

# Knowledge Organizations



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## After reading this chapter you will be able to

- Appreciate the application of Knowledge Management in large organizations
- Appreciate the implications of embracing Knowledge Management as an organizational theme
- Understand the responsibilities of knowledge leaders, including the chief knowledge officer (CKO)
- Appreciate how a Knowledge Management initiative is primarily one of corporate culture change
- Recognize the exposure to risk associated with a Knowledge Management initiative

**T**his chapter continues with the exploration of Knowledge Management (KM) that began with the more general issues introduced in Chapter 1 and moves to examine the specific implications of how a KM program affects the day-to-day operation of a knowledge-driven organization. The chapter explores the characteristics of organizations that embrace KM principles from the perspective of corporate management. To illustrate some of these characteristics, let's return to Mary and the Medical Multimedia Corporation.