Chapter 7.21
Knowledge Management and Organization Security Issues

James A. Sena
California Polytechnic State University, USA

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

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

Figure 1.

Table 1. Primary sources for literature review
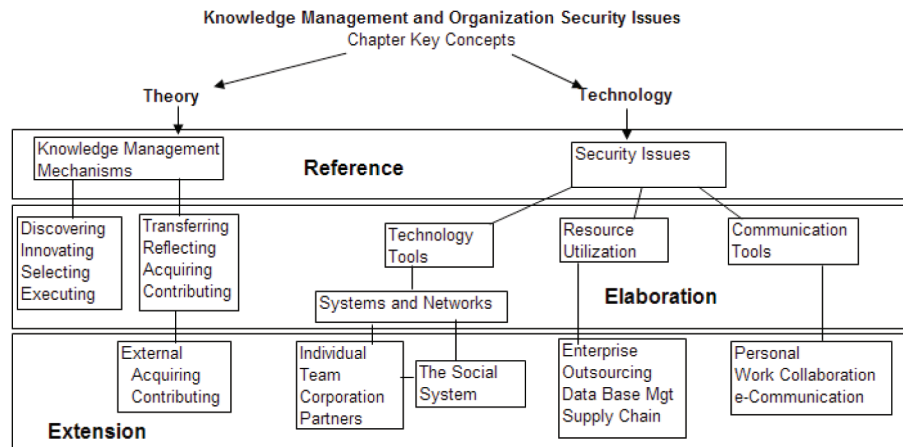
Issue	Reference	Contribution
Organizational Learning	Chen (2005)	model containing nine organizational subsystems
	Christensen (1997)	examples of companies and the recognition of novel technologies
	Tushman and O'Reilly (1996).	coping in an external environment
	Van de Ven (1986)	difficulties in motivating people to attend to new ideas, needs and opportunities
	Morgan (1996)	consideration of external and internal environment as warning signals
Knowledge Management	Prahalad and Hamel (1990)	need to focus on core systems
	Nonaka and Takeuchi (1995)	companies should be knowledge-creating—becoming innovation factories—breakthrough innovation projects require a commitment of financial and human resources
Security Issues	Bell (2003)	businesses that have tried to introduce complicated global matrix management structures—where employees formally have several lines of reporting—team-based benefits have failed to fully materialize
	Jensen and Xiao (2001)	peer-to-peer networking might not automatically maintain accountability when false or misleading information is spread
	Friedman (2005)	few companies can afford to develop and support a complex global supply chain

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. Knowl-

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