, and therefore the best and most thorough access is to be made by subject.

Federal government sources:

Monthly Catalog and GPO Access.

As described previously in the *Indexes and Abstracts* section, access to federal publications is obtained through these two sources. Organization of the data is by the Superintendent of Documents number, but there are indexes by author, title, subject and series. One example of a recently published material of interest in this area would be Thomas E. Pinelli and Rebecca O. Barclay's *NASA/DOD Aerospace Knowledge Diffusion Research Project*.⁴⁶

State and local:

Access to state and local publications could provide another source of valuable information. Because each governmental body will have different indexes and access capabilities and due to the wide variety of tools and access vehicles that are available, they were not reviewed for this paper.

International Sources:

Another potentially useful source of information would be international sources. Again, however, due to the wide variety of tools and access vehicles that are available, they were not reviewed for this paper.

⁴⁶ Thomas E. Pinelli and Rebecca O. Barclay, *NASA/DOD Aerospace Knowledge Diffusion Research Project* Washington, D.C.: National Aeronautics and Space Administration, 1998. NAS 1.15:208200.

Associations

Many of the sources and materials from associations were referenced previously in this guide, but it is worth re-focusing on the importance of these groups in providing current, up-to-the-minute information in this rapidly evolving area. The associations are described very briefly below, each with its associated web site. They can be used to get information on news, recent publications and upcoming conferences and meetings.

Associations Dealing with Knowledge Management:

American Library Association (ALA)

The group covers the wide range of activities associated with librarianship, and seeks to understand and improve the profession. It publishes a number of periodicals that communicate about regulatory matters, professional development, and technical developments, among others, and monographs.

The association's web site is: <http://www.ala.org>.⁴⁷

American Society for Information Science and Technology (ASIST)

This organization is for information specialists and technologists, and those interested in the application of technology to the organization and utilization of information. It publishes a number of periodicals on professional development and technology, and monographs.

ASIST sponsors a number of different special interest groups (SIGs), one of which is in knowledge management. This group focuses on the current issues concerning this topic, and provides a list service for discussing matters of current interest. This SIG's site can be accessed from the ASIS home page.

The association's web site is: <http://www.asis.org>.⁴⁸ The knowledge management SIG site is: <http://asis.org/SIG/sigkm>.

Association for Library and Information Science Education (ALISE)

Dedicated to improving the education of library science professionals, this organization promotes the exchange of ideas for the development of library professionals, especially those engaged in the education in this field. Its publications include ones for professional development.

The association's web site is: <http://www.alise.org>.⁴⁹

⁴⁷ *Encyclopedia of Associations: U. S. Association*, vol. 2 (Detroit: Gale Research Inc., 1999), 1057.

⁴⁸ *Ibid.*, vol. 1, 714.

⁴⁹ *Ibid.*, 893.

Knowledge Management Consortium

This group is an assembly of businesses and other organizations dedicated to the area of knowledge management. Its web site contains a rich set of links to sources in the field, with specific pointers to certification programs, conferences, distance learning and news, among many others. The site is managed by the Agilis Corporation.

The consortium's web site is: <http://www.km.org>.⁵⁰

Online Computer Library Center, Inc. (OCLC)

This organization provides services for libraries and their users. Its for-fee products include those in cataloging, reference, shared resources and classification. It conducts research on the field of library science, including knowledge management, and conducts seminars and colloquia.

The association's web site is: <http://www.oclc.org>.⁵¹

Special Libraries Association (SLA)

This is the association of professionals who work in special libraries. Its publications include ones for professional development.

The association's web site is: <http://www.sla.org>.⁵²

⁵⁰ eKnowledgeCenter, "eKnowledgeCenter Home," [on-line] (Agilis Corporation, 2000, accessed 27 May 2001); available from <http://www.km.org>; Internet.

⁵¹ Online Computer Library Center, Inc., "OCLC Online Computer Library Center Inc. Home Page," [on-line] (OCLC, 2000, accessed 27 May 2001); available from <http://www.oclc.org>; Internet.

⁵² *Encyclopedia of Associations: U. S. Association*, vol. 2, 1069.

Conferences, Meetings and Proceedings

Conferences and meetings are often the best source for the most current information. These may be sponsored by associations and accessed through their web sites listed in an earlier section of this guide; or by consulting or commercial sources, which are described subsequently. For example, the recently held conference on knowledge management sponsored by OCLC was not listed in the sources described below but could be accessed at OCLC's home page, and information was distributed by its e-mail listing service. There is one general source for information on conferences, described below, but it does not provide the sharply focused access that the other sources do. The other sources are focused on knowledge management and contain conference information among other items on their home pages.

Proceedings from meetings provide another source for information, and general guides to these sources are included.

Sources for conferences:

<http://meetings.cos.com>

Lists meetings and conferences by broad subject and by specific sub-categories. This provides an adequate source for meetings in general, but not for the specific area of knowledge management.

<http://www.asis.org/Conferences/confindex.html>

The American Society for Information Science and Technology (ASIST), described previously in the section on organizations, has a web site that lists and briefly describes the meetings and conferences it sponsors.

<http://www.kmnews.com>

As part of a home page with linkages to a number of services, access to conferences in knowledge management are included.

<http://www.kmorg.org>

As previously described in the section on associations, this consortium's web page includes access to conferences in knowledge management.

Sources for proceedings:

Proceedings in Print.

This source is published bi-monthly and covers proceedings in technology, science and medicine.

Conference Papers Annual Index.

This source is an annual index to source technology, engineering and technology.

Consulting and Other Commercial Sources

In this rapidly evolving area, consulting firms and other commercial sources have played an important role in defining boundaries. Their work is influential directly in the programs they conduct with clients, and indirectly in the published work that results. For example, *The Knowledge Management Fieldbook*, described previously, is the direct result of consulting work the authors have done with the Intellectual Asset Management Practice at Pricewaterhouse Coopers. There are many competent firms that are practicing in this area, and it would be difficult to include them all. Several firms have published specifically in knowledge management, and two are included to highlight the value of the information that can be obtained from these sources.

Commercial Sources:

Forrester Research, Inc.

Forrester Research is an independent company specializing in information technology with a specific focus on the impact of new and emerging technologies on business and society. It publishes a series of research reports on an on-going basis, and these have dealt with the broad area of knowledge management and with user access to information.

Forrester's web site is: <http://www.forrester.com>.⁵³

IBM Global Services Knowledge Management Consulting.

This consulting arm of IBM offers a range of services in the area of knowledge management. The web site provides access to the conferences, reference materials, education, and on-going research.

IBM's web site is: <http://www4.ibm.com/software/data/knowledge>.⁵⁴

⁵³ Forrester Research, Inc., "The Company," [on-line] (Boston: Forrester Research, Inc., 2000, accessed 6 June 2001); available from <http://www.forrester.com>; Internet.

⁵⁴ IBM Knowledge Management Consulting, "IBM Knowledge Management," [on-line] (IBM, 2000, accessed 7 June 2001); available from <http://www-4.ibm.com/software/data/knowledge/>; Internet.

Dissertations

The recent surge in interest in the topic of knowledge management has resulted in an increased number of dissertations. There is one primary source for this type of information, described below.

Source for dissertations:

Dissertations Abstracts and ProQuest Digital Dissertations.

These printed and on-line sources concentrate on dissertations although they will also be included in some subject-focused indexes. Originally focused on U. S. institutions, since the mid-1980s the coverage has been included several hundred schools around the world. The most direct access is by subject in either the printed or on-line versions. An example of a sample dissertation that was found in an on-line search is "Knowledge Creation and Discovery Teams: a Case Study Exploring the Dynamics of Knowledge Creation, Utilization, and Transfer in Bio-technology R&D Groups" by Thomas Olscheske.⁵⁵

⁵⁵ Thomas John Olscheske, "Knowledge Creation and Discovery Teams: a Case Study Exploring the Dynamics of Knowledge Creation, Utilization, and Transfer in Bio-technology R&D Groups," [on-line] (Ph. D. diss., Univ. of Wisconsin – Madison, 1999, accessed 21 April 2000); available from <http://www.umi.com/dissertations>; Internet.

Other On-Line Sources

In addition to the various on-line and web-based sources described in this guide, there are others that do not fit neatly into any one category. This section lists and briefly describes these other on-line sources. In addition, the various different search engines that are available on the web (Google, Yahoo, etc.) provide a valuable portal to information about knowledge management.

On-line sources:

<http://www.apqc.org>

Web site of the American Productivity and Quality Council (APQC). A wide range of sources are included at the site, including access to the organizations knowledge management materials. Publications are listed, including ones in this specific area.⁵⁶

<http://www.brint.com/km>

Commercial site that is managed by @Brint.com. A wide variety of commercially available site links are included at this site, with specific pages dedicated to knowledge management. At the knowledge management pages, further access is provided to articles, events and news.⁵⁷

<http://www.bus.utexas.edu/kman>

Web site developed by students from the Business Management Information program at the University of Texas. The author was not able to personally access or review this site, and included it based its inclusion in several secondary sources.

<http://www.cio.com/forums/knowledge>

This is the web site for CIO magazine. There is a special section devoted to knowledge management with summaries of recent articles, and listings for events, vendors and other information.⁵⁸

<http://www.kmnews.com>

Commercial "eZine" covering the field of knowledge management, and, according to

⁵⁶ American Productivity and Quality Center, "APQC - American Productivity and Quality Center Home Page," [on-line] (APQC, 2001, accessed 29 June 2001; available from <http://www.apqc.org>; Internet.

⁵⁷ @Brint.com, "BizTech & KM Network: Business, Technology & Knowledge Management Home Page," [on-line] (@Brint.com, 2001, accessed 29 June 2001); available from <http://www.brint.com/km>; Internet.

⁵⁸ CIO Magazine, "Knowledge Management Research Center," [on-line] (CIO Magazine, 2001, accessed 29 June 2001); available from <http://www.cio.com/forums/knowledge>; Internet.

the web site, it "provides news and insights for about the Knowledge Management practitioner." This information is a service provided by Hoyt Consulting.⁵⁹

<http://kmba.org>

Site for the Knowledge Management Benchmarking Association that brings together information on benchmarking and studies to improve the area of study.⁶⁰

<http://asis.org/AboutASIS/asis-sigs.html>

This site of the American Society for Information Science and Technology (ASIST) lists its special interest groups (SIGs). Included are the SIG chairs and other officers, including the listserv coordinators, if such positions exist. Of particular note is the Knowledge Management group, which is concerned with "all aspects of knowledge within all types of organizations, including knowledge creation, documentation, codification, sharing, and how these activities promote innovation, learning, effectiveness and profitability."⁶¹

⁵⁹ Hoyt Consulting, "Knowledge Management News," [on-line] (Hoyt Consulting, 2001, accessed 29 June 2001); available from <http://www.kmnews.com>; Internet.

⁶⁰ Knowledge Management Benchmarking Association, "KMBA Home Page," [on-line] (KMBA, 2001, accessed 29 June 2001) available at <http://kmba.org>; Internet.

⁶¹ American Society for Information Science and Technology, "ASIST Special Interest Groups (SIGs)," [on-line] (ASIS, 2001, accessed 30 July 2001) available at <http://www.asis.org/AboutASIS/asis-sigs.html>; Internet.

Summary

In preparing this guide, the clear picture that emerges from knowledge management is of a discipline that is developing at a rapid pace. Materials appearing in journals, at conferences and meetings, and resulting from the work of consulting and commercial firms are critical. They provide the most current information in the field as it is being applied to solve real-world, in-the-field opportunities. Clearly the literature in the field is not static, reflecting the research and applied work that is on-going.

Reiterating the scope of the guide, it is intended for information specialists, librarians, and information technologists who are interested in developing and deploying knowledge management programs in their institutions and need an introduction and overview of the basic information sources in this field. To meet that objective, all the broad areas of sources were included, with specific examples included to better ground the reader in the types of materials that would be found in the referenced source.

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Note: The items included in this bibliography are the ones used in the specific development of the paper or cited as examples, and not listed and described as the general resources.

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