## Communication and Organizational Knowledge

Contemporary Issues for Theory and Practice

Edited by Heather E. Canary and Robert D. McPhee



## Contents

	Foreword: Representation, Signification, Improvisation - A Three-Dimensional View of Organizational Knowledge HARIDIMOS TSOUKAS	x	
	Acknowledgments	xx	
	List of Contributors	xxi	
1	Introduction: Toward a Communicative Perspective on Organizational Knowledge HEATHER E. CANARY AND ROBERT D. McPHEE	1	
PART I The Communicative Practices of Organizational Knowledge			
2	Heterogeneity in Knowledge and Knowing: A Social Practice Perspective TIMOTHY KUHN AND AMANDA J. PORTER	17	
3	<b>Knowledge, Belonging, and Communities of Practice</b> JOEL O. IVERSON	35	
4	Challenges of Implementing Systems for Knowledge Management: Static Systems and Dynamic Practices MICHELE H. JACKSON AND JULIE WILLIAMSON	53	
5	The Politics of Knowledge: A Critical Perspective on Organizational Knowledge ALEXANDER LYON AND JOSEPH L. CHESEBRO	69	

Th	RT II e Communicative <i>Connections</i> of Organizational owledge -	87
6	Information, Technology, and Knowledge Sharing in Global Organizations: Cultural Differences in Perceptions of Where Knowledge Lies PAUL M. LEONARDI	89
7	Transactive Memory and Organizational Knowledge EDWARD T. PALAZZOLO	113
8	Communication and Knowledge-sharing Errors in Groups: A Transactive Memory Perspective ANDREA B.HOLLINGSHEAD, DAVID P. BRANDON, KAY YOON, AND NAINA GUPTA	133
9	Problems and Promises of Managing Explicit Knowledge: The Ideal Case of University Research STEVEN R. CORMAN AND KEVIN J. DOOLEY	151
Th	RT III e Communicative Technologies of Organizational owledge	171
10	The Utility of Information and Communication Technologies in Organizational Knowledge Management ANDREW J. FLANAGIN AND MELISSA BATOR	173
11	Knowledge Management Systems and Work Teams MICHELLE SHUMATE	191
12	Knowledge Utilization in Electronic Networks of Practice LIQIONG DENG AND MARSHALL SCOTT POOLE	209
PA Th		209

14	Knowledge Types in Cross-System Policy Knowledge Construction HEATHER E. CANARY	244
15	Coaching to the Craft: Understanding Knowledge in Health Care Organizations ALEXANDRA G. MURPHY AND ERIC M. EISENBERG	264
16	Socializing Organizational Knowledge: Informal Socialization through Workgroup Interaction KAREN K. MYERS	285
	Conclusion: Moving Forward with Communicative Perspectives on Organizational Knowledge ROBERT D. McPHEE, HEATHER E. CANARY, AND JOEL 0. IVERSON	304
	Index	314

Contents ix