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Building a Research Agenda for the 21st Century

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Larry Beebe, Ph.D.
Conference Chair

Anna Wasescha, Ph.D.
Conference Coordinator

Raghu B. Korrapati, Ph.D.
Conference Manager

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**POST-IMPLEMENTATION ASSESSMENT OF KNOWLEDGE MANAGEMENT
PROGRAMS AT GOVERNMENT ORGANIZATIONS: THE GSA CASE** *Dallas*
Ballroom A2

Firend Al Rasheed, Walden University
and Sherrie Householder Abstract

This paper examines the causes of failure in post-implementation of knowledge management programs at large government organizations, specifically the case of the Goods and Services Agency (GSA) as knowledge management strategy embodies a long-standing scheme involving not only technology integration but also considerable investment in change management and business process design. The paper further suggests that KM programs in traditional government organizational structures often fail to deliver results in complex, multi-enterprise organizational structures because KM initiatives seek to transform the entire understanding of work processes, which causes workers to avoid utilizing KM systems effectively. Findings in this paper concludes that several elements contributed to the failure of implementation of KM programs at large government organizations, reasons seen as; lack of strategic direction and/or leadership, organizational environment and culture, the silo effect, and technology enabler and disabler, can greatly hinder KM initiatives.