

## Chapter 7.21

# Knowledge Management and Organization Security Issues

**James A. Sena**  
*California Polytechnic State University, USA*

### **ABSTRACT**

This chapter focuses on organization security issues in knowledge management. Security has always been a major corporate consideration. It must be ingrained in the firm's core processes. An organization's ability to learn from experience and translate ideas into action is key to sustaining competitive advantage. Under this context and prescribed purpose, technology and communication tools are the glue that allows the people to operate under the company's structure. The social impact of physical space, technology adjustment, and the change to the business environment is dictated by security restrictions and innovations in communication. This chapter addresses security by looking at technology tools, resource utilizers, and communication tools

### **BACKGROUND**

Table 1 presents the primary literature references for this chapter.

### **STRATEGY AND THE COMPANY'S ENVIRONMENT**

Business strategy has historically focused on the analysis of the company's industrial environment and its competitive positioning. Recently, the emphasis has shifted to the interface between strategy and the company's internal environment. Capabilities are key requisites for companies to make this

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Figure 1.

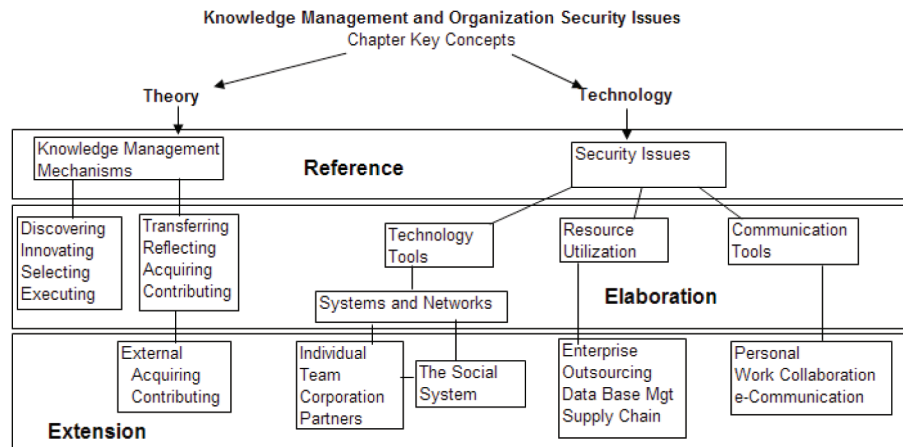


Table 1. Primary sources for literature review

| Issue                          | Reference                    | Contribution  |
|--------------------------------|------------------------------|---|
|                                |                              |   |
| <b>Organizational Learning</b> | Chen (2005)                  | model containing nine organizational subsystems   |
|                                | Christensen (1997)           | examples of companies and the recognition of novel technologies   |
|                                | Tushman and O'Reilly (1996). | coping in an external environment   |
|                                | Van de Ven (1986)            | difficulties in motivating people to attend to new ideas, needs and opportunities   |
|                                | Morgan (1996)                | consideration of external and internal environment as warning signals   |
| <b>Knowledge Management</b>    | Prahalad and Hamel (1990)    | need to focus on core systems   |
|                                | Nonaka and Takeuchi (1995)   | companies should be knowledge-creating—becoming innovation factories—breakthrough innovation projects require a commitment of financial and human resources   |
| <b>Security Issues</b>         | Bell (2003)                  | businesses that have tried to introduce complicated global matrix management structures—where employees formally have several lines of reporting—team-based benefits have failed to fully materialize |
|                                | Jensen and Xiao (2001)       | peer-to-peer networking might not automatically maintain accountability when false or misleading information is spread  |
|                                | Friedman (2005)              | few companies can afford to develop and support a complex global supply chain   |

shift. At the business level, development and organizing capabilities can be a source for competitive advantage. A key emerging issue is to match the company's capabilities with those opportunities that arise in the external environment. A company can use the business context, its current strategy,

and capabilities to find better ways to develop internal mechanisms which ensure the continuity of these successful practices.

Foremost though is the deployment of security measures. These measures are threaded in the processes and fiber of the organization. Knowl-

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