

Chapter 7.1

Knowledge Creation

Nilmini Wickramasinghe
Cleveland State University, USA

INTRODUCTION

Knowledge management (KM) is a newly emerging approach aimed at addressing today's business challenges to increase efficiency and efficacy of core business processes, while simultaneously incorporating continuous innovation. The need for knowledge management is based on a paradigm shift in the business environment where knowledge is now considered to be central to organizational performance and integral to the attainment of a sustainable competitive advantage (Davenport & Grover, 2001; Drucker, 1993). Knowledge creation is not only a key first step in most knowledge management initiatives, but also has far reaching implications on consequent steps in the KM process, thus making knowledge creation an important focus area within knowledge management. Currently, different theories exist for explaining knowledge creation. These tend to approach the area of knowledge creation from either a people perspective—including Nonaka's Knowledge Spiral, as well as Spender's and Blackler's respective frameworks—or from

a technology perspective—namely, the KDD process and data mining.

The following discusses each of these major theories on knowledge creation and suggests the benefits of taking a holistic approach to knowledge creation—namely, incorporating both the people and technology perspectives in all knowledge creation endeavors, and thereby facilitating the realization of a broader knowledge base, better knowledge inputs to impact on the consequent KM steps, and hence an increased likelihood in more successful knowledge management initiatives.

BACKGROUND

Knowledge Management

Knowledge management offers organizations many strategies, techniques, and tools to apply to their existing business processes so that they are able to grow and effectively utilize their knowledge assets. In essence then, knowledge management not only involves the production of

Knowledge Creation

Figure 1. The KM Triad

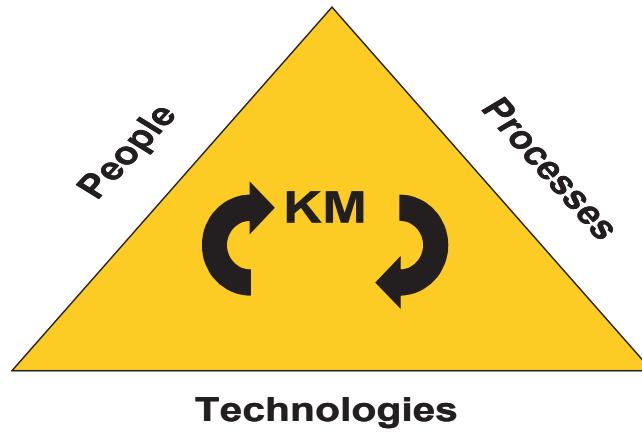
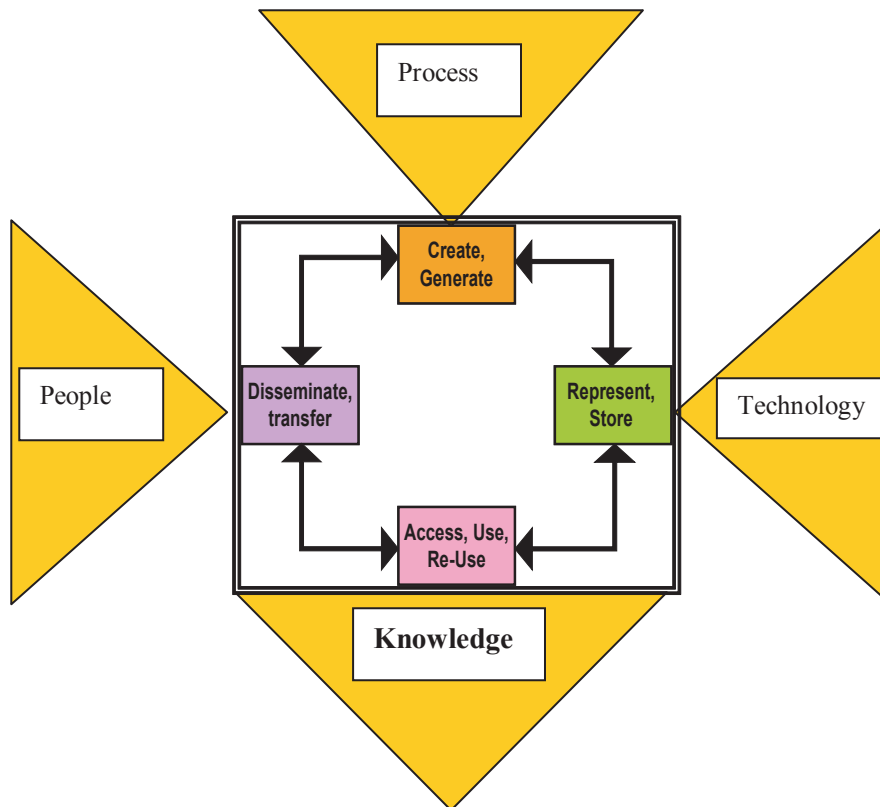


Figure 2. The KM Diamond



11 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/knowledge-creation/25310

Related Content

Application Cases in Government

Mark E. Nissen (2006). *Harnessing Knowledge Dynamics: Principled Organizational Knowing & Learning* (pp. 152-181).

www.irma-international.org/chapter/application-cases-government/22113

Citizen Science and Its Role in Sustainable Development: Status, Trends, Issues, and Opportunities

Hai-Ying Liu and Mike Kobernus (2017). *Analyzing the Role of Citizen Science in Modern Research* (pp. 147-167).

www.irma-international.org/chapter/citizen-science-and-its-role-in-sustainable-development/170188

Glocality, Diversity and Ethics of Distributed Knowledge in Higher Education

Nuno Sotero Alves da Silva, Isabel Maria Surdinho Borges Alvarez and Simon Rogerson (2011). *Ethical Issues and Social Dilemmas in Knowledge Management: Organizational Innovation* (pp. 131-159).

www.irma-international.org/chapter/glocality-diversity-ethics-distributed-knowledge/48231

Influence of Knowledge Leadership on IT Project Performance and Quality Practices: Examining the Role of Leader Risk-Mitigation Efforts

Vinit Ghosh, Gaurav Kabra and Hory Sankar Mukerjee (2022). *International Journal of Knowledge Management* (pp. 1-20).

www.irma-international.org/article/influence-of-knowledge-leadership-on-it-project-performance-and-quality-practices/290024

Understanding the Behavior of Knowledge Management Pathways: The Case of Small Manufacturers of Footwear in Peru and Brazil

Jose Manuel Cárdenas Medina and Mauro de Mesquita Spinola (2011). *Knowledge Management in Emerging Economies: Social, Organizational and Cultural Implementation* (pp. 261-271).

www.irma-international.org/chapter/understanding-behavior-knowledge-management-pathways/46853