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Institutionalization of Knowledge Management in Sri Lankan Business Entities.

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I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Science.

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Declaration of originality

This is to certify that the work is entirely my own and not of any other person, unless explicitly acknowledged (including citation of published and unpublished sources). This work has not previously been submitted in any form to the Sri Lanka Institute of Information Technology or to any other institution for assessment for any other purpose.

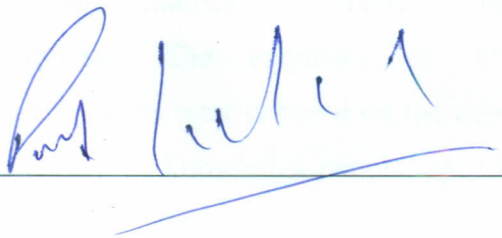
Signed 

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Table of Contents

Abstract	IV
Acknowledgements	VI
Table of Contents	VII
List of Figures	X
List of Tables	XI
Chapter	1
Introduction	
1.1 Background of the study	
1.2 Statement of the problem	
1.3 The research question	
1.4 Objectives of the study	
1.5 Significance of the study	
1.6 Chapter overview	
Chapter	2
Literature Review	
2.1 Introduction	
2.2 What is knowledge?	
2.3 What is knowledge Management (KM)?	
2.4 Importance of KM	
2.5 Competitive advantage and distinctive competencies	
2.6 Competitive Advantage and distinctive competencies	
2.7 The relationship between KM and competitive advantage	

2.8 Institutionalization of KM

2.8.1 IT infrastructure

2.8.2 Management awareness and support in KM

2.8.2.1 Alignment of KM strategy with business strategy

2.8.2.2 Dedicated knowledge group in organization structure

2.8.2.3 KM Process

2.8.2.4 Capture best practices

2.8.3 Organizational culture

2.8.3.1 Knowledge sharing culture

2.8.3.2 Rewards and incentives

2.8.3.3 Trust teamwork and openness

2.9 Challenges in institutionalizing KM

2.9.1 Conceptual framework

Chapter 3

The Research Methodology

3.1 Introduction

3.2 What is descriptive research

3.3 In depth Interview technique

3.4 Advantages and limitations of in depth interviews

3.5 Design of the Study

3.6 Introduction of Sample population surveyed

3.7 Significance and justification of the chosen population

3.8 The interview Framework

Chapter 4

Research Findings and Analysis

4.1 Main findings and discussion

4.1.1 Do surveyed companies understand the concept and practice of knowledge management.

4.1.2 Is KM a passive or a strategic function in the organizations surveyed?

4.1.3 Is institutionalized in the population surveyed?

4.2 Problems and limitations

Chapter 5

Conclusions and Recommendations

5.1 Answer to the research question

5.1.1 An agenda for Sri Lankan businesses

5.1.2 An implementation guide to the practitioner

5.1.3 Recommendations for further research

Bibliography

Appendices

Appendix 1: A detailed description of the chosen population

Appendix 2: The in – depth interview questionnaire

Appendix 3: Additional questions posed to the population

Appendix 4: Tables illustrating key findings

List of Figures

Figure 1. The Chapter Flow 21

Figure 2.Spiral of Organizational Knowledge Creation 28

Figure 3. Porter's Model of Competitive Advantages 35

Figure 4. The Conceptual framework / model 46

List of Tables

Table1. KM perception – detail 54

Table2. Available Technology Platform Summery 62

Table3. Findings from additional questions 64

Table4. Existence of formal KM practices or a system 99

Table5. Focus on having performance knowledge 100

Abstract

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The knowledge-based theory of the firm suggests that knowledge is the organizational asset that enables sustainable competitive advantage in competitive environments. The emphasis on knowledge in today's organizations, especially in the west is based on the assumption that barriers to the transfer and replication of knowledge people carry in their heads endow it with strategic importance. Many organizations are developing information systems designed specifically to facilitate the sharing and integration of knowledge. Such systems are referred to as Knowledge Management Systems (KMS). The benefits of KM have been empirically proven in the global business realm. Because the concepts of KMS and institutionalization of knowledge formally are just beginning to appear in Sri Lankan business organizations, little research and field data exists to guide the development and implementation of such systems. Knowledge, to be leveraged as a competitive advantage, has to be instilled or institutionalized in to the culture and work ethic of organizations there is no hard evidence to show that formal institutionalized knowledge management practices or systems exist in Sri Lankan business organizations. However some business entities in the country have proven themselves to be proactive and strategic in their approach and decision making which suggests the existence of practices to make best use of what the organizations "know". This study provides an analysis of the current understanding of knowledge management amongst Sri Lankan businesses, the prevalent practices of knowledge use and the extent of institutionalization of KM through the study of ten high performing organizations.