Editorial

This issue of the Electronic Journal of Knowledge Management illustrates the evolving thinking around KM. Some of the papers are conceptual, providing insights on various issues of current concern in the KM world, including the relationship between KM and IT, other address the implementation of KM systems.

Waheed Akbar Bhatti and Arshad Zaheer examine the links between intellectual capital and organizational performance. They propose a conceptual model that addresses the moderating role of intellectual capital competencies in developing an effective organisational KM strategy. Of particular interest is their recognition that IC is a dynamic asset, involving structure and process and that the effective mobilisation of IC is necessary to achieve innovation and strategic success.

Namjoo Choi, Kuang-Yuan Huang and Aaron Palmer provide us with an interesting theoretical paper on the links between effective use of Web 2.0 applications (social media) to facilitate innovation. They provide a framework that demonstrates how individual and organisational use of Web 2.0 applications are useful agents to facilitate informal networks and span organisational boundaries. They discuss how the weak ties and improved absorptive capacity established can increase relational, structural and cognitive social capital. The paper will be useful to anyone interested in understanding how to take the use of social media beyond personal activity and achieve a positive organisational impact. We would encourage researchers to find ways to build on these concepts in empirical work.

Konstantinos Samiotis, Nenad Stojanovic and Spyridon Ntioudis discuss the concept of attention management, drawing on issues identified in the study of three eastern European public sector organisations. While their paper focuses on the public sector, it should be of interest to all types of organisation.

They suggest that a significant challenge found in many public sector knowledge environments is not the availability of information, but rather whether and how a user can find the needed information. They present a conceptual Attention Management Framework along with a suggested development methodology illustrating its use in a prototype Enterprise Attention Management System (EAMS).

While dealing with somewhat more structured systems use, the case study paper by Tarek Khalil, Kamal Atieh, Abd Ulgahfoor Mohammad and Fadi Bagdadlianis complements the work of Choi et al. Drawing on the theory of planned behaviour and social exchange theory, they look at the benefits and challenges in the building and use of a community of practice for teachers in Syria. Surveying some 214 teachers, they found that an effective implementation of an online community of practice can have a positive impact on knowledge sharing. Notably, they found that the social influence of management and peers positively affects knowledge sharing behaviours and that reciprocal benefits, reputation enhancement and extrinsic rewards all had a positive influence. Not surprisingly, they also found that those teachers who believed that "knowledge is power" were less likely to engage in knowledge sharing behaviours.

The two papers by Choi et al and Khalil et al discussed above examine different perspectives in IT use to support knowledge management and remind us of the major role played by Knowledge Management Systems (KMS). As Takudzwa Deve and Gilford Hapanyengwi point out in their paper on a proposed KMS architecture, views on what constitutes a KMS vary considerably and they suggest that these systems are often just groups of technologies brought together, without any underlying conceptual framework to determine their integration. They provide us with a clear discussion of the current situation and debate on approaches for KMS implementation and give some guidance on how Generic Knowledge Management System Architecture might be developed.

Finally, the construction industry shares with the IT industry the dubious reputation of having the highest levels of project management problems (typically measured by time delays and cost overruns). In

construction, many of the delays occur in the design phase. Zohreh Pourzolfaghar and Rahinah Ibrahim suggest that the activity-focused approach to project management needs to be enhanced to include knowledge flows and, in prior work, proposed a possible knowledge flow model. This paper uses the simulation tool SimVision to assess the impact on project performance of varying the project team expertise in the tacit-dominated conceptual design phase of the building projects. They found that the experts' levels of skill considerably affect the performance of the project, but that explicitly including knowledge flows within the project activity has a significant positive affect.

Enjoy the issue.

Ken Grant
Editor