

Book Review: Knowledge Management in Theory and Practice (4th Edition) by Kimiz Dalkir

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Organizations across the world are progressively understanding that knowledge functions as a resource with long-lasting strategic worth in the modern digital knowledge economy (Probst et al., 1996). Businesses today depend on Knowledge Management (KM) to effectively acquire and organize intellectual resources because it leads to enhanced innovation and operational efficiency and business advantage (Aydin & Dube, 2018). KM practices that operate effectively enable organizations to both conduct smooth knowledge transfers and develop ability to adapt to modifications while continuing their development as information expands (Goh, 2002). The 4th Edition of Kimiz Dalkir's Knowledge Management in Theory and Practice (2023) explains all aspects of knowledge management for today's world. The MIT Press published this book to show how knowledge management helps solve information-based problems facing our global economy today. This book bridges theory and practice by thoroughly explaining Knowledge Management (KM) through 14 chapters that explain core Knowledge Management aspects. The book includes a comprehensive coverage of Knowledge Management by explaining its processing models alongside showing effective ways to capture and deliver knowledge to users. The book establishes a bridge between theoretical and practical aspects of KM through its fourteen carefully organized chapters that elaborate core Knowledge Management concepts. Though Dalkir's 4th Edition is widely praised for its depth, clarity, and comprehensive coverage, some reviewers have also highlighted areas for improvement that offer valuable perspective. For instance, Othman (2023) offers constructive critique on Dalkir's 4th Edition, noting its strong emphasis on technological and organizational aspects, which may overlook human-centered elements of KM. He also highlights structural issues, such as discussing KM processes before models, which may affect clarity for new readers. Additionally, Othman (2023) points out the lack of recent citations, limiting engagement with current trends. Nonetheless, he affirms the book's value as a practical and academic resource, complementing this review with broader scholarly insight. His insights complement and enhance this review, offering a broader view of how the book is perceived within the academic community.

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Chapter One of the book begins by introducing Knowledge Management (KM) as a multidisciplinary discipline that powers the modern knowledge-driven economy (Handzic & Zhou, 2005). The text differentiates between implicit and explicit forms of knowledge while examining the historical development patterns of Knowledge Management for its evolution. The introduction part elevates Knowledge Management as an essential organizational practice which enhances efficiency alongside innovation yet provides foundational models to understand Knowledge Management processes. The Chapter Two details the fundamental Knowledge Management activities which include capturing, creation, organization, sharing, accessing and employing knowledge. It also describes knowledge reuse. The chapter examines KM cycle models starting with Meyer and Zack and continuing with Wiig and Bukowitz and Williams. The models discussed in this chapter demonstrate how organizations can implement their knowledge management strategies across the lifecycle through efficient innovations. The Chapter Three examines existing and modern Knowledge Management frameworks by reviewing different frameworks in detail. This section analyzes three essential models namely Nonaka and Takeuchi's Knowledge Spiral and the Choo Sense-Making Model and intellectual capital models. The chapter explains how different models handle knowledge management processes related to creation and sharing as well as application and provides useful examples of practical applications.

Chapter Four shows readers how to capture and make explicit various forms of tacit knowledge as well as explicit knowledge (Smith, 2001). The chapter explains three techniques consisting of cognitive mapping alongside decision trees and taxonomies for developing available knowledge databases. The chapter investigates methods to extract tacit knowledge from individuals and groups and presents advantages as well as disadvantages of knowledge acquisition practices. The Chapter Five analyzes social elements that influence knowledge sharing within organizational settings. It explains knowledge networks alongside Communities of Practice (CoPs) in creating and sharing knowledge (Hartung & Oliveira, 2013), while examining social capital concepts with additional tools which include sociograms and expertise locator systems. The Chapter Six focuses on knowledge application, retrieval, and reuse. The chapter outlines Bloom's Taxonomy (Krathwohl, 2002), as a tool to evaluate knowledge workers then it separates knowledge retrieval from knowledge finding because these functions demand different analytic approaches. The discussion emphasizes the use of Information Technology systems together with archival tools to improve knowledge accessibility as well as to enhance its utility. Organization culture and Knowledge Management connection receives examination throughout the Chapter Seven of the book. This section explores cultural effects on knowledge-sharing actions and describes the process of adopting knowledge-sharing standards while addressing obstacles found in virtual workspace settings. The chapter includes

specific case studies regarding cultural integration in mergers together with studies of change management practices.

Chapter Eight evaluates different technology platforms which enable Knowledge Management initiatives. A discussion of knowledge capturing tools and content management systems, social media platforms and big data analytics appears in this segment. This section presents adaptive technologies and visualization tools which enhance Knowledge Management practices within organizations (Bai, White & Sundaram, 2012). A strategic approach to Knowledge Management strategy development is presented in the Chapter Nine. The chapter presents knowledge audits together with maturity models and gap analysis as concepts that become connected to organizational objectives. The book explains ISO 30401 KM standard as an implementation framework for conducting an effective assessment of Knowledge Management practices (Pawlowsky et al., 2021). Measurements of Knowledge Management initiative success form the core discussion in Chapter Ten. It outlines three strategic assessment methodologies through which organizations can develop their Balanced Scorecard strategies and perform benchmarks for measuring their results-based assessment frameworks. This section establishes that intangible assets and return on investment serve as essential evaluation methods to determine how Knowledge Management affects organizational performance.

Organizational learning methods together with knowledge retention mechanisms are described in the Chapter Eleven. It explains how to implement lesson management strategies and create effective memory systems for organizations. Moreover, it demonstrates the problems of maintaining knowledge continuity and establishes the benefits of efficient knowledge preservation systems through showcased cases. The Twelfth Chapter of the book explores Knowledge Continuity Management (KCM) by explaining how organizations should determine vital knowledge elements and choose appropriate preservation approaches (Urbancová & Venclová, 2013). A three-dimensional KCM system gets presented while success elements and knowledge retention obstacles inside organizations are also discussed in this chapter. The Chapter Thirteen details how Knowledge Management professionals fulfil their responsibilities and duties. The author discusses Knowledge Management team organization and senior leadership involvement alongside ethical rules that apply to knowledge management. The discussion includes Knowledge Management job description analysis as well as the convenient placement of Knowledge Management competency within an organizational framework. The evolving nature of KM receives attention in the Chapter Fourteen, the final chapter of the book, through analysis of social media trends and artificial intelligence advances as well as big data analytics developments. This chapter explores how knowledge management enables innovation and value generation within business organizations during transformations

in operational environments. It concludes by requesting both framework standardization and professional practice formalization in knowledge management approaches.

In overall, the 4th Edition of Kimiz Dalkir's Knowledge Management in Theory and Practice (2023) presents itself as a complete resource to grasp both theoretical aspects and practical implementation of Knowledge Management. For the readers who are seeking to understand and leverage KM for competitive advantage, organizational learning, and innovation, this book is a must-read. This book links theoretical knowledge to practical methodologies which enables readers to gain sufficient KM understanding and acquire usable frameworks for real-world implementation. The book demonstrates high relevance to modern knowledge-based business operations because it uses systematic methodology and includes both contemporary trends and practical case studies. The valuable content of this book benefits all categories of learners from educational institutions to professional organizations. The text provides essential knowledge about KM to new learners while helping experienced practitioners enhance the performance of their organizational KM frameworks. The text provides organizations with a complete KM framework while enabling goal alignment as a proactive instrument to boost productivity along with innovation because it helps develop shared knowledge cultures. The book provides complete direction for handling the sophisticated nature of Knowledge Management in current fluid business environments.

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