

# Knowledge Management in Changing World- Case Study at American Companies and Lessons for National Economics University, Vietnam

Vu Ngoc Xuan  
National Economics University, Hanoi, Vietnam

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**ABSTRACT**— *Knowledge management (KM) comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences. Such insights and experiences comprise knowledge, either embodied in individuals or embedded in organizations as processes or practices. More recently, other fields have started contributing to KM research; these include information and media, computer science, public health, and public policy.*

*Knowledge management (KM) approaches have been broadly considered to entail either a focus on organizing communities or a focus on the process of knowledge creation, sharing, and distribution (Dorothy Leidner, Maryam Alavi and Timothy Kayworth, 2006). There are many different definitions of knowledge management. In general, the definition of knowledge management highlights shown the following characteristics: Knowledge Management is a field that is closely related to the theory and practice, and is a highly interdisciplinary field of multi-disciplinary. Managing knowledge is not information technology. Information technology is only supporting factor, but it plays a very important role in knowledge management, managing knowledge to take human factors into consideration. Today, many companies' leaders all over the world understand about the role of knowledge management. In this study, the author refers knowledge management with the experiences from some companies of the United State of America, the international university and has some lessons for Viet Nam companies in general and National economics university in particular.*

**Keywords-** national economics university (NEU), knowledge management (KM), knowledge sharing (KS), information technology (IT)

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## 1. INTRODUCTION

Many leaders have recognized the value of the company is located in each of the good that they have not produced the tangible machine or large building... More precisely, knowledge of every new human is really the most important asset of the company. Knowledge, here is the understanding, knowledge, technology and personal experience of the work, partnership... However, organizations are not always grasped the significance of the management and promotion of the knowledge asset.

Many business leaders said the company has no less than once faced with the departure of key personnel. The products they make but was well managed, the inheritance and development, but that is not the most important asset. The most important thing is when they bring knowledge, leaving a loophole for companies are not easy to fill, sometimes knowledge of both fields. Many Viet Nam organizations spend hundreds of millions Vietnamese dong each year staff training. However, the knowledge acquired from staff training to bring value to the company or not, very few organizations have been calculated. The waste is more evident when the amount of time spent to find the actual knowledge that already exists within the organization is very large.

If one organization does not know how to administer good knowledge of the company, the assets will be small and vice versa, if the knowledge is cumulative, development and good governance will help to block the assets of the constantly growing company. In other words, if the previous issues of enterprise development (businesses) depend on strong economic management, but now, in the knowledge economy, the existence and sustainable development of enterprises depends on each key strengths (Knowledge Management - KM).

## 2. THEORETICAL FRAMEWORK OF KNOWLEDGE MANAGEMENT

Many large companies and non-profit organizations have resources dedicated to internal KM efforts, often as a part of their business strategy, information technology, or human resource management departments (Addicott,

McGivern& Ferlie, 2006). Several consulting companies also exist that provide strategy and advice regarding KM to these organizations.

Knowledge management efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization. KM efforts overlap with organizational learning, and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge. It is seen as an enabler of organizational learning and a more concrete mechanism than the previous abstract research.

Table 1 shows us the two approaches of knowledge management: process approaches versus practices approaches. In the table, we see that the benefits and disadvantages of two approaches. If the companies use the process approaches, the benefits are to provide the structure to generate ideas and knowledge but disadvantages are limits the innovation. But if the companies use practices approaches, the benefits are to provide the environment to create the knowledge and innovation but disadvantages are maybe the results inefficient.

*Table 1. The process vs. practice approaches to knowledge management*

	<b>Process Approach</b>	<b>Practice Approach</b>
<b>Type of Knowledge Supported</b>	Explicit knowledge — codified in rules, tools, and processes.	Mostly tacit knowledge — unarticulated knowledge not easily captured or codified.
<b>Means of Transmission</b>	Formal controls, procedures, and standard operating procedures with heavy emphasis on information technologies to support knowledge creation, codification, and transfer of knowledge.	Informal social groups that engage in storytelling and improvisation.
<b>Benefits</b>	Provides structure to harness generated ideas and knowledge.  Achieves scale in knowledge reuse.	Provides an environment to generate and transfer high value tacit knowledge.  Provides spark for fresh ideas and responsiveness to changing environment.
<b>Disadvantages</b>	Fails to tap into tacit knowledge. May limit innovation and forces participants into fixed patterns of thinking.	Can result in inefficiency. Abundance of ideas with no structure to implement them.
<b>Role of Information Technology</b>	Heavy investment in IT to connect people with reusable codified knowledge.	Moderate investment in IT to facilitate conversations and transfer of tacit knowledge.

*Source: International Journal of e-Collaboration, 2(1), 17-40, January-March 2006, USA*

Knowledge is power and it makes an individual grow mentally and emotionally. Knowledge management plays a vital role in the up bring of an organization. Knowledge management in an organization is the capture of knowledge in a systematic way and using it for the progress. Knowledge allows an organization to recognize, create and distribute knowledge. When each employee of an organization contributes his part of knowledge in the knowledge pool, there forms a big one that helps the organization in realizing the right path towards success.

Knowledge can provide many competitive advantages to both the employee and the organization. Application of correct knowledge at the right situation helps an organization to make prime decisions. Knowledge management is a

difficult task and the process of knowledge management can be divided into many categories. They are creating a favorable environment, capturing right knowledge, refining the collected knowledge, storing it in an effective way, tagging it and circulating it. Knowledge is not measurable. Even a small piece of knowledge will be helpful if it is used in the right way. In organizations a favorable environment should be made to capture knowledge in an effective way. After capturing the knowledge, it should be refined and stored for future purpose. The refined information can be circulated within the organization to educate employees and authorities. In an organization the structure of knowledge management system depends on the strategy adopted for business.

### **3. KNOWLEDGE MANAGEMENT AND ROLE OF UNIVERSITIES IN THE WORLD CHANGING**

At this time, when attention is focused on universities in the United States, Britain, Korea, Ireland and elsewhere, let us consider the position of the University in a changing world and globalization. In the 2012 report, U.S. President Barack Obama calls for universities to play a role in the discussion of issues important for the development of the country. He said the current trend is to develop leading university research-oriented model "in the university"

According to current opinion, most emphasized the university's position as a human an important factor in the global trading system continued growth through knowledge, information and ideas. We live in a time when knowledge is ever more important to society and the world economy. In a constantly changing world, human factors and information technology, media revolutionary. Knowledge is the key factor in replacing other resources and a key driver of economic growth. Therefore, education has become the foundation for the prosperity of the individual in society constantly changes.

In the U.S., a recent survey showed that the percentage of individuals believe that higher education is "absolutely necessary" for success increased from 31% in 2000 to 55% in 2009. According to a study by the U.S. Census Bureau in 2002, is an American college education earned income twice during a lifetime than people with high school diplomas.

Higher education creates economic growth wider world as well as create personal success. For example, a recent study determined that universities contribute nearly 60 billion pounds to the economy of the United Kingdom in 2007-2008. Of course, this effect is not significant only at a national but also of the global nature and Vietnam is no exception to this rule. In a globalized world, the creation and change of the universities associated with rapid increase in the exchange program faculty and students. In particular, the specialized department plays an important role in the recognition of the school at various schools in order to create conditions for students to participate in academic exchange programs (which may take a few courses in the United States or a few courses in Vietnam).

According to a UNESCO report, there is a 57% increase in research outside the country in the past decade. At Harvard, we have seen a fourfold increase in overseas study in recent years. And now international students coming to Harvard more international students accounted for 20% of the total number of students of Harvard University. In the digital era, ideas and aspirations have crossed national boundaries. Knowledge Economy plays an important role in globalization and the ability of universities to towards the development of knowledge and research oriented.

Let us look at a few recent examples related to growth, exchange and cooperation:

- Recently, the European Union has expanded study abroad program, Erasmus, sending hundreds of thousands of students and faculty to 4,000 organizations in 33 countries each year.
- Persian Gulf has established branches of international universities of the world in order to attract investment in the education of hundreds of millions of dollars - Education City in Doha, including six American universities are in charge of over 14 square kilometers of land; This Abu Dhabi as a new school of New York University is famous. And University of New York branch will open here this fall. Branch New York University in Abu Dhabi will recruit students from 39 countries worldwide. We can count at least 162 branches of Western universities in Asia and the Middle East, this figure rose 43% in just three years.
- Singapore organizations attract 90,000 international students in a campus member of INSEAD, the global business, and the program has at least four well-known U.S. universities participating links.
- China has created a boom in higher education, the most impressive in history history of mankind. From 1999 to 2005, the number of people with high incomes quadrupled to more than 3 million people. China is expected by the end of this calendar year to become the world's largest national training doctoral scientists and engineers.
- In India, the number of people attending college increased doubled in the 1990s, and demand continues to increase. Minister of Human Resource Development of India has declared that India needs 800 higher education institutions by 2020 to raise the proportion of college-age enrollment in institutions of higher education school, from 12.4% to 30%.
- In Ireland participation rate in college-age increased from 11% in 1965 to 57% in 2003. Thus, global outreach has been expanded considerably. Innovative Ideas at University College Dublin, and innovative joint venture of the Institute, to leverage national and international connections, building capacity for innovation in technology and business university Irish...

They have seen the partnership without borders flourish create improved life dramatically. Collaboration between Harvard University and the Botswana government over half a decade achieve significant progress in the

treatment of AIDS. One of the biggest successes was all the types of applications such as eliminating AIDS transmission from mother to child. This is an unforgettable lesson to the president of Harvard about the achievements can be achieved. When asked a woman infected with AIDS in the hope of her three years old daughter, she smiled and replied: "I want my kids to go to Harvard." Fulbright Scholarship Program link between Harvard University and Ho Chi Minh City University of economics has contributed hundreds of training graduate students, graduate students in Vietnam. Typically initiatives at international universities study adds to the competition, created for global success for the country and economy. Indeed, the university raised the hopes of the world: in addressing cross-border challenges, the expansion and exploitation of new knowledge, in building cultural understanding and political, in an environment promoting dialogue and debate.

However, in 2010, was surprised by the pace of development in higher education around the globe, the world generally recognizes the growing importance of the universities. The global economic crisis has slowed the rise across the borders of Harvard University. The world seems "flat", and some observers believe that the economic downturn has driven globalization. Concerns about economic competition from the global recession has also enhanced anti-immigration sentiments expressed strongly in the United States in the new law passed in Arizona has sparked protests nationwide. The economic downturn has created a global threat even more directly to the development of education. In the knowledge economy really requires unprecedented development of higher education, universities in many parts of the budget cuts, reduced hours of courses taught, teachers fired and opportunities student learning less. In the United States, the most impressive examples related to the university system in California, the gold standard of higher education in the U.S. public. Shortfall in state revenues led to budget cuts 20% of the university. Faculty and staff have faced leave, layoffs and wage cuts, students have seen tuition increase. Experiences of budget pressures in Ireland, higher education in the UK face with similar challenges. UK Budget at the university cut 25%.

Serious challenge to the cost of higher education exists in the U.S., the robust debate on tuition fees in the UK and Ireland. The nature of the debate about the costs and budget cuts could threaten other warnings. The knowledge economy will be weakened global.

Ironically, the problem seems to be moving in a direction quite different in China. In the United States, the risk of eroding support for the humanities, the well-known organizations in China are turning to embrace them. If we are interested in what is happening in China, we would be surprised to find that what is most important in their mind, what they most wanted to discuss, the humanities, the need to expand and strengthen the scientific issues about society, the question as meaning the value of the subject matter? This arises even in organizations focused on science. Reform programs are conducted in a number of Chinese universities are demanding a variety of service courses, and the university leaders committed to enhancing teaching philosophy, history and literature. Fudan University in Shanghai has introduced a mechanism by residential universities as Harvard, Cambridge or Oxford, Sun Yat-sen University in Guangzhou has established a university liberal arts for a test group little experience of students. Two-thirds of Chinese college students pursue degrees in the sciences, less than a third of American students. Perhaps we worry about what each student can be ignored. But as we marvel at the development of higher education and the emerging power of science in China, we should take note of China's concern for the human sciences.

All of us faced with diverse information. It is an aspect of determining the global knowledge economy and new digital platforms. American students spend almost all the time associated with a number of devices such as mobile phone, iPhone, BlackBerry, iPad, Samsung ... They surf the web or search for information, instant messaging, sending e-mail. The world today depends on the knowledge economy, how do we understand what knowledge really is, as opposed to signal what is just information? The measured indicators of education as a tool for measuring economic growth have overlooked the importance of capacity development. It is unrealistic we are interpreting, ignoring some things are not about "the truth" but about understanding and meaning. Let me provide some examples of the contrast:

The first example is in the field of economics. In all sectors, the economy was so tempted to apply the model, the desire to make sure that the model will help us through understanding. The question is whether any of the economists we do not have this perception? Paul Volcker, Chairman of the Advisory Council U.S. economic recovery observed, a fundamental flaw of the current economic crisis is the notion that "the use of models in mathematics and physics can help we directly regulate financial markets." It's the model does not measure changes in natural human phenomenon, changes in the psychological, emotional ... and the political instability. Market, in other words, requires a certain degree of interpretation. Economy has basically realized that people do not necessarily act rationally-clear cognitive advantage and so we have seen the emergence of the new field of behavioral economics.

A second example is in the field of history, historians pursuing discovery, new material unknown in a forgotten archive, the data or detail overlooked previously, the historical facts have never seen or analyzed. But of course, history is not just accumulating information. Data not stand on its own, is not historic really "say" anything. Historian tells us about history. Most recent work on the American Civil War, for example, developed from the statistics long and wide acceptance of 620,000 people died because of the war, approximately 2% of the U.S. population. But no one really asked about the meaning of it. How they buried? Anniversary, Mourning? Me? But most want to know what all these people have gone through and by what means it is about how we live and die today.



As such, universities around the world are constantly changing in a flat world, the information is transmitted at a faster rate due to application of the achievements of information technology, facebook, apple or android google ... This required a constant blowing of the subject in college, barrel parts essential contribution to the development of universities in the world. Department is the place to make new discoveries of scientific research, innovation in general training programs of the university. When activity University changes, the most important thing is to develop and enhance the position of the subject in schools.

#### 4. KNOWLEDGE MANAGEMENT AT SOME AMERICAN COMPANIES

American companies spend \$73 billion on knowledge management software this year and spending on content, search, portal, and collaboration technologies is expected to increase 16% in 2014, according to a recently-released report from AMR Research. Knowledge management systems, which facilitate the aggregation and dissemination of a company's collective intelligence, provide numerous benefits, including enabling innovation and improving process efficiency. But successfully implementing these systems can be a challenge.

While technology advances have eased some of the installation and integration hurdles, Jim Murphy, AMR's knowledge management research director, says companies looking to do wide-scale deployments still face scalability and performance issues. And, as with other information technologies, user adoption presents the biggest test.

The publication, *CIO Insight*, have done several knowledge management case studies over the years. Here we invoke four that show how organizations of various shapes and sizes overcame the deployment challenges they faced.

**Southern Co.'s I.T.** Southern Co., the energy company that produces electricity for much of the Gulf Coast region, was preparing for Hurricane Katrina even before the 2005 storm struck. Southern had taken steps to meet worst-case scenarios, such as building an enterprise content management platform to ensure that engineers could get immediate access to design plans of electrical substations and other power equipment. As a result, the electricity distributor restored service to its Mississippi customers within 12 days of the hurricane, instead of the initially estimated 28. Setting up the content-management system presented some challenges, including matching data from one legacy system with a second one. The former system was a database with text data related to drawings, but no images; the latter contained drawings without the related text. In this case, the company uses process approaches of knowledge management.

**Dow Jones:** with readers flocking to the Internet, newspaper publishers have been forced to invest more dollars in pushing content to their Web sites. For Dow Jones, that presented a series of challenges, including a constant grapple with the content management and delivery tools needed to serve a growing subscriber base. In this case, Dow Jones use practices approaches of knowledge management.

**Shuffle Master Puts its Money on a Portal.** Shuffle Master, the manufacturer of automatic shuffling machines and chip counting products, had been relying on a fragmented sales and order processing infrastructure that was making it difficult for company employees to find integrated and reliable business information. For example, sales forecasts were issued several times each quarter, but were of limited value to salespeople trying to meet their quarterly goals because the numbers were stale by the time they were issued. The solution they came up with: Build a portal that could pull data on demand from more than 60 databases. The challenge they faced: How do you build a powerful portal on a midsize company's budget?

**Pratt & Whitney:** Pratt & Whitney airline engines are constantly transmitting information about the status of their parts. Down on the ground, data recorders at the manufacturer, which builds and maintains these engines for carriers such as Delta Air Lines and United Airlines capture this information and compare it to optimum levels in order to ensure the ongoing health of the engines. Streams of data are made available in a flash through a Web portal. But as the manufacturer found out, portals are only effective if they deliver something that users want. In this case, the information technology is very important to help the company analysis the customers' demand.

#### 5. DISCUSSION

Any organization, whether governmental, non-governmental organizations or businesses will also be shaped by different individuals. Each individual has a background knowledge, qualifications, abilities, experience ... different.

Higher, we have the team, the department, and other departments together with different knowledge. Knowledge management will help individuals, this division ... communication, exchange and share knowledge better. In particular,

knowledge management will help leaders; policy makers are making decisions, more effective policy for the organization.

In today's age, knowledge is power. If we capture, knowledge management is that we take advantage of the power of knowledge and turn it into your strength or organization.

However, whether we understand and uphold the importance of knowledge management, but we do not begin implementing a systematic way of thinking is the same as without. Factor is the most common and also the most difficult human being. More specifically, the policy is to encourage individuals to share their knowledge. Why should I share my knowledge to you and everyone? What I get when I do that? As many questions and no easy can be answers.

Besides, knowledge is an abstract concept, not easy to weigh, measure, and count. In case you are willing to share but whether you would do it like? Knowledge in your head, how you can transfer to? How can you take it out from the others and make it your? For example, you simply move the agency to train more professionals, how do these experts bring their learned knowledge transfer to people or how professionals can share with each other to synthetic, added mass general knowledge?

Culture, habits, knowledge sharing responsibility is very important. And personal property is inherent in each of us. If we have good environments with shared cultural, personal, and I think the owner will be removed many. It is important for people to see how they are responsible for sharing their knowledge and ensure that everyone is receiving the knowledge of others to bring success. The individuals of the organization should also be aware that knowledge in the head is not only personal property belonging that it was the collective knowledge.

Perhaps, we never dependent on the power of IT as this time, some American companies successful in KM because the supports of IT system. IT is deployed in the most important areas of social life. Knowledge Management is also inherited a lot from the achievements of IT. The system of internal communication or external information of many businesses relies heavily on IT. If conditions permit, the organization/ enterprise should build the portal knowledge management accordingly.

## **6. IMPLICAITONS AND CONCLUSIONS**

The success of the American companies help the Vietnam companies understands the knowledge management in the changing world, also the support of information technology. In Vietnam many units had started to regard this problem of knowledge management. We have some lessons from the international experiences. We also attach great importance to knowledge, but let's act. We should study, accurate assessment of system knowledge, the knowledge capacity. We should research, research models and knowledge management experience from other countries. At this point, embarking on knowledge management is not too new.

One factor almost from the beginning is indispensable IT. In many countries and large organizations around the world, knowledge management has been implemented since early in the first period, IT was considered the "backbone" for the plan.

If we quickly grasp and implement the knowledge management tasks, then hopefully in the future there will be many Vietnam companies apply knowledge management effective, successful.

*In summary, I suggest the solutions for Viet Nam organizations as follows:*

- The policies and procedures should be knowledge documented to avoid unnecessary misunderstandings and easy to detect errors occurring at any stage.
- Develop a unified documentation system to capture knowledge. As mentioned above, the knowledge of a person not to communicate to others. By showing that knowledge through written documents exchanged..., organization will be complete documentation system and database repositories general knowledge.
- Focus on training and knowledge transfer. Cultural sharing is essential in training activities. Those experiences should be encouraged to see and be responsible for sharing and guiding less experienced ones. In addition, organizations can take advantage of the knowledge of other organizations if such knowledge is not used properly, but to know how to protect a specific knowledge of their organization.
- Continually update new information and learn from the work done and the experience of other organizations.
- Focus on the human factor. Humans can create new knowledge and new man only able to use that knowledge to create new knowledge more. Organizations should have policies to recruit young workforce, enabling people with experience working with new people. There are appropriate remuneration ... Always note that a person's knowledge capital more than what he's shown.
- IT applications. For the shared activity, takes place in an efficient manner, the indispensable role of IT. IT plays a supporting role, making the sharing; storing, updating and using knowledge is made easier. Furthermore, knowledge is constructed for continuous knowledge of the giant companies that increasingly IT-enabled storage, classification, updates, share, use and development in a timely manner and stabilizes regulations. IT is extremely effective tool in building database systems/knowledge of the organization, allowing employees to access for timely decision making as well as building a network of KM in depth and width.

Finally, the hardest thing to implement KM is probably aware of the problem. Only when knowledge is recognized asset, the new leaders of the organization are aware of the protection, preservation, investment and embellished them into

greater wealth. Advocacy is located at the company's culture, in every human organization. By building KM apparatus it is not a project that is a cumulative process of many restless individuals. So if the Viet Nam Companies do not start now building KM, maybe someday the organization, those companies would become the empty apparatus, poverty and failure in the marketplace.

## 7. RECOMMENDATIONS FOR NATIONAL ECONOMICS UNIVERSITY, VIETNAM

From the above analysis of the role of the subject in universities and some American companies. We find that faculty has a central role of the knowledge management at university. Want to university development, to enhance the role and the significance of the knowledge management. During the university to develop the national economy into a world-class university in the Southeast Asian region, NEU need to implement a number of measures as follows:

One is, need to enhance the role of the Department in supervising professional capacity of the faculty. Department plays an important role in assessing the qualifications of faculty, departments should have the right to decide excluded from the organization faculty research capacity is poor, does not meet the teaching requirements. Simultaneously, the subject should have a decisive role in the reception of the new faculty teaching required teaching and professional fields by department in charge.

Secondly, the subject should have a role in the calculation of financial revenues and expenditures related to the field of professional responsibility. Faculty Payment should be allocated to the subjects, which will be distributed to department faculty.

Thirdly, the Department should work closely with faculty leaders to attract funding for the department, faculty/institute in particular and the school in general. Sources Alumni force have important implications in the development of resources for research and scientific development.

Fourth, the subject should be autonomous in scientific research and application deployment results in practices.

Fifthly, the need to have coordinated the department with each other that engages in scientific research and technology transfer. NEU policies should be used to strengthen the intellectual resources of professor's experience with long seniority in teaching and scientific research. Because it is a source of valuable knowledge, experience contributed greatly to the development of the university. *The fact that creating brand and values of the university is not a modern infrastructure, which is knowledge, knowledge of the professors in the department's specialized schools, this knowledge should be inherited and developed in conjunction with process innovation universities and regional integration in the world.* And knowledge management is not only important in the corporate sector but also scientists. At the same time, the development of information systems to support knowledge management is major. This is the most effective tool to minimize the risk of causing brain drain.

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