

## Implementing KM/OM: Building and Recognizing Knowledge Cultures and Other Issues

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This is the third mini-track of the Knowledge Management, Organizational Memory, and Organizational Learning cluster. The mini-track focuses on issues related to the implementation of Knowledge Management, Organizational Memory, and/or Organizational Learning systems or initiatives. Key issues looked at included the impact of culture, management support, creating a learning organization, and measuring the success and/or effectiveness of KM, OM, and/or OL systems or initiatives. Metrics and success measures were a particularly strong area for submissions and half the accepted papers are in this area. The mini-track reviewed 23 papers and accepted 12. The acceptance rate is not reflective of the quality of the submittals, but the result of constraints on how many papers could be presented.

The profile of accepted papers reflects the breadth and diversity of methodologies and the research domain that this mini-track supports. An examination of topic areas of the accepted papers shows that the emphasis is on Knowledge Management, but that Organizational Memory and Organizational Learning are related topics of interest. Also, the submissions focused heavily on measuring the success and performance of KM, OM, and OL. Finally, from the standpoint of location, papers were submitted from 11 countries on 4 continents and accepted from 6 countries on 4 continents.

The accepted papers are organized into four sessions of three papers each. The first session explores measuring KM, OM, and OL effectiveness. The second session focuses on metrics for KM, OM, and OL. The third session is concerned with the impact of culture on KM, OM, and OL initiatives. The fourth session explores KM, OM, OL implementation issues such as sustainability, who profits, and international alliances.

Session 1: Zhang Li, Tian Yezhuang, and Qi Zhongying (Harbin Institute of Technology, Peoples's Republic of China), discuss the impacts on organizational performance from the use of OM in a manufacturing enterprise. Martin Smitts and Aldo de Moor (Tilburg University, Netherlands) discuss KM

effectiveness in a community of practice. Murray E. Jennex and Lorne Olfman (San Diego State University, Claremont Graduate University, United States) provide a framework for assessing KM effectiveness models.

Session 2: Young-Gul Kim, Sung-Ho Yu, and Min-Yong Kim (Korea Advanced Institute of Science and Technology, Republic of Korea) explore linking KM drivers to KM performance. William Money and Arch Turner, George Washington University, United States) discuss metrics for assessing user acceptance of KM systems. Atreyi Kankanhalli and Bernard C.Y. Tan (National University of Singapore) review KM metrics.

Session 3: Daniel T. Holt, Summer Bartczak, Stephen Clark, and Martin Trent (United States Air Force Institute of Technology) report on the development of an instrument to measure an organization's readiness to implement KM. Jing Zhang and Sue R. Faerman (Clark University) explore issues related to creating a knowledge sharing culture through a case study on the building and implementation of the MACROS system. Pierre A. Balthazard and Robert A. Cooke (Arizona State University West, United States) look at the behavior-performance continuum as a method for assessing an organization's culture on KM success.

Session 4: Lynne P. Cooper, Rebecca L. Nash, Tu-Anh T. Phan, and Teresa R. Bailey (Jet Propulsion Laboratory-NASA, United States) present a case study on using a KMS to support organizational learning. Dong-Gil Ko and Alan Dennis (Indiana University, United States) discuss who actually profits from KM. Eliot Rich and Peter Duchessi (University of Albany, United States) present a model that looks at the sustainability of KM programs.

As always, we appreciate the efforts of all our colleagues who submitted papers, the 74 persons who faithfully served as referees for the submitted papers, and those who will attend the sessions. Without you we could not hold this mini-track. Through your efforts, we continue to see these interrelated research domains grow and flourish.