Knowledge & Innovation Research in Strategic Management

A preliminary mapping of the domain and research priorities

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Knowledge & Innovation Research

- Published academic research and journal trends
- Academic research activities: importance, current & anticipated future
- Business requirements: importance, research & training
- Consultancy activities: importance, current & anticipated future consulting & research
Identification of Knowledge and Innovation Themes

• Review of SMJ, ASQ, AMR, AMJ & LRP from 1993-2003
• Total of 121 articles targeting knowledge and innovation scanned
• Identification of topics: 47 different topics
• Using a panel of experts to clusters the topics into 6 major themes
• Published academic research themes
  - What is knowledge
  - Knowledge creation & organizational learning
  - Knowledge sharing & knowledge flows
  - Knowledge implementation issues & strategic performance
  - Knowledge & innovation
  - Development & measurement of intangible assets
Questionnaire

- Published via internet, special announcement for participants of conferences in the fields of strategic management, knowledge and innovation (SMS, OKLC etc.)
- Total of responses: academics, practitioners and consultants

<table>
<thead>
<tr>
<th>What is knowledge?</th>
<th>1</th>
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<th>3</th>
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<tbody>
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Evolution of themes over the last 10 years in academic journals

Trends in K and I

- What is K
- K creation & org. learning
- K sharing, K flows
- Implementation issues
- K and strategic performance
- K and innovation

Year of Publishing

Number of Articles
## What is the focus in journals

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| Knowledge creation & organizational learning                                      |    |    |    |    |    |
| Knowledge creation                                                                |    |    |    |    |    |
| Individual, organizational vs interorganizational learning; E-learning; Unlearning |    |    |    |    |    |
| Learning organization; Organizational form & architectural knowledge              |    |    |    |    |    |

| Knowledge sharing & knowledge flows                                              |    |    |    |    |    |
| Communities of practice                                                           |    |    |    |    |    |
| Sharing & integrating knowledge in and across organizations and networks          |    |    |    |    |    |
| Accessing, sourcing & transferring knowledge internally and/or externally; Reducing stickiness of knowledge & decreasing runniness of knowledge |    |    |    |    |    |

| Knowledge implementation issues & strategic performance                          |    |    |    |    |    |
| Leveraging knowledge-based competencies; Capturing value from knowledge assets; Knowledge mapping |    |    |    |    |    |
| Knowledge vision & leadership                                                    |    |    |    |    |    |
| The role of absorptive capacity in managing knowledge                            |    |    |    |    |    |

| Knowledge and innovation                                                          |    |    |    |    |    |
| Knowledge-based innovation                                                        |    |    |    |    |    |
| Knowledge reinforcement/disruption through innovation; Creativity and knowledge    |    |    |    |    |    |
| The role of entrepreneurship in driving knowledge and innovation                  |    |    |    |    |    |

| Development and measurement of intangible assets                                  |    |    |    |    |    |
| Measurement of knowledge and learning                                             |    |    |    |    |    |
| Social, cultural & intellectual capital and valuing knowledge-based assets        |    |    |    |    |    |

**SIG, SMS 2004**
## What academics say about importance

### What is knowledge?
- Tacitness; Application locus; Interface of explicit and tacit knowledge and learning
- Knowledge beyond assets & resources
- Epistemology of knowledge; Differences between data, information & knowledge
- Individual vs collective knowledge

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SIG, SMS 2004
# What academics say about current work

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What academics say about ‘future’ research

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What practitioners say about **importance**

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**Journal focus!**

SIG, SMS 2004
Knowledge base
« K. as a stock »

How one relates to « reality »
Ontology / Epistemology

How one deals with reality
Implementation

Learning & sharing
« K. as a Flux »
Knowledge base
« K. as a stock »

1-What is Knowledge

2-Knowledge creation & Organizational learning

3-Knowledge sharing and flows

4-K. implementation & performance

5-Innovation & Knowledge

6-Measurement of Knowledge

How one relates to « reality »
Ontology / Epistemology

How one deals with reality
Implementation

Learning & sharing
« K. as a Flux »
Knowledge base
« K. as a stock »

Nature of Knowledge
Can Knowledge be managed?
Culture, routines
Measuring
IT supported knowledge
Leveraging knowledge
Incentives
Management processes
How one relates to « reality »
Ontology / Epistemlogy
Tacitness
Knowledge creation
How one deals with reality
Implementation
Training, Sharing
Stickiness, runniness

Learning & sharing
« K. as a Flux »
Conclusion

Preliminary insights ...
- Initial mapping of the domain
- Possible evolution of research topics

Where from here …
- Representative data (more B&C)
  - Widen collection and analyses of data
- Identify promising research priorities
  - Aligned themes
- Articulate research priorities
  - Accepted research themes
Knowledge base

« K. as a stock »

- Status & Nature of Knowledge
- Can Knowledge be managed?

How one relates to « reality »

Ontology / Epistemology

Knowledge creation

- IT supported knowledge
- Leveraging knowledge

How one deals with reality

Implementation

Learning & sharing

« K. as a Flux »

- Training, Sharing
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SIG, SMS 2004