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Book Review

Holsapple, Clyde W. (Editor) (2003). *Handbook on Knowledge Management: Volume 1, Knowledge Matters; Volume 2, Knowledge Directions*.

Knowledge management has become a subject of major contemporary interest and importance and there is no sign that either the interest or the importance will be other than increasing in the future. A total of some 208 books with "knowledge management" in the title were found in a 23 February search on the Amazon web site. There are a comparably large number of other books that concern aspects of knowledge management but which do not contain this explicit phrase in their title, such as the seminal work *The Knowledge Creating Company* by Nonaka and Takeuchi. In addition, there are a plethora of journal articles concerning this subject. Indeed, there are a few who specialize in this subject and others, such as this journal, that include it among their special focus areas. The knowledge management network URL at http://www.brint.com/km/ is perhaps the most extensive of several knowledge management Internet sites and contain links to many other sites.

Given the significant interest in this subject, it is not surprising to see much interest in the production of handbooks, fieldbooks, yearbooks, and other works of an overview nature that describe the why, how, what, who, when and where of knowledge management. To date, at least five of these have appeared (Bukowitz and Williams, 1999; Liebowitz, 1999; Cordata and Woods, 1999); Carter, Harkins, and Timmins, 2000; Srikantaiah and Koenig, 2000) and a forth is scheduled for publication in June 2003 (Easterby-Smith, 2003). Each of these is a relatively brief work, ranging in size from 328 pages to 521 pages. Each is a relatively good work.

The two volume *Handbook on Knowledge Management* reviewed here is comprised of some 1438 pages and is list priced by the publisher at 278 Euros or Dollars. The two volumes contain a total of some 65 chapters divided into eight parts. A keyword index is also included. The resulting structure and table of contents for the work is as follows.

Handbook on Knowledge Management

Volume 1: Knowledge Matters

I. Foundations of Knowledge Management
   1. The Rise of the Knowledge Organization
   2. Knowledge Managers: Who Are They and What Do They Do
   3. On Knowledge Work
   4. Knowledge Fields: Some Post-9/11 Thoughts about the Knowledge-Based Theory of the Firm
   5. The Knowledge Economy
   6. A Knowledge Management Ontology

II. Knowledge: A Key Organizational Resource
   7. Knowledge and Competence as Strategic Assets
   8. The Intellectual Capital of Nations
   9. Knowledge and Its Attributes
   10. Making Knowledge Visible through Knowledge Maps: Concepts, Elements, Cases
   11. Organizational Memory

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12. Organizational Cultures as a Knowledge Resource
13. Does Accounting Account for Knowledge?
14. Knowledge Management in Action?

III. Knowledge Processors and Processing
15. Agents, Artifacts and Transformations: The Foundations of Knowledge Flows
16. Organizational Knowledge Acquisition
17. Problem Solving: A Knowledge Management Process
18. Knowledge Creation
19. Sensemaking Processes in Knowledge Management
20. Creating and Facilitating Communities of Practice
21. Knowledge Sharing Proficiencies: The Key to Knowledge Management
22. Business Process as Nexus of Knowledge
23. The Partnership between Organizational Learning

IV. Influences on Knowledge Processing
24. Valuing Knowledge Management Behaviors: Linking KM Behaviors to Strategic Performance Measures
25. A Framework for Security, Control and Assurance of Knowledge Management Systems
26. Alternative Strategies for Leveraging the Knowledge Asset: A Framework for Managerial Decision-Making
27. The Leaders of Knowledge Initiatives: Qualifications, Roles, and Responsibilities
28. The 7 C's of Knowledge Leadership: Innovating our Future
29. Trust and Knowledge Management: The Seeds of Success
30. Why Knowledge Management Systems Fail: Enablers and Constraints of Knowledge Management in Human Enterprises
31. Identifying and Transferring Internal Best Practices
32. Strategic Knowledge Managing in the Context of Networks

Volume 2: Knowledge Directions

V. Technologies for Knowledge Management
33. Tracking the Role and Evolution of Commercial Knowledge Management Software
34. Technologies for Knowledge Storage and Assimilation
35. Knowledge Processes and Meta Processes in Ontology-Based Knowledge Management
36. Knowledge Searching and Services
37. Technology for Acquiring and Sharing Knowledge Assets
38. Technologies for Disseminating Knowledge
39. Peer-to-Peer Knowledge Management
40. Technologies for Knowledge Derivation: On-Line Analytical Processing
41. Knowledge Discovery and Data Mining

VI. Outcomes of Knowledge Management
42. The Dynamic Capabilities of Firms
43. The Knowledge Chain Model: Activities for Competitiveness
44. Achieving Knowledge Management Outcomes
45. Exploiting Knowledge for Productivity Gains
46. Knowledge Management and Agility: Relationship and Roles
47. An Atlas for Knowledge Innovation: Migration from Business Planning to Innovation Strategy
48. Valuing the Knowledge Management Function
49. A Guide for Measuring the Value of KM Investments

VII. Knowledge Management in Action
50. Knowledge Management in Organizations: The State of Current Practice
51. Successful KM Implementations: A Study of Best Practice Organizations
52. The Knowledge Strategy Process
53. The Force of Knowledge: A Case Study of KM Implementation in the Department of Navy
54. From Inventions Management to Intellectual Capital Management at The Dow Chemical Company: A 100+ Year Journey
55. Driving Knowledge Management at Ford Motor Company
56. Managing Intellectual Capital — via E-Learning — at Cisco
57. Transforming Theory into Fact: Hands-On Knowledge Management Initiatives Built on a Reinsurer's Pile of Junk
58. Knowledge Flow through a Military Joint Task Force Operation
59. Building a Knowledge Management Foundation at Microsoft Consulting Services

VIII. The Knowledge Management Horizon
60. Knowledge Management Education: An Overview of Programs and Instruction
61. Evolving Business Forms for the Knowledge Economy
62. Designing the Knowledge Organization of the Future: The Intelligent Complex Adaptive System
63. Commercialization: The Next Phase of Knowledge Management
64. The Convergence of Electronic Business and Knowledge Management
65. The Curious Success of Knowledge Management

At first glance, it might appear that there is no single chapter that provides a taxonomy and overview of the field as a whole. This, however, is generally the subject of Part I of the book which is comprised of some 6 chapters and which examines the foundations of knowledge management from the perspectives of historical development, nature of knowledge work, and an ontology that describes the influences and influencers of the field. The work would have profited from a consolidated guide to the extensive literature in knowledge management. While this is not provided, many of the individual chapters do provide a relatively extensive bibliography of pertinent references for the subjects they discuss.

The work itself is very extensive, as indicated by this table of contents. It would be very difficult to find a contemporary knowledge management issue or topic that is not discussed in this generally comprehensive work. Some of these will necessarily have to be found through use of the 50 page key word index which is repeated in both of the volumes. For example, only Chapter 37 of the work contains the explicit phrase "sharing knowledge" as a chapter title. Referral to the key word index indicates that the phrase "knowledge sharing" appears some 139 times in the handbook, including only once in this chapter — on the very first page. Sadly, this is indeed a keyword index, perhaps computer generated, and not all an index that refers to inclusive pages in which a subject is discussed. Thus the 139 referrals include both significant referral points where the subject receives a relatively extensive commentary to pages where the phrase is mentioned in passing. Interestingly also, while the keyword index does refer to many of the seminal contributors to knowledge management, a good many others, such as Ijukiro Nonaka, are rather surprisingly not in the index even though they are referred to many times in the handbook itself. Perhaps the most significant criticism that can be offered of this generally excellent and comprehensive work is that the keyword index is insufficiently knowledge based to support many needs to which it might be turned.

That criticism aside, this two volume set stands as the most comprehensive and complete single source of information and knowledge concerning this important subject. It is of value for novices as well as more

knowledgeable specialists who will appreciate its generally extensive coverage. The editor and publishers, as well as the various chapter authors are to be congratulated for this professional contribution to knowledge management.

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Carter, L., Harkins, P. and Timmins, A. (Eds.) (2000). *Linkage, Inc.'s Best Practices in Knowledge Management & Organizational Learning Handbook*. Linkage Press, Lexington MA (356 pages).

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