

Notes

- 1 According to European Commission (EC), Small and medium sized enterprises can be defined as quoted from Accountancy, London March 1999, Vol 123, Issue 1267 pp 15:
 - Small sized: up to 50 employees and balance sheet EUR 3.125 million
 - Medium sized: up to 250 employees and balance sheet EUR 12.5 million

According to Malaysia classification as quoted from Malaysia International Trade and Industry report 1998/1999:

 - Department of Statistic (DOS) classification not more than 150 employees and annual sales turnover not exceeding RM 25 million
 - Malaysia Development Industrial of Authority (MIDA) classification not more than 75 employees and paid up capital not more than RM 2.5 million
- 2 These factors are partially derived from the knowledge chain value developed by Mathieu Weggeman in "Knowledge Management. Setting up and Steering knowledge Intensive Organization" (Weggeman, 1997)
3. The key variable for a company to success is quoted from:
 1. Erikson & Shorey (1992)," Business Strategy: New Thinking for the '90s"Prism, Fourth Quarter 1992,pp.19-35

The questionnaires is prepared based on literature and consultant firm survey

 1. KPMG consulting firm knowledge management report 1998 and 2000
 2. The power of learning (Mayo, A. & Lank,E. , 1993)
 3. Knowledge management field book (Bukowitz, W.R. & Williams, R.L., 1999)
 - 4 Building the learning organization (Marquardt,M.J. 1996)

BIBLIOGRAPHY

1. Uit Beijerse (1999) " Questions in knowledge management: defining and conceptualizing a phenomenon". Journal of Knowledge management ,Vol 3, Issue No 2, 1999, ISSN
2. Uit Beijerse (2000) " Knowledge management in small and medium sized companies: knowledge management for entrepreneurs". Journal of Knowledge management, Vol 4, Issue No 2, pp. 162-179
3. Bollinger, A.S and Smith, R.D (2001), " Managing organizational knowledge as a strategic asset" The Journal of Knowledge management, Vol 5, Issue No 1, pp.8-18
4. Black, D.H and Synan C.D (1997) " The learning organization, the sixth discipline", Management Accounting, Vol 75,Issue No 10, p.p. 70-72, London

5. Bank Negara Annual Report ,2000
6. R.L. Chase (1997), " Knowledge management: Benchmarks" Journal of Knowledge management ,Vol 1, Issue No 1, p.p. 83-92
7. Civi, E (2000), " Knowledge management : As a competitive asset: a review ", Journal of Marketing Intelligent & Planning , Issue 18/4, p.p. 166-174
8. Davenport T.H, Prusak, L (1998), " Working knowledge: How organization manage what they know", U.S.A., Harvard Business School Press
9. Duffy, J. (2000) " Knowledge management to be or not to be?", The International management Journal, January , 2000
10. Gupta,B., Iyer,L.S., Aronson,J.E. (2000), " Knowledge management: practice and challenges" Journal of Industrial management & data systems, Issue 100/1, 2000, p.p. 17- 21
11. Gore, C. and Gore,E. (1999) " Knowledge management: the way forward" Journal of TQM, Vol 10 , Issue No 4 & 5, 1999.
12. <http://www.kpmg.nl> " knowledge management research report 1998 and 2000"
13. Lang, J.C. (2001), , " Managerial concerns in knowledge management ", Journal of knowledge management, Vol 5, Issue No 1, 2001, pp. 43-57
14. Lim,K.K., Ahmed, Pervaiz K., Zairi, M (1999) " Managing for quality through knowledge management" , Journal of TQM, Vol 10, Issue No 4&5, 1999
15. Lynn. B. (1998) " Intellectual capital", Canadian management accountant, February, 1998.
16. Malaysia International Trade and Industry Report, 1998/1999
17. Martensson,M. (2000) " A critical review of knowledge management as a management tool" ,Journal of knowledge management, Vol 4, Issue No 3, 2000 p.p 204-216
18. Marquardt, M.J. (1996) , " Building the learning organization" , U.S.A.,Mcgraw Hill
19. Mayo,A. , Lank,E. (1994) , " The power of learning", London, The Cromwell Press
20. Shariq, S.Z (1997), " Knowledge management : An Emerging Discipline" , The Journal of Knowledge Management , Vol 1, Issue No 1, 1997 p.p. 75-82

21. Smith J.M. & Webster, L. (2000), " The knowledge economy and SMEs: a survey of skills requirements " *Business Information Review* , Issue 17(3), September ,2000
22. Winslow , C.D., & Bramer, W.L. (1999) " *Future work: Putting knowledge to work in the knowledge economy* ", New York, The Free Press Publisher

BACKGROUND READING

1. Audretsch, D.B. and Thurik, A.R. (1997) " Sources of Growth: the Entrepreneurial versus the Managed Economy", London
2. Allee, V. (1996) " Adaptive organizations", *Executive Excellence* Vol. 13. Issue No3, p.20
3. Ackoff, R.L. (1998) " Mission Statement", *Planning Review*, July/August
4. Ducker, P.F. (1993), " Post-Capitalist Society", New York
6. OECD (1996), "The Knowledge-based Economy," Paris.
7. EIM (1993). " Dynamic en ondernemersklimaat" , Kleinschalig ondernemen, 1993 EIM, Zoetermeer.
8. Goodman, R.E and Chinowsky, P.S. (1997), " Preparing construction professionals for executive decision making", *Journal of management in Engineering*, Vol 13, Issue No 6, pp 55-61
9. Heijst, G Van and Kruizinga, F. (1998), "Kennisinfrastructuur. De ruggengraat van de lerende organisatie", CIBIT, Utrecht
10. Jacobs, D. (1996), " Het Kennisoffensief. Slim concurreren in de kenniseconomie", Alphen aan den Rijn/Diegem
11. Kidd, A. (1994), " The marks are on the knowledge worker", in *Proceeding ACM CHI'94: Human Factors in computing systems*, Boston, MA 24-28 April, ACM Press, New York, pp. 186-91
12. Klaff, P., Bouman, M., Holland, Ch. And van der Weele, E. (1996) " Kennismanagement in kleine en middelgrote ondernemingen," TNO-STB Apeldoorn.

13. McDermott, R. (1999) " Why IT inspired but cannot deliver knowledge management" *California management review*, Vol 41, pp. 103-117
14. Nonaka, I. and Takeuchi, H. (1995) , " The knowledge Creating Company ", new York, NY.
15. Polanyi, I. (1966), " The tacit dimension", Gloucester, MA
16. Quinn, J.B. (1992) " Intelligent Enterprise: A knowledge and service based paradigm for industry" , New York , The Free Press.
17. Rittel, H.W.J. and Webber, M.M. (1973), " Dilemmas in a general theory of planning", *Policy Science*, Vol 4, pp. 155-69
18. Senge, P. (1990), "The fifth Discipline: The Art and Practice of the learning Organization", New York, NY.
19. Sveiby, K.E. (1997), " The new organizational wealth: managing and measuring knowledge-based assets ", San Francisco, Berrett-Koeller.
20. Toffler, A. (1990), " Powershift: Knowledge, wealth and violence at the edge of the 21st century", New York, Bantam Books.
21. Toffler, A and Toffler, H (1993) " War and Anti War. Survival at the Dawn of the 21st Century," London.
22. Weggeman, M.C.D.P. (1997), "Kennismanagement. Inriching en besturing von kennisintensieve organisaties" , Schiedam
23. Wiig, K.M. (1998), " Knowledge management foundations", Schema Press, TX.