



Chapter VII

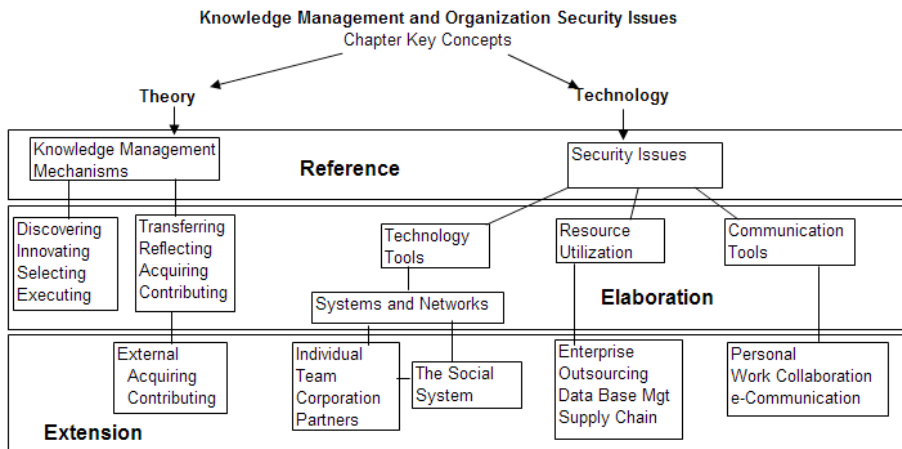
Knowledge Management and Organization Security Issues

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Abstract

This chapter focuses on organization security issues in knowledge management. Security has always been a major corporate consideration. It must be ingrained in the firm's core processes. An organization's ability to learn from experience and translate ideas into action is key to sustaining competitive advantage. Under this context and prescribed purpose, technology and communication tools are the glue that allows the people to operate under the company's structure. The social impact of physical space, technology adjustment, and the change to the business environment is dictated by security restrictions and innovations in communication. This chapter addresses security by looking at technology tools, resource utilizers, and communication tools.

Introduction



Background

Table 1 presents the primary literature references for this chapter.

Strategy and the Company's Environment

Business strategy has historically focused on the analysis of the company's industrial environment and its competitive positioning. Recently, the emphasis has shifted to the interface between strategy and the company's internal environment. Capabilities are key requisites for companies to make this shift. At the business level, development and organizing capabilities can be a source for competitive advantage. A key emerging issue is to match the company's capabilities with those opportunities that arise in the external environment. A company can use the business context, its current strategy, and capabilities to find better ways to develop internal mechanisms which ensure the continuity of these successful practices.

Foremost though is the deployment of security measures. These measures are threaded in the processes and fiber of the organization. Knowledge lives in the company through its employees (knowledge workers), as interwoven teams, and collectively across the organization. Figure 1 depicts the channels where knowledge is acquired, used, and disseminated. Security considerations arbitrate the management of knowledge

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