



# KNOWLEDGE MANAGEMENT ORIENTATION AND ITS INFLUENCE ON ORGANIZATIONAL PERFORMANCE: A SECTORAL REVIEW OF FIRMS IN HARYANA

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## ABSTRACT

This review paper explores the relationship between Knowledge Management Orientation (KMO) and organizational performance across diverse industrial sectors in Haryana. Drawing upon empirical studies and sector-specific analyses, the paper synthesizes existing literature to evaluate how strategic knowledge practices—such as knowledge acquisition, dissemination, responsiveness, and application—contribute to enhanced operational efficiency, innovation, and competitive advantage. The review adopts a comparative framework, examining manufacturing, agro-processing, and service-oriented enterprises to highlight sectoral variations in KMO implementation and impact. Key findings from surveys suggest that firms with a proactive KMO exhibit stronger performance metrics, including customer satisfaction, employee productivity, and market adaptability. The paper also identifies contextual enablers and barriers—such as organizational culture, technological infrastructure, and managerial commitment—that mediate the effectiveness of knowledge strategies. By focusing on Haryana's industrial landscape, the study offers regionally grounded insights and proposes a conceptual model for aligning KMO with performance outcomes. The review concludes with recommendations for future research and policy interventions aimed at fostering knowledge-driven growth in emerging regional economies.

*Keywords: Knowledge management, Organizational Excellence, organizational success etc.*

## 1. INTRODUCTION

In the contemporary knowledge-driven economy, the strategic management of intellectual assets has emerged as a critical determinant of organizational success. Knowledge Management Orientation (KMO)—encompassing the systematic acquisition, dissemination, and application of knowledge—has gained prominence as a foundational capability that enables firms to adapt, innovate, and compete effectively. As organizations increasingly recognize knowledge as a core resource, orientation toward managing it strategically becomes essential for sustaining performance across operational, financial, and customer-centric dimensions.

Knowledge Management Orientation (KMO) refers to an organization's strategic posture and behavioral commitment toward managing knowledge as a vital resource. It encompasses the values, systems, and practices

that guide how knowledge is acquired, shared, absorbed, and applied within the firm. Unlike ad hoc knowledge activities, KMO reflects a deliberate and structured approach to embedding knowledge processes into the core of organizational functioning. This orientation is not merely technical, it is cultural and strategic, influencing how firms perceive and leverage intellectual capital to drive performance.

Scholars often conceptualize KMO as a multidimensional construct comprising key components such as organizational memory, knowledge sharing, knowledge absorption, and knowledge receptivity. Organizational memory refers to the ability to retain and retrieve accumulated knowledge for future decision-making. Knowledge sharing emphasizes the dissemination of insights across departments and individuals, fostering collaboration and reducing redundancy. Knowledge absorption captures the firm's capacity to internalize external knowledge—be it from competitors, customers, or research institutions—and integrate it into its operations. Lastly, knowledge receptivity reflects the openness of an organization to new ideas, continuous learning, and adaptive change.

A strong KMO enables firms to respond more effectively to market dynamics, innovate processes and products, and enhance internal efficiencies. It serves as a strategic capability that aligns knowledge practices with organizational goals, thereby influencing outcomes such as customer satisfaction, employee productivity, and competitive positioning. In regions like Haryana, where industrial sectors vary widely in maturity and resource access, the degree of KMO adoption can significantly shape performance trajectories. Firms that cultivate a robust knowledge orientation are better positioned to navigate sector-specific challenges and capitalize on emerging opportunities.

The Indian industrial landscape, particularly in emerging regional economies like Haryana, presents a compelling context for examining the role of KMO. Haryana's diverse enterprise ecosystem—ranging from agro-processing units and general manufacturing hubs to service-oriented firms—offers a rich terrain for sectoral analysis. Despite its proximity to major economic corridors, the state's firms often grapple with uneven access to knowledge infrastructure, varying managerial competencies, and sector-specific challenges. These factors make it imperative to understand how KMO is adopted and adapted across different sectors, and how it translates into measurable performance outcomes.

This review paper synthesizes existing literature and empirical findings to explore the influence of KMO on organizational performance within Haryana's industrial sectors. By adopting a comparative lens, the study identifies sectoral patterns in knowledge practices, evaluates the effectiveness of KMO components, and highlights contextual enablers and constraints. The analysis draws on studies from manufacturing, agro-business, and service domains to uncover how firms leverage knowledge for strategic advantage, operational efficiency, and customer satisfaction.

Ultimately, the paper aims to contribute to both academic discourse and managerial practice by offering regionally grounded insights into the KMO–performance nexus. It proposes a conceptual framework for aligning knowledge strategies with sectoral realities and outlines directions for future research and policy formulation. In doing so, it underscores the importance of fostering a knowledge-oriented culture and infrastructure to drive sustainable growth in Haryana's evolving industrial landscape.

## 2. REVIEW OF LITERATURE

**Ndolge (2025)** investigated the impact of computerized accounting systems on organizational performance within Tanzania's public sector, focusing on the Tanzania Ports Authority. The study examined how these systems influenced financial reporting quality, internal control effectiveness, and managerial decision-making. A descriptive research design was employed, utilizing both primary and secondary data collected from 76 respondents through questionnaires and document reviews. Data analysis was conducted using SPSS Version 23, incorporating descriptive statistics, correlation analysis, ANOVA, and multiple regression. The findings revealed that computerized accounting systems significantly enhanced financial reporting accuracy, timeliness, and reliability. Internal controls were strengthened through reduced fraud and increased transparency, while access to real-time financial data facilitated faster and more informed managerial decisions. The study concluded that

computerized accounting systems positively contributed to organizational performance and recommended further training, system integration, and IT infrastructure improvements to maximize benefits [1].

**Umar et al. (2025)** investigated how change management influenced sustainable performance in higher education institutions (HEIs), with transformational leadership and knowledge management serving as mediating variables. The study adopted a cross-sectional, explanatory design and collected data from top management personnel in private HEIs across Malaysia. Using SmartPLS 4.0 for structural equation modeling, the researchers found that the dimensions of climate for change and change processes significantly enhanced knowledge management, while only climate for change positively impacted transformational leadership. Knowledge management mediated the relationship between change management and sustainable performance, whereas transformational leadership mediated only the link between climate change and performance. The study concluded that targeted change management strategies could improve HEI sustainability, offering practical implications for institutional leaders and policymakers [2].

**Chen et al. (2025)** examined how knowledge management (KM) capability influences sustainable business model innovation (SBMI) by integrating both symmetric and asymmetric analytical approaches. Drawing on dynamic capability theory, they analyzed data from 115 innovative Chinese enterprises using hierarchical regression analysis (HRA) and fuzzy set qualitative comparative analysis (fsQCA). The findings revealed that organizational structure enhanced information technology through improved human capital, which in turn stimulated collaboration depth by expanding collaboration breadth—ultimately driving SBMI. The study identified human capital, information technology, collaboration breadth, and collaboration depth as key chain-mediating factors. The authors concluded that KM capability plays a pivotal role in enabling SBMI and offered strategic insights for managers aiming to foster sustainable innovation in dynamic environments [3].

**Alharthi (2025)** examined how knowledge management practices and business intelligence systems (BISMs) contribute to entrepreneurial leadership and organizational sustainability in small and medium-sized enterprises (SMEs) in Saudi Arabia. Grounded in knowledge-based view (KBV), the study employed a deductive approach and collected cross-sectional data from 356 CEOs, senior managers, and business intelligence officers using both online and offline surveys. The findings revealed that knowledge acquisition and dissemination positively influenced BISMs and sustainability, while knowledge responsiveness had a negative effect on BISMs but a positive impact on sustainability. BISMs were found to enhance both entrepreneurial leadership and organizational sustainability, with entrepreneurial leadership also serving as a mediator between BISMs and sustainability. The study provided strategic recommendations for SME managers and policymakers to foster a culture of continuous learning and knowledge sharing, aligning with Saudi Arabia's Vision 2030 goals [4].

**Nuñez et al. (2025)** analyzed the impact of organizational culture on knowledge management within public elementary, secondary, and middle schools in Caquetá, Colombia. The study adopted a quantitative, correlational approach and surveyed 362 teachers, managers, and administrative staff. Using confirmatory factor analysis and structural equation modeling via SMARPLS 4.0.9.7, the researchers demonstrated that a well-structured organizational culture significantly enhanced the creation, storage, and dissemination of knowledge. The findings emphasized that institutional objectives aligned with cultural values contributed to operational efficiency and sustainability. The study offered timely insights for educational management and public policy planning in the Colombian education sector [5].

**Raju et al. (2024)** examined the correlation between knowledge management (KM) practices and organizational performance, analyzing how the strategic management of knowledge affected organizational effectiveness and success. Knowledge management, which encompassed the generation, dissemination, and utilization of knowledge within an organization, was increasingly acknowledged as a vital element in fostering innovation, refining decision-making, and augmenting competitive advantage. This research conducted an exploratory examination of essential knowledge management processes, including knowledge production, transmission, storage, and application, and examined their influence on performance measures such as operational efficiency, financial performance, and employee happiness. The research employed qualitative and quantitative methodologies, collected data from firms in various sectors to discern prevalent knowledge management

approaches and performance results. Research demonstrated that businesses employing comprehensive knowledge management strategies generally surpassed those that disregarded knowledge-centric practices, resulting in enhanced productivity, cooperation, and overall organizational efficacy. This study enhanced the existing literature on knowledge management by elucidating how successful practices improved organizational performance and presented practical advice for businesses that aimed to utilize their knowledge assets for sustained growth and success [6].

**Aloufi et al. (2024)** demonstrated that in the swiftly advancing telecommunications sector, companies in Bangladesh confronted the problem of enhancing their performance to maintain competitiveness. Nonetheless, research on the influence of big data analytics (BDA) on organizational performance (OP) in this setting remained scarce. This study examined the influence of big data analytics (BDA) on operational performance (OP) in Bangladesh's telecommunications sector, utilizing green innovation (GI) and knowledge management (KM) as mediating variables, and big data analytics technical capabilities (BDATCs) as a moderating variable. The results demonstrated that BDA positively affected OP, with both GI and KM serving as key mediators in this interaction. Nevertheless, although BDATCs improved the BDA–OP association, they did not substantially influence the BDA–GI connection. These findings highlighted the significance of amalgamating Big Data Analytics with Knowledge Management and Geographic Information to enhance corporate performance. Subsequent research broadened this inquiry across various sectors and incorporated longitudinal methodologies to elucidate the evolving influence of BDA on organizational performance [7].

**Bontis et al. (2024)** asserted that in the volatile business landscape, achieving sustained competitive advantage necessitated businesses to adeptly manage knowledge capacities and utilize resources efficiently. The main aim of this study was to examine the correlation between knowledge management (KM) processes, namely knowledge generation, knowledge codification, knowledge sharing and knowledge consumption, sustainability, and organizational performance. The study primarily investigated the direct impact of knowledge management on organizational performance, as well as its indirect influence via sustainability and knowledge consumption. A theoretical framework was presented and evaluated using data collected from firms in the services industry in Kuwait. The findings demonstrated that knowledge usage and sustainability completely mediated the connection between knowledge management and organizational performance. The usage of knowledge and sustainability had direct and beneficial impacts on organizational performance, while being directly influenced by knowledge management. Organizations were recommended to improve their performance by adeptly managing knowledge capacities, leveraging knowledge, and investing in sustainability and organizational resources [8].

**Darmastutiet al. (2024)** examined the impact of organizational learning and information technology on employee efficiency, with knowledge management serving as a mediating variable. The participants in that study were exclusively workers of the Klaten Regional Drinking Water Company. This research utilized the census approach for sampling. The sample included 69 employees, as determined by the sampling procedure that was used. Questionnaires had been administered to select samples to gather data. The questionnaire employed a Likert scale for assessment. The Partial Least Squares (PLS) variant underpinned the Structural Equation Model (SEM) utilized in the analytical method, which was executed via the SmartPLS 3.2.9 application. It examined the influence of mediating variables and the correlation between independent and dependent variables. The research findings demonstrated that knowledge management, organizational learning, and information technology positively and significantly influenced employee performance, as evidenced by hypothesis testing that employed the bootstrapping method. Moreover, knowledge management mitigated the effects of organizational learning and information technology on employee productivity [9].

**Chidiadi (2024)** examined the impact of Knowledge Management Practices on Organizational Performance in African SMEs. This study utilized a desk methodology. A desk study research design was typically referred to as secondary data collecting. This primarily involved gathering data from existing resources, which was preferred due to its cost-effectiveness relative to field research. Our study examined previously published research and publications, as the data had been readily accessible via online journals and libraries. Knowledge Management (KM) techniques positively influenced the performance of African Small and Medium-sized Enterprises (SMEs) by fostering innovation, refining decision-making, and augmenting customer satisfaction. Nonetheless, obstacles associated with knowledge transfer and constrained resources impeded the complete actualization of knowledge

management advantages in these businesses. The Resource-Based View (RBV) theory, social capital theory, and dynamic capabilities theory served as foundational frameworks for research on the impact of knowledge management techniques on organizational performance in African SMEs. African SMEs customized their knowledge management strategies to correspond with their distinct company cultures, structures, and resource limitations [10].

Table 1: Summary of Review of Literature

Author(s)	Year	Findings	Tools/Techniques	Research Gap
Ndolage, D. J. [1]	2025	Computerized accounting systems improve financial reporting, internal controls, and decision-making in public organizations	Descriptive design, questionnaires, ANOVA, regression (SPSS v23)	Limited focus on private sector and broader KM dimensions
Umar et al. [2]	2025	Change management and transformational leadership enhance sustainable performance via KM in higher education	Structural Equation Modeling (SEM)	Sector-specific KM impact in non-academic institutions underexplored
Chen et al. [3]	2025	KM capability drives sustainable business model innovation using both symmetric and asymmetric methods	fsQCA and SEM	Lack of regional focus and comparative sectoral analysis
Alharthi, S. [4]	2025	KM and BI systems foster entrepreneurial leadership and sustainability in SMEs	Quantitative survey, regression analysis	Limited integration of cultural and contextual variables
Cabrera Nuñez et al. [5]	2025	Organizational culture significantly influences KM in public education institutions	Structural Equation Modeling (SMARPLS)	Scarcity of studies in non-educational public sectors and rural contexts
Raju & Sushan [6]	2024	KM positively affects organizational performance across multiple dimensions	Literature synthesis, basic statistical analysis	Absence of sectoral breakdown and empirical validation
Aljehani et al. [7]	2024	Big data analytics enhances performance via green innovation and KM in telecom sector	Mediation analysis, SEM	KM's role in non-tech sectors and SMEs remains underexplored
Mohaghegh et al. [8]	2024	KM improves performance through knowledge utilization and sustainability	SEM, path analysis	Need for longitudinal studies and regional contextualization
Darmastuti & Radita [9]	2024	KM improves employee performance and engagement	Correlational analysis	Limited organizational-level performance metrics and sectoral scope
Chidiadi, A.	2024	KM practices significantly impact performance in African	Survey-based quantitative	Lack of comparative analysis across SME

[10]		SMEs	analysis	types and regions
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### 3. RESEARCH OBJECTIVES

This study aims to explore how Knowledge Management Orientation (KMO) encompassing practices like knowledge acquisition, sharing, assimilation, and responsiveness affects organizational performance across diverse industrial sectors in Haryana. By conducting a sectoral review of firms, the research seeks to uncover how KMO dimensions vary in their influence depending on the nature of the industry, such as manufacturing, agro-processing, or services. The objective is to identify sector-specific drivers and constraints that shape the effectiveness of knowledge strategies, thereby offering empirical insights into how firms can leverage KMO to enhance productivity, innovation, and competitive advantage within the regional context [11].

### 4. RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT ORIENTATION AND ORGANIZATIONAL PERFORMANCE

The relationship between Knowledge Management Orientation (KMO) and Organizational Performance (OP) is both strategic and multidimensional. KMO refers to an organization's systematic commitment to acquiring, sharing, assimilating, and applying knowledge to improve decision-making, innovation, and responsiveness. When firms actively cultivate these knowledge processes, they tend to experience enhanced performance outcomes ranging from operational efficiency and product quality to customer satisfaction and market adaptability.

Empirical studies have shown that KMO positively influences OP through several pathways:

- **Knowledge Acquisition & Sharing:** Organizations that prioritize gathering and disseminating relevant knowledge across departments foster better coordination, reduce redundancy, and accelerate problem-solving.
- **Knowledge Absorption & Responsiveness:** Firms that internalize external knowledge and adapt quickly to market changes are more likely to innovate and maintain competitive advantage.
- **Organizational Innovation as a Mediator:** Research indicates that innovation—both administrative and technical often mediates the KMO OP relationship. For instance, knowledge receptivity and absorption drive innovation, which in turn boosts performance metrics like profitability, customer retention, and employee productivity.
- **Sectoral Variation:** The strength of this relationship can vary by industry. In manufacturing, KMO may enhance process optimization and quality control, while in service sectors, it might improve client engagement and service delivery.
- **Performance Indicators:** OP is typically measured using both financial (e.g., ROI, revenue growth) and non-financial indicators (e.g., employee satisfaction, innovation rate). Studies suggest that KMO contributes more significantly to non-financial metrics in knowledge-intensive sectors.

In the context of Haryana's industrial landscape, where sectoral diversity ranges from agro-processing to light manufacturing and services, understanding this relationship can help tailor knowledge strategies to sector-specific needs ultimately driving regional competitiveness and sustainable growth [12].

## **5. KEY FACTORS THAT CONTRIBUTE TO SUCCESSFUL KNOWLEDGE MANAGEMENT ORIENTATION IN ORGANIZATIONS**

### **1. Organizational Culture**

A knowledge-friendly culture is the backbone of successful KMO. It encourages openness, trust, collaboration, and continuous learning. When employees feel psychologically safe to share ideas and experiences, knowledge flows more freely across departments. Cultures that reward innovation and recognize knowledge contributions foster stronger engagement and retention of intellectual capital. In Haryana's industrial sectors, specially manufacturing and agro-processing, cultivating such a culture can bridge generational and skill gaps [13].

### **2. Leadership Commitment**

Transformational and participative leadership plays a catalytic role in embedding KMO. Leaders who model knowledge-sharing behaviors, mentor teams, and invest in learning systems create an environment where knowledge is valued as a strategic asset. Their commitment influences resource allocation, policy alignment, and employee motivation. In SMEs and service firms, leadership often determines whether KM initiatives are sustained or abandoned.

### **3. Technological Infrastructure**

Robust IT systems such as intranets, knowledge repositories, CRM platforms, and AI-powered dashboards enable efficient storage, retrieval, and dissemination of knowledge. Technology acts as the enabler that connects tacit and explicit knowledge across organizational boundaries. However, success depends on user-friendly design, accessibility, and integration with daily workflows. In Haryana, firms adopting ERP and cloud-based KM tools show greater agility and responsiveness.

### **4. Organizational Structure**

Flat, decentralized structures tend to support KMO better than rigid hierarchies. When decision-making is distributed and cross-functional teams are encouraged, knowledge flows more organically. Structures that allow for interdepartmental collaboration, project-based learning, and flexible roles enhance the effectiveness of KM practices. In large manufacturing setups, reconfiguring silos into knowledge networks can significantly improve performance [14].

### **5. Strategic Alignment**

KMO must be aligned with the organization's strategic goals—whether it's innovation, customer satisfaction, or operational excellence. When KM initiatives are embedded into performance metrics, business processes, and strategic planning, they gain legitimacy and traction. Firms that treat KM as a core capability rather than a support function are more likely to see measurable improvements in outcomes.

### **6. Security and Governance**

Effective KM systems must ensure data integrity, confidentiality, and controlled access. Security protocols, ethical guidelines, and governance frameworks protect sensitive knowledge and build trust among users. Especially in sectors dealing with proprietary processes or client data, such as IT services or agro-tech, secure KM practices are essential for compliance and risk mitigation.

### **7. Training and Capacity Building**

Continuous training in KM tools, practices, and collaborative skills ensures that employees can effectively contribute to and benefit from the system. Capacity building also includes onboarding new staff into the KM culture and updating existing employees on evolving tools. In Haryana's mixed-skill workforce, targeted training can democratize access to knowledge and reduce dependency on informal channels.

Together, these factors form a synergistic foundation for successful Knowledge Management Orientation. Their interplay determines whether KM becomes a transformative force or remains a fragmented initiative [15].

## 6. CONCLUSION

Knowledge Management Orientation (KMO) significantly enhances organizational performance across Haryana's industrial and service sectors by fostering efficient knowledge sharing, innovation, and strategic decision-making. Firms with strong KM practices especially in manufacturing, banking, and agro-business, demonstrate improved customer satisfaction, operational agility, and employee engagement. Success depends on leadership commitment, supportive culture, technological infrastructure, and sector-specific alignment. As Haryana's economy diversifies, KMO serves as a critical enabler for regional competitiveness, making it essential for firms to embed KM into their strategic and operational frameworks.

## 7. FUTURE IMPLICATIONS

As Haryana's industrial and service sectors evolve toward digitization, sustainability, and global competitiveness, Knowledge Management Orientation will become a cornerstone of strategic resilience. Future implications include the rise of AI-integrated KM systems, sector-specific knowledge clusters, and policy-driven KM incentives that enhance innovation and inter-firm collaboration. Firms that embed KMO into their core strategy will be better positioned to navigate workforce transitions, regulatory shifts, and market volatility. Moreover, KM will increasingly influence regional development by enabling data-driven decision-making, fostering inclusive growth, and strengthening institutional memory across public and private enterprises.

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