

---

## Editorial

---

### Ganesh Bhatt

Department of Information Science and Systems,  
Morgan State University, Baltimore, MD 21251, USA  
E-mail: gbhatt@jewel.morgan.edu

It is my great pleasure to edit the special issue of *International Journal of Information Technology Management* on 'Tools and techniques for managing knowledge in organisations.' The papers in this issue address several dimensions of knowledge management. The varieties of papers demonstrate the challenge that underlies in knowledge management.

Selecting relevant papers for the special issue has been a challenging endeavour. My aim as a guest editor was to select those papers which are coherent and provide novel aspects on the issue of knowledge management, and also show how researchers in various countries perceive the idea of knowledge management.

Brachos, Philippidou, and Soderquist propose an integrated framework for knowledge management under the preview of, 'CULTURE'. CULTURE, according to them refers to the interactions between community, understanding, language, trust, unification, reflection and emotion. These interactions aid communities of practices in learning, knowledge sharing and creating changes in organisations. They also show how managerial actions are shaped and changed through learning and social interactions. The importance of their research lies in tying the discussions from a CULTURE perspective and showing why and when knowledge can be shared between communities of practices

By using a case study of a firm in the fashion industry, Bhatt and Gupta show how organisations manage explicit knowledge and tacit knowledge simultaneously. They argue that differences between explicit knowledge and tacit knowledge, at best, can be considered as artificial, because the differences often lie in the 'knowledge' of the organisational members. The importance of their research lies in showing how organisations improvise in managing knowledge.

Lucas and ogilvie show how organisations search for knowledge. They argue that organisations often make adjustments in their cognitive schema as they find new knowledge. This adjustment can be the result of a local search or global search. They illustrate how organisations in different development stages of their life cycle face different kinds of challenges in knowledge, and therefore, pursue different search strategies. Their work is particularly important, because instead of looking at all of the organisations with similar lenses, it underscores the importance of organisational development life cycle in knowledge management.

Wong's paper analyses knowledge management issues for small organisations. Wong argues that the prevalent knowledge management models are based on large organisations, therefore, these models may not necessarily be suitable in small organisations. The importance of his work lies in bringing together several of the prevalent knowledge management frameworks and comparing them on focus, origin, main constituent, strengths and weaknesses.

Lehmann and Lehner have looked at the concept of information sharing on knowledge management. These researchers have shown how prevalent frameworks on knowledge transfer and knowledge sharing are either too simple or unbalanced. Their work has been relevant in providing a larger perspective on knowledge management, linking together the significance of contexts, participant behaviour and collective roles.

Soutter and Whyte describe the process of sense making through a case study. They show the usefulness of a category-mapping tool, 'ThemeScape' that provides a visual overview of a large collection of documents and categorises each of the document- topics on importance and relationships. The authors argue that by relating and seeing the importance of several topics, the organisations are in better positions to categorise knowledge. Their research is relevant because it reflects how organisations look for and use various tools in managing knowledge.

Saxena and Bhatia argue that the current perspective on organisational knowledge can be determined on the basis of digital identity management. According to them, as information systems within the organisations are becoming more distributed and interdependent with partners and affiliates, digital identity management can prove to be a useful mechanism in managing knowledge. Their research is critical in showing how organisation identities occupy a central position in knowledge management.