

## Introduction to the Minitrack on Knowledge Flows: Knowledge Transfer, Sharing and Exchange

K.D. Joshi  
Washington State University  
joshi@wsu.edu

Lynne Cooper  
Jet Propulsion Laboratory  
lynnecooper.phd@gmail.com

Nathan Johnson  
Western Carolina University  
nathan.johnson@wcu.edu

### Abstract

*This short paper serves to introduce the minitrack on knowledge flows and to summarize its constituent proceedings articles.*

### 1. Introduction

Most practitioners and researchers recognize that knowledge flows are extremely important, especially in the current age where organizations have to learn and innovate continually in order to remain competitive. Given that knowledge is distributed unevenly through the enterprise, rapid and reliable knowledge flows are essential for organizations' sustainable competitive advantage.

Knowledge flows across people, organizations, places and times of creation, sharing and application. Knowledge flows are dynamic. And in order to harness the competitive power of this dynamic phenomenon, it is imperative to understand and manage effectively the associated knowledge-flow processes.

This minitrack examines the nature and role of knowledge flows (e.g., knowledge transfer, sharing and exchange) in the organizational context. The Call for Papers welcomed theoretical and empirical pieces addressing technical, managerial, behavioral, organizational, and economic perspectives on knowledge flows.

### 2. Summary of Articles

Six papers are presented as a part of this mini-track. We introduce them briefly below.

Kaiser, in his conceptual paper titled "Towards a Knowledge-based Theory of Developing Sustainable Visions: The Theory Wave," argues that the process of vision development in organizations is elusive. As such, this research proposes a knowledge based theory for developing sustainable organizational visions. Holford and Hadya, in their critical-conceptual paper titled "Addressing the Tacit Knowledge Gap in Knowledge Systems Across Agential Realism," propose an alternative epistemology of agential realism which allows for a reframing of tacit knowledge within knowledge systems. In addition, they propose emerging examples of knowledge system configurations that have

affinities with an agential realist approach. Chen et al., in their paper titled "Carrot-and-Big Stick: When and How Authoritarian Leadership and Renqing Orientation Improve Tacit Knowledge Sharing," utilize survey data of over 300 Chinese employees to examine the concept of renqing orientation, in regards to guanxi, in order to understand its mediating effects on perceptions of procedural and interactional fairness in regards to tacit knowledge sharing under authoritarian regimes. Alammari and Chandran, in their paper titled "Impact of Knowledge Sharing Adoption on Universities' Virtual Learning Communities" investigate the impact of collectivism on knowledge sharing factors among academics in Saudi Arabian e-learning communities. A PLS approach is used to analyze data and a conceptual model for affecting knowledge sharing behavior is presented. Smith and Teuton's paper titled "What do you mean, Supply Chain Security? A Taxonomy and Framework for Knowledge Sharing" develops a taxonomic system for the terms 'supply chain' and 'security'. It then describes a framework for future research in supply chain security with the hopes of providing a conduit for comparing and translating research done in one domain of supply chain to a different one. Finally, Li and Chen, in their paper titled, "A Dynamic Network Measure of Knowledge Evolution: A Case Study of MIS Quarterly," examine the effects that an article's publication has on the subsequent use of its cited predecessors. They present a new, dynamic measure of journal citation analysis, and conduct a case study utilizing the measure on all articles published in MIS Quarterly since 1979.

### 3. Publication Opportunities

The minitrack papers published in this part of the proceedings will be considered further for adaptation into journal-length and – quality articles. Two established knowledge management journals have expressed interest: *Knowledge Management Research & Practice* [1] and the *International Journal of Knowledge Management* [2].

### 4. References

- [1] Knowledge Management Research & Practice; URL: <http://www.palgrave-journals.com/kmrp> (2004).  
[2] International Journal of Knowledge Management; URL: <http://www.idea-group.com/journals> (2004).