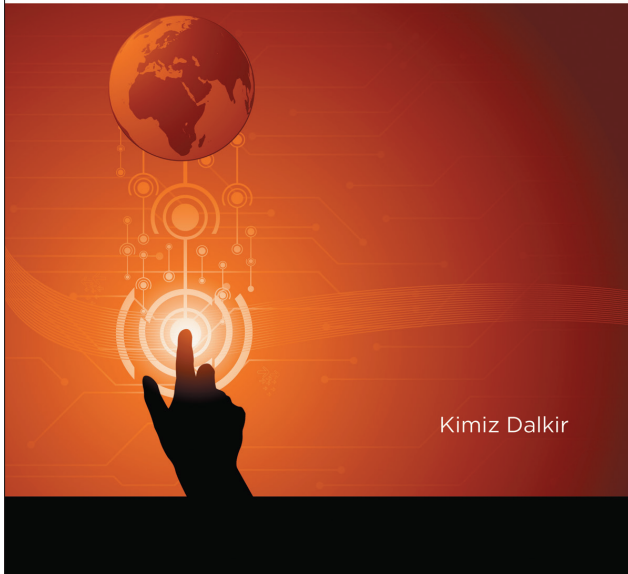Knowledge Management
in Theory and Practice

Fourth Edition

Kimiz Dalkir

Fourth Edition Highlights

- All chapters updated to provide a more streamlined and pragmatic text with up-to-date technological references

- Discusses not only how to implement but how to sustain successful KM strategies and systems in the long term

- Includes new coverage of KM governance and the KM ISO standard introduced in 2018

- Features detailed, real-world vignettes and a wealth of instructor resources

Organizational Changes

- Discussion questions moved to instructional materials

- Strategic and practical implication sections removed

- Extensive new figures, tables, and boxes

- KM Resources section integrated into individual chapters and glossary removed

Knowledge Management in Theory and Practice, 4e by Kimiz Dalkir

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Content Changes

Chapter 1 **Introduction to KM:** Timeline and key milestones updated. Expanded discussion of KM's relationship to fields such as health and education and research areas such as LIS.

Chapter 2 **KM Processes:** New section on KM processes and innovation processes. Updated references and expanded examples. Extended coverage of the McElroy KM processes to show how it can address fake news. Elboration on the integration of organizational learning in the KM process lifecycle.

Chapter 3 **KM Models:** Sequence models reorganized as follows: older classic models, knowledge-sharing models, collaboration models, KM strategy models, intellectual capital models and the newest model from Nonaka and Takeuchi (phronesis model). Outdated models eliminated.

Chapter 4 **Knowledge Capture and Codification:** New sections on identifying tacit knowledge, and video-based and AI-based knowledge elicitation. Extended descriptions of onion model of tacit knowledge, cognitive task analysis, and critical incident techniques for expert knowledge elicitation.

Chapter 5 **Knowledge Sharing:** New sections on how to select the best knowledge sharing approach, and knowledge sharing and misinformation. New content on virtual knowledge sharing and pandemic lessons learned.

Chapter 6 **Finding Knowledge:** New sections on knowledge retrieval vs. knowledge finding; content management systems and KMS; KM and information technology and services; and KM and records management.

Chapter 7 **Organizational Culture:** New sections on the transformation to a knowledge sharing culture; what a succesful KM culture looks like; and the impact of virtual work on culture. New example organizations with successful KM cultures and examples of KM in universities.

Chapter 8 **KM Tools:** New sections on big data, data mining, knowledge discovery, and analytics; and cloud computing and KM. Outdated sections on mashups and mobile tools removed. Elaboration on AI-based tools, big data, analytics, and cloud computing.

Chapter 9 **KM Strategy:** New sections on the ISO 30401 KM Standard and KM governance.

Chapter 10 **Evaluating KM:** New section on best practices in KM metrics. Added discussion of ROE to complement ROI measures and how to meet the requirements of the new KM ISO standard. Increased emphasis on outcome-based evaluation of KM impact.

Chapter 11 **Organizational Learning and Organizational Memory:** New section on success stories.

Chapter 12 **Knowledge Continuity Management:** Additional examples of knowledge loss and its mitigation. Increased emphasis on knowledge continuity as an extended process throughout a career.

Chapter 13 **The KM Team:** New sections on successful KM leadership and KM values and KM professionalism. Elaboration on KM professionalism and required competencies, code of ethics, and key values. Job description boxes replaced with URLs.

Chapter 14 **Future of KM:** *Formerly "Future Challenges/Directions for KM."* Discussion of contemporary challenges such as how to integrate KM with AI, big data and analytics; knowledge discovery & cloud computing; how to better measure KM; and how to address research gaps to include more qualitative and longitudinal KM studies.

KM Resources: Deleted—resources provided within chapters.
Glossary: Deleted—terms now in common usage.