

EDITORIAL PREFACE

GLOBAL KNOWLEDGE MANAGEMENT: EXPLORING A FRAMEWORK FOR RESEARCH by **Hamid R. Nemati**

Global knowledge management has emerged as a discipline that focuses on the study of managing this organizational asset from a global perspective. In this paper, a process oriented conceptual framework is presented by the guest editor for studying factors that influence knowledge management processes that impact the successful outcome of global knowledge management programs is presented. This framework is intended to present an agenda for and to suggest avenues for conducting further research in global knowledge management.

ARTICLES

WHERE THE GLOBAL NEEDS THE LOCAL: VARIATION IN ENABLERS IN THE KNOWLEDGE MANAGEMENT PROCESS

AUTHORS: **Adekunle Okunoye** and **Helena Karsten**, University of Turku and TUCS, Finland

Knowledge management is a focus for knowledge-intensive businesses and organizations, irrespective of the size and geographical location. Most of the previous models and frameworks of KM do not consider the differences in regions and countries and the specific local organizational factors that could affect KM. We conducted an empirical study of six research organizations in sub-Saharan Africa to understand the particular local context in which the KM occurs. We identified variations in factors such as the local cultures and beliefs, the persistent underfunding, and the operating environment influences in these organizations. Based on these, we argue for the importance of a context specific model of KM.

AN ONTOLOGY-BASED APPROACH TO INTER-ORGANIZATIONAL KNOWLEDGE TRANSFER

AUTHOR: **El-Sayed Abou-Zeid**, Concordia University, Canada.

The explication of value systems of the subsidiaries involved in the knowledge transfer process is the necessary condition for its success. The term cultural ontology is introduced to refer to such explication. Using a framework that is based on a modified version of Gupta and Govindarjan's model of the knowledge transfer between subsidiaries in Multi-National Corporation, and De Long and Fahey's framework for studying the cultural influences on knowledge transfer process, the elements of cultural ontology are specified. The cultural ontology specification document includes its domain, purpose, level of formality, scope, possible sources of knowledge, competency questions and the possible reusable ontologies.

EXPLORING KNOWLEDGE EMERGENCE: FROM CHAOS TO ORGANIZATIONAL KNOWLEDGE

AUTHORS: Masao Kakihara and Carsten Sørensen, London School of Economics and Political Science, UK

This paper explores the emergent nature of organizational knowledge. For the task, we reconsider the concept of knowledge by looking at four distinct discourses on knowledge; namely, knowledge as object, knowledge as interpretation, knowledge as process, and knowledge as relationship. Then the fundamental nature of the emergence of knowledge will be discussed where we will argue that human interaction is the source of knowledge emergence. Based on the theoretical discussions, we examine a case study of a fire crisis threatening the supply chain between Aisin Seiki and Toyota in Japan. Finally we discuss the implications for future KM practices, by considering in particular the institutional aspects of information and communication technologies in KM practices.

THE EXPERT OPINION : AN INTERVIEW WITH WOLFRAM STEIN, PARTNER, MCKINSEY & COMPANY

We interview **Wolfram Stein**, a partner at McKinsey & Company, who was a member of team that recently published the results of a major, multi-phased survey of knowledge management programs as practiced at the largest and most influential global organizations in the US, Europe, and Japan. Stein talks about the survey and discusses global, cultural, and information systems implications of their findings.

BOOK REVIEW: KNOWLEDGE UNPLUGGED: THE MCKINSEY & COMPANY GLOBAL SURVEY ON KNOWLEDGE MANAGEMENT, by **Jürgen Kluge, Wolfram Stein, Thomas Licht**

This book presents the results of a major, multi-phased survey of knowledge management programs as practiced at some of the largest and most influential global organizations in the US, Europe and Japan.