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Mapping the Landscape of Knowledge Management
A Comprehensive Literature Study
Featured Paper
by Sulficker Ali Ismail

Mapping the Landscape of Knowledge Management: A Comprehensive Literature Study[1]

Sulficker Ali Ismail

Abstract

Knowledge is a vital asset for organizations, comparable to physical assets, yet it is often overlooked. Failing to reuse existing knowledge or recreating it results in wasted resources. Knowledge Management (KM) is the systematic and comprehensive practice of handling knowledge to improve outcomes and promote learning. This paper reviews the literature on Knowledge Management (KM), highlighting its role in organizational success and its integration with project management practices. The discussion covers the evolution of KM concepts, the significance of tacit and explicit knowledge, and the contribution of KM frameworks, models, systems, and technologies. It also examines organizational strategies, infrastructure, and process capabilities required for effective KM. The paper concludes by stressing the need for a structured KM approach to strengthen innovation, decision-making, and project outcomes.

Keywords: *Knowledge Management, Tacit Knowledge, Explicit Knowledge, SECI Model, Project Management, Knowledge Sharing, Organizational Strategy, KM Frameworks, Knowledge Management Systems, Knowledge Lifecycle*

Introduction

Knowledge is an important resource, supporting both individuals and organizations in making informed decisions and taking appropriate actions within a given context [1]. Knowledge exists at personal, group, and organizational levels, shaped by context and purpose, and includes insights, expertise, and understanding gained through education or experience. In organizations focused on innovation, knowledge is central to maintaining a competitive advantage [3]–[7].

J. Kelly, in his book Knowledge Nirvana, says knowledge differs from data and information, though the terms are sometimes used interchangeably [8].

Data consists of raw, unprocessed, and generally unfiltered information. It represents the basic building blocks that can be transformed into more meaningful forms. Information is the organized and refined version of data useful for analysis and decision-making.

Knowledge resides within individuals. It emerges when human experience and insight are applied to data and information, transforming them into actionable understanding.

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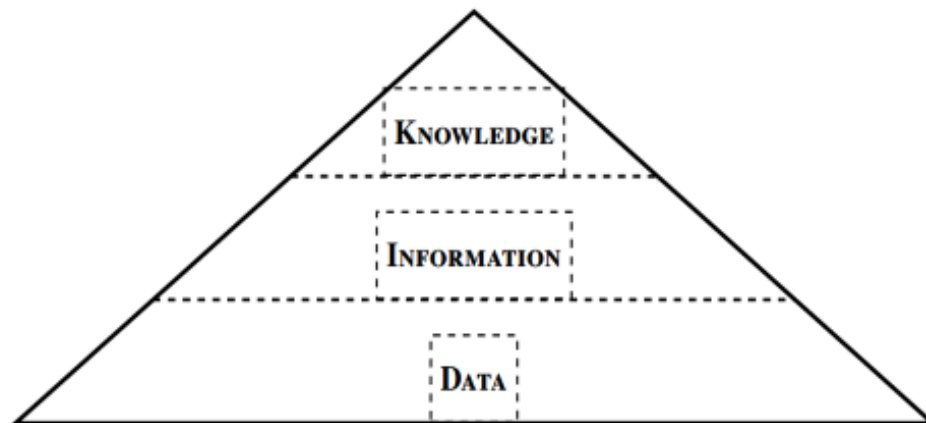
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Figure 1: Hierarch of Data, Information and Knowledge

Michael Polanyi, in Personal Knowledge (1958) and The Tacit Dimension (1966), argued that some knowledge is inherently difficult to express, emphasizing that "we can know more than we can tell".

Knowledge within an organization falls into two main types: tacit and explicit. Tacit knowledge is personal, and experience based. It's shaped by context and is often hard to articulate. It includes intuition, judgment, and skills gained over time. In contrast, explicit knowledge is structured and can be easily expressed, recorded, and shared with others. It encompasses data, procedures, manuals, and other forms of recorded information.

Knowledge Management

Knowledge Management (KM) is defined as the systematic and comprehensive practice of handling knowledge to improve outcomes and promote learning [1]. This involves refining the processes of identifying, creating, analyzing, representing, distributing, and applying knowledge to add value to an organization [9]. Documenting lessons learned, especially on environmental, social, and economic issues, strengthens sustainability in future projects [10]–[13].

The need for knowledge management arises from the recognition that knowledge is a valuable organizational asset that can drive competitive advantage and innovation [14]. Organizations face several challenges in leveraging their knowledge resources:

- Knowledge Loss: High employee turnover and retirement rates can lead to the loss of critical knowledge, particularly tacit knowledge, which is often not documented [15].
- Inefficient Knowledge Sharing: Without structured KM processes, knowledge sharing can be ad hoc and inefficient, leading to duplication of effort and missed opportunities for innovation [16].

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- Rapid Technological Change: The pace of technological advancement necessitates continuous learning and adaptation, which can be facilitated through effective KM practices [17].

By managing knowledge systematically, organizations can capture, retain, and leverage their intellectual capital, thereby enhancing their ability to innovate and respond to changing market conditions. In entrepreneurial settings, KM helps balance tacit knowledge creation with the documentation of explicit knowledge, improving scalability and adaptability [25]. Dalmarco et al. show that even startups not consciously applying KM can boost performance by organizing internal knowledge and routines [26].

Knowledge Management and Project Management

Knowledge management is inherently linked to project management, as projects are knowledge-intensive endeavours that require the effective use of both explicit and tacit knowledge. Projects generate a wealth of knowledge, including lessons learned, best practices, and technical expertise. Capturing this knowledge is crucial for project success and future project planning [27]. After action reviews and project postmortems are common KM techniques used to document project experiences and extract valuable insights [28]. Reusing knowledge from past projects can significantly accelerate current project progress by avoiding reinventing the wheel and utilizing proven solutions [14]. KM systems can provide access to historical project data, lessons learned, and best practices, enabling project teams to make informed decisions and avoid common pitfalls [29].

Effective knowledge sharing among project team members and stakeholders is essential for project progress. KM tools and technologies, such as knowledge repositories, expertise locator systems, and collaborative platforms, can facilitate this process [30]. For instance, communities of practice (CoPs) can serve as forums for project team members to share knowledge, discuss challenges, and develop solutions [31]. KM supports a culture of continuous learning and improvement, which is essential for project management. By capturing and analyzing project experiences, organizations can identify areas for improvement and implement changes that enhance project outcomes [32].

To effectively incorporate KM with project management, organizations can adopt several strategies.

- Develop a KM framework that aligns with project management processes. This framework should include processes for knowledge capture, sharing, application, and evaluation [33].

- Utilize KM technologies to support project management activities. This includes using project management software that incorporates KM features, such as document management, collaboration tools, and knowledge repositories [34]. Platforms like Microsoft SharePoint and Atlassian Confluence can serve as

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centralized repositories for project related knowledge and facilitate collaboration among team members.

- Encourage a culture of knowledge sharing and collaboration within project teams. This can be achieved through leadership support, incentives, and recognition programs that reward knowledge sharing and innovation [35]. Organizations can implement "lessons learned" sessions at the end of project phases to encourage team members to share insights and experiences [36].

- Embed KM activities into the project lifecycle, from initiation to closure. This includes conducting knowledge audits at the start of the project, capturing lessons learned during project execution, and documenting best practices upon project completion [37].

- Leverage KM to support decision-making in project management. By providing access to relevant knowledge and expertise, KM can help project managers make informed decisions and mitigate risks [33].

Since organizational knowledge stems from collective learning, individual contributions are essential. As Willke states: "Learning is the process; knowledge is the outcome" [38].

KM helps organize, structure, and distribute internal knowledge while equipping employees with the tools to locate information efficiently. One effective method for tracking internal expertise is through "knowledge maps" (Table 1) [39]. These maps illustrate the knowledge available across different departments, making it easier to identify key experts and resources. Industry directories and expert listings allow organizations to find and connect with specialists, which is necessary for leveraging implicit knowledge, unwritten, experience-based insights.

Type of Knowledge Map	Description
Knowledge Source Maps	Locate experts based on criteria like expertise, seniority, or location.
Knowledge Asset Maps	Provide a visual summary of an individual's, team's, or company's intellectual capital.
Knowledge Structure Maps	Break down complex knowledge domains to improve managerial understanding.
Knowledge Application Maps	Indicate which knowledge is needed at specific stages of a process, along with where to find it.
Knowledge Development Maps	Outline skill-building pathways for individuals, teams, or entire organizations, serving as learning roadmaps.

Table 1 Types of Knowledge Map

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The goals of KM depend on the specific problems it aims to solve. Organizations can determine their knowledge needs through structured group discussions, ensuring alignment with business priorities [40]. Several organizations have successfully integrated KM with project management to accelerate project progress.

National Aeronautics and Space Administration (NASA) has implemented a comprehensive KM program that includes capturing and sharing lessons learned from past projects. This program has been instrumental in improving project outcomes and accelerating project progress [33].

Siemens has developed a KM system called ShareNet, which serves as a platform for knowledge sharing and collaboration among project teams. This system has enhanced project efficiency and facilitated the reuse of project knowledge [41].

International Business Machines Corporation (IBM) has implemented a KM strategy that emphasizes the capture and reuse of project knowledge. This strategy has enabled IBM to accelerate project progress and improve project outcomes by leveraging the expertise of its global workforce [35].

Knowledge management is a critical enabler of project success. By effectively managing knowledge, organizations can capture, share, and apply valuable insights that accelerate project progress and enhance project outcomes. The integration of KM with project management requires a systematic approach that includes establishing a KM framework, utilizing technology, encouraging a knowledge sharing culture, and embedding KM activities into the project lifecycle. As organizations continue to face complex challenges and opportunities, the role of KM in project management will become increasingly important.

Organizational Strategy

Knowledge management (KM) is increasingly recognized as a core strategic function in organizations where expertise and information are central to value creation. To stay ahead, they must focus on keeping talent, building skills, structuring knowledge effectively, and making the best use of what their employees know and can do [42]. The strategies an organization adopts can either support this effort or create barriers that make it harder to manage knowledge effectively [43]–[45].

Gold et al. identify seven key organizational capabilities for effective KM, categorized into infrastructure and process capabilities [46].

> ➢ Infrastructure Capability: Structure, Culture , Technology

> ➢ Process Capability Acquisition, Conversion, Application, Protection

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Knowledge Infrastructure Capability

Processes in an organization involve social and technological steps that enhance knowledge contribution. Well-designed processes improve productivity, profitability, quality, value for citizens, sustainability, and growth [43]. Regularly reviewing and incorporating best practices ensures effective knowledge flow throughout the organization.

Structure

Organizations with cross functional teams and flexible reporting lines are better able to leverage diverse expertise and adapt to changing environments [44]. The organizational structure needs to be flexible to encourage sharing and collaboration [46].

Culture

A knowledge sharing culture is consistently linked to higher organizational performance and innovation [44]. Companies that actively recognize and reward knowledge contributions see increased participation in KM initiatives [47]. Leadership commitment and role modelling are also critical for embedding KM into daily routines. Without top management support, KM initiatives are unlikely to succeed. Leaders ensure alignment with business goals and provide the necessary resources, financial, human, and technological. Early engagement from leadership improves KM's success and long-term sustainability.

Technology

Technology acts as a catalyst in the knowledge management (KM) process within organizations [43], [47]. It plays a crucial role in implementing KM by offering various tools and techniques that aid in creating, storing, sharing, and applying knowledge. It helps manage explicit knowledge through tools like search engines, storage media, intranets, and extranets. For tacit knowledge, technology facilitates both online and offline collaboration, enhancing communication and sharing at formal and informal levels. Collaborative workspaces, for example, enable participation in knowledge creation regardless of time and distance. Moreover, technology provides a platform for preserving organizational knowledge.

Knowledge Process Capability

An enterprise's capacity for effective knowledge management is characterized by its proficiency in generating, disseminating, synthesizing, and strategically utilizing relevant knowledge throughout its various operational divisions [48]. The knowledge management process is managing both internal and external knowledge [46].

Organizations can generate knowledge through several approaches [35]:

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- Acquisition: Obtaining knowledge from external sources, such as competitors, industries, or mergers.
- Rental: Temporarily accessing expertise, such as hiring consultants or outsourcing research.
- Dedicated Resources: Establishing specialized teams solely for knowledge development.
- Fusion: Introducing diverse perspectives and challenges to spark innovation.
- Adaptation: Responding to external changes to avoid stagnation.
- Networks: Informal groups that may evolve into formal structures.

Acquisition

Businesses often realize that their internal knowledge reserves are inadequate for current or upcoming challenges. When critical expertise already exists outside the organization, acquiring external knowledge becomes a viable alternative to developing it in-house. Acquisition is the umbrella term for acquire, seek, generate, create, capture, and collaborate [46].

Conversion

Knowledge conversion is the ability to organize, integrate, combine, structure, coordinate, or distribute knowledge. These processes will support making existing knowledge useful, reduce redundancy, and replace outdated knowledge [46]. Grant [49] identifies three mechanisms for integrating knowledge into an organization:

1. Directives: Sets of rules, standards, procedures, and instructions converted from tacit specialist knowledge into explicit forms for communication to non-specialists.
2. Organizational routines: Patterns for task performance and coordination, interaction protocols, and process specifications.
3. Self-contained task teams: Teams created to handle tasks with high uncertainty, exploiting group synergy. Group problem-solving often requires coordination and facilitation of frequent interaction and intense collaboration.

The quality of preserved and updated knowledge should be prioritized over its quantity. It is important to maintain unified, controlled company vocabularies and coherence in the structure of the knowledge network and document formats. However, the primary focus should be on keeping employees' knowledge updated through training and other information-centered schemes [50], [51].

Application

Knowledge itself does not constitute a competitive advantage; rather, it is the application and integration of knowledge with business processes that makes a difference [52], [53]. The role of knowledge management (KM) is to ensure that relevant knowledge is

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appropriately utilized within business processes. Simply having knowledge within an enterprise does not guarantee its use. Behavioural factors that hinder knowledge utilization are prioritized. Specifically, the use of external knowledge is often obstructed by various barriers, such as the 'Not Invented Here' syndrome [54]. Effective knowledge use requires frequent behavioural changes and breaking away from established routines. KM aims to reduce these barriers and support behavioural change processes.

Protection

Knowledge protection is increasingly important in the context of digital transformation and cybersecurity threats. To preserve the competitive advantage generated, the knowledge needs to be protected [46]. Grimm et al. classified various existing methods for protecting knowledge and intellectual property, as shown in the Table 2 [55].

Protection Type	Description	Methods
Juridical	Legal instruments to protect intellectual property.	Patents, copyrights, trademarks
Strategic	Long-term control of knowledge and knowledge bearers aligned with company strategy.	Retention of employees, partners, suppliers
Organizational	Preventive measures to control access and behaviour of personnel.	NDAs, access control, spatial separation, surveillance
Technical (Physical)	Protects knowledge embedded in physical products or prototypes.	Obfuscation, copy protection, specialized design, RFID tags, barcodes
Technical (Digital)	Protects digital product data using IT and data manipulation techniques.	Digital watermarking, data manipulation, IT security

Table 2 Types of Knowledge Protection

Knowledge Management Frameworks and Models

KM frameworks and models provide a conceptual foundation for understanding and implementing KM. This section reviews some of the most influential KM frameworks and models, highlighting their key features, strengths and weaknesses.

1. The CEN KM Framework

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The Comité Européen de Normalisation (CEN), also known as the European Committee for Standardization, prepared a CEN Workshop Agreement (CWA) European Guide to Good Practice in Knowledge Management (KM) in 2004 to provide a practical introduction to KM [56]. This framework is structured around three layers.

1. **Business Focus**. The framework emphasizes that the core of any knowledge management initiative should be the business focus, as it highlights the value generating activities within an organization.

2. **Knowledge Activities**. The knowledge activities make up the second layer of the framework, forming a cohesive process. They are generally carried out to support broader business operations. Five key knowledge activities are commonly used by organizations in Europe:

   a) Identify Knowledge: Analyze existing knowledge and gaps to support decision making.
   b) Create (new) Knowledge: Generate new knowledge through social interactions, innovation, and expertise.
   c) Store Knowledge: Embed knowledge within the organization through processes, structures, and culture.
   d) Share Knowledge: Transfer knowledge via databases or direct interactions to ensure it reaches the right people at the right time.
   e) Use Knowledge: Apply knowledge to organizational processes, identify gaps, and drive continuous improvement.

Figure 2. The CEN KM Framework

Successful integration and execution of these activities within an organization requires the appropriate knowledge management methods and tools.

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3. **Enablers**. The third layer consists of enablers, which are divided into two categories: personal and organizational knowledge capabilities. These capabilities support the knowledge activities described earlier and work together to enhance knowledge management.

Personal knowledge capabilities include traits like ambition, skills, behaviour, experience, tools, and time management, which must be developed at both the individual and group levels to improve knowledge handling. Organizational knowledge capabilities are those that leaders must cultivate to ensure effective knowledge management within value-adding processes. These capabilities involve the mission, vision, and strategy, as well as the design of processes and structures. They also include measurement, cultural understanding, technology use, infrastructure, and the development of the organization's knowledge assets, which represent its collective knowledge.

2. The APO KM Framework

The APO's (Asian Productivity Organization) KM Framework (2009) is a comprehensive and practical framework that emphasizes the importance of aligning KM with organizational strategy and goals. APO's Knowledge Management Facilitator's Guide (KMFG) outlines four major elements in the framework [57].

1. **Vision and Mission**. The framework emphasizes the need for a clear KM vision and mission that aligns with the organization's overall vision and mission.

2. **Accelerators**. Accelerators support and speed up the KM initiative. Accelerators comprise of both drivers and enablers of the KM.

- Leadership: Leadership is essential for driving the Knowledge Management (KM) initiative within an organization. Without top management support, KM initiatives are unlikely to succeed.
- Technology: Technology acts as a catalyst in the knowledge management (KM) process within organizations. It plays a crucial role in implementing KM by offering various tools and techniques that aid in creating, storing, sharing, and applying knowledge.
- People: People are both users and creators of knowledge, holding intellectual capital. Trust is crucial for sharing knowledge. Without the active participation of communities, knowledge can't be considered an organizational asset.
- Processes: Processes in an organization involve social and technological steps that enhance knowledge contribution. Well-designed processes improve productivity, profitability, quality, value for citizens, sustainability, and growth.

3. Knowledge Process

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The knowledge management (KM) Process typically centres around fundamental knowledge activities, often called the "knowledge life cycle" or "knowledge value chain." The core of the knowledge activities can be classified into five as the following:

a) Identify Knowledge: This crucial and strategic phase includes recognizing the knowledge required to meet specific objectives. It involves evaluating existing knowledge and spotting deficiencies (gap analysis).

b) Create Knowledge: Knowledge can be generated through social interactions, training, experiential learning, collaborative problem-solving, and brainstorming. At the organizational level, innovation processes and enhancement activities are vital for new knowledge creation.

c) Store Knowledge: As organizations generate new knowledge, it becomes imperative to ensure that this valuable asset is preserved and accessible for future use. Effective knowledge storage is crucial to maintain the continuity of organizational learning and innovation.

d) Share Knowledge: Consistent and ongoing knowledge exchange encourages learning that supports organizational objectives. A culture of sharing is more likely to grow when there is mutual trust and clear benefits for those involved. The use of technology can improve the efficiency and reach of this sharing process.

e) Apply Knowledge: Applying and reapplying knowledge within an organization turns information into concrete actions. Knowledge contributes real value only when it is used to enhance products or improve services.

4. **Outcomes**. The outputs include improvements in individual capability, team capability, and organizational capability. These internal advancements can also extend to broader societal capabilities. Together, they lead to increased productivity, better quality of products and services, higher profitability, and sustained growth.
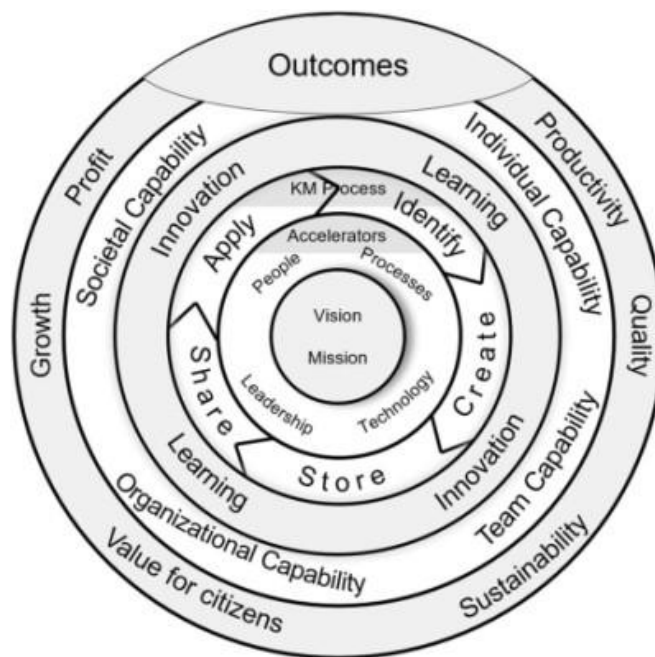
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Figure 3. The APM KM Framework

The APO KM Framework is unique in its emphasis on the social and cultural aspects of KM, recognizing that knowledge is not just a technical issue but also a human one. It emphasizes the importance of creating a knowledge-friendly culture and fostering trust and collaboration among employees

3. The Wiig KM Model

Karl Wiig's KM model focuses on the building and using of knowledge and emphasizes the importance of organizing knowledge to make it useful and valuable [58]. The Institutional Knowledge Evolution Cycle outlines five stages in how knowledge progresses within an organization.

The first stage, knowledge development, involves generating knowledge through learning, creative thinking, innovation, or by bringing in knowledge from external sources. In the next stage, knowledge acquisition, this information is captured and stored for later use and further refinement. Once acquired, the knowledge moves into the refinement phase. Here, it is organized, adapted, or converted into formats such as written documents or databases, making it more practical and accessible. The fourth stage focuses on distribution and deployment. At this point, the refined knowledge is delivered to key operational areas. This is done through training, educational efforts, expert support systems, or by embedding the knowledge into routines, tools, or technologies used in day-to-day work. Finally, in the leveraging stage, knowledge is actively used. Through its application, more learning and innovation are triggered. This continued use feeds back into the earlier stages, reinforcing the cycle and supporting the organization's ability to grow and adapt.

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4. Socialization, Externalization, Combination, Internalization (SECI) Model

Nonaka and Takeuchi describe how knowledge evolves through interactions between explicit (documented) and tacit (experience-based) forms as shown in figure 4. They emphasize knowledge creation rather than management. The SECI model, developed by Nonaka and Takeuchi, explains how tacit and explicit knowledge is converted into organizational knowledge through four distinct processes [59]:
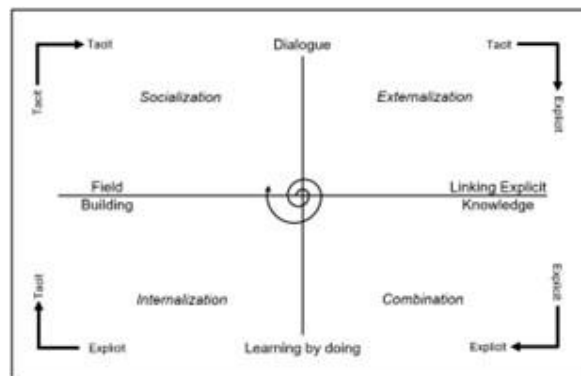

Figure 4. Nonaka-Takeuchi Model

- Socialization (Tacit → Tacit): Sharing unspoken knowledge through mentorship, observation, and collaboration.
- Externalization (Tacit → Explicit): Articulating tacit knowledge into clear concepts.
- Combination (Explicit → Explicit): Systemizing and merging documented knowledge into structured formats.
- Internalization (Explicit → Tacit): Absorbing formal knowledge through practice, turning it into personal expertise.

Nonaka and Takeuchi introduced a five phase model of organizational knowledge creation, outlining how knowledge evolves and spreads within a firm. The process begins with the sharing of tacit knowledge through interpersonal interaction (socialization). The next phase, creating concepts, involves the articulation of tacit knowledge into explicit forms through tools such as dialogue, metaphors, and analogies (externalization). Justifying concepts follows, wherein newly developed ideas undergo evaluation to ensure consistency with the organization's values and strategic direction (internalization). In the fourth phase, building an archetype, validated concepts are turned into tangible outputs, such as prototypes. The final phase, cross-levelling knowledge, describes the dynamic and iterative dissemination of knowledge across different levels or sections of the organization, facilitating the generation of new knowledge. The last two stages correspond to the combination mode, where diverse knowledge elements are integrated and reapplied in new contexts.
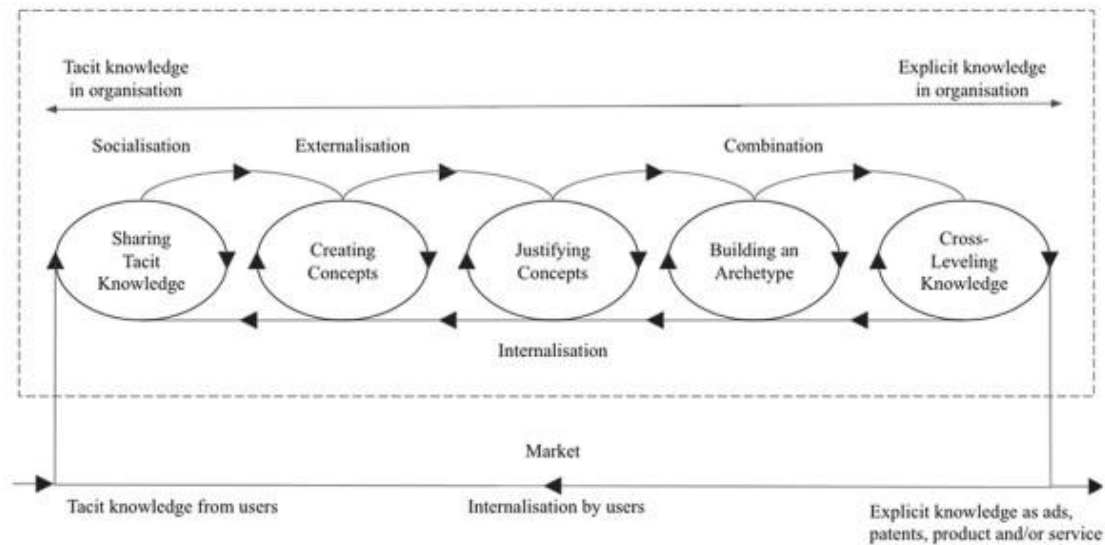
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Figure 5. Five-phase model of an organisational knowledge creation process

5. The McElroy KM Cycle

McElroy introduced a five-stage model that describes how knowledge develops, spreads, and is used within organizations [60]. The cycle starts with learning at both individual and group levels. This phase relies heavily on interaction and cooperation among people. It is through this social and collaborative process that knowledge is produced. Once this knowledge is claimed and verified, it becomes part of the organization's knowledge base. Next, knowledge integration occurs. This happens when people interact with the validated knowledge by searching for it, teaching it to others, or sharing it in various ways. If the integrated knowledge challenges current practices or beliefs, the organization reviews it. Management then decides whether to distribute the new knowledge throughout the organization. When this knowledge is put into practice, it produces feedback. This feedback allows individuals and teams to judge how useful the new knowledge is and to refine it further if needed. The result is a loop of continuous learning and improvement. Over time, this repeated cycle encourages steady innovation within the organization.
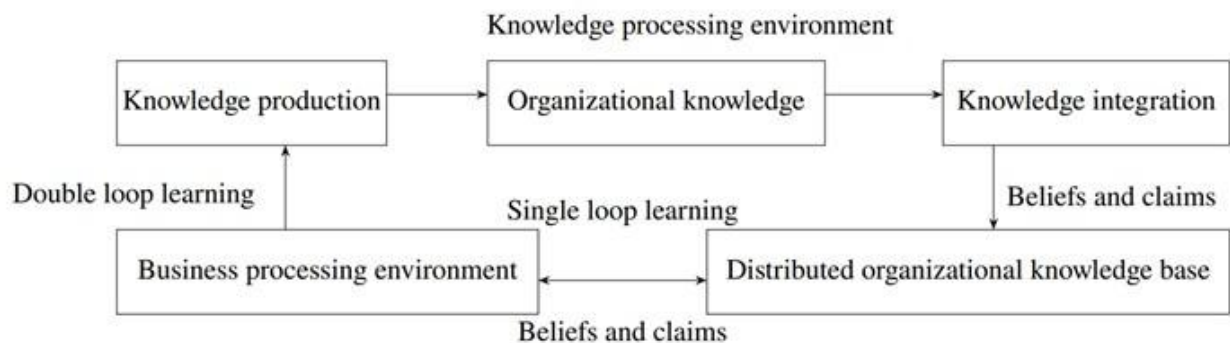

Figure 6. McElroy knowledge management life cycle

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Knowledge management system (KMS)

Knowledge Management Systems (KMS) are the technologies that collectively form systems capable of collecting, sorting, storing, and sharing information and knowledge throughout the organization. Examples include intranet, groupware, database management systems, information retrieval engines, data warehousing and data mining, document management systems, collaboration tools, and push technologies.

A Knowledge Management System (KMS) provides organizations with the opportunity to manage knowledge effectively. The primary goal of a KMS is to ensure that organizations have access to documentation, facts, sources of information, competencies, and solutions. Enhancing the mechanisms for searching information and knowledge is a fundamental principle of KMS [61]. According to Abdullah et al., [62], KMS has become a common medium for distributing knowledge by leveraging IT as an enabling tool. This allows individuals to access, share, and use knowledge from any workplace globally at any time.

Fahey and Prusak (1998) outlined the eleven deadliest sins of KM [63]:

1. "Not developing a working definition of knowledge."
2. "Emphasizing knowledge stock to the detriment of knowledge flow."
3. "Viewing knowledge as existing predominantly outside the heads of individuals."
4. "Not understanding that a fundamental intermediate purpose of managing knowledge is to create shared context."
5. "Paying little heed to the role and importance of tacit knowledge."
6. "Disentangling knowledge from its uses."
7. "Downplaying thinking and reasoning."
8. "Focusing on the past and the present and not the future."
9. "Failing to recognize the importance of experimentation."
10. "Substituting technical contact for human interface."
11. "Seeking to develop direct measures of knowledge."

KM Assessment

Hung et al. (2005) introduced the Knowledge Management Pyramid Model, a comprehensive framework that integrates three critical dimensions to assess organizational knowledge management effectiveness [64]. The model builds on the staged development approach of the Capability Maturity Model Integration (CMMI), and it combines three core elements: an analysis model for diagnosing current KM states, a development model guiding systematic improvement, and a structured assessment process to track progress [65].

The Knowledge Management Pyramid Model defines five progressive maturity stages, each representing a distinct phase in an organization's KM journey.

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1. Initial – KM activities are sporadic and unplanned, with success perceived as coincidental rather than strategic.
2. Repeated – KM gains recognition, but practices remain fragmented, driven by individual or team initiatives with inconsistent outcomes.
3. Defined – KM becomes standardized within specific units, supported by formal processes, technical systems, and defined roles.
4. Managed – Effective KM solutions are standardized enterprise-wide, with performance measurement and dedicated roles ensuring stability.
5. Optimizing – Organizations adapt KM strategies dynamically while maintaining maturity. Advanced measurement systems enable proactive adjustments, turning KM into a strategic asset.

The Knowledge Management Pyramid Model gives organizations defined reference points to evaluate both their knowledge management capabilities and areas needing improvement. It outlines a clear path for progress, turning KM efforts from trial based activities into stable, results-focused practices by focusing on consistency and measurable outcomes.

One of the model's strong points is its balanced approach, addressing people, processes, and technologies together. Organizations reaching the Optimizing stage maintain maturity even during change, using KM as a long term strategic advantage.

Conclusion

Knowledge Management is a foundational element for organizational success, particularly in knowledge-intensive domains like project management. By systematically capturing, sharing, and applying knowledge, organizations can enhance their adaptability, innovation, and performance. The integration of KM into project management processes ensures that valuable insights are retained and reused, reducing redundancy and improving outcomes.

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