sophisticated, formalized way. This chapter also differentiates between knowledge as an organizational process versus simply a collection of data that can be stored in a database.

Chapter 2: Knowledge Organizations

Taking the perspective of the corporate senior management, this chapter explores the implications of embracing Knowledge Management as an organizational theme. It explores the role of chief executive as chief knowledge officer, how any KM initiative is primarily one of corporate culture change, what can be expected through application of KM strategies in a large organization, general classes of KM initiatives—including gaining knowledge from customers, creating new revenues from existing knowledge, and capturing individual's tacit knowledge for reuse—as well as a review of the predictors of a successful initiative.

Chapter 3: Knowledge Workers

This chapter explores Knowledge Management from the employees' perspective. Topics include dealing with employee resistance to the increased overhead of not only performing their jobs but taking time to document their behavior for others, addressing the potential reward for a job well done with decreased job security, the importance of creating employee recognition and reward systems to encouraging employee participation in a KM initiative, and ways to use KM techniques to enhance employee effectiveness.

Chapter 4: Process

This chapter focuses on Knowledge Management as a process. Topics include process reengineering, competency measurement, how to best apply collaborative systems, approaches to unobtrusive knowledge capture, filtering and refining knowledge, methodologies for applying knowledge for decision support, and how Knowledge Management relates to traditional business processes and business models.