

Improvement Through E-Collaboration:

Knowledge Sharing Through the Use of Virtual Groups

Ned Kock
Texas A&M International University, USA

C



IDEA GROUP PUBLISHING

Hershey • London • Melbourne • Singapore

Improvement Through E-Collaboration: Knowledge Sharing Through the Use of Virtual Groups

Table of Contents

Foreword.....	vii
---------------	-----

Preface.....	ix
--------------	----

Chapter I

Introduction.....	1
<i>Management Thinking and E-Collaboration.....</i>	<i>1</i>
<i>Business Process Improvement.....</i>	<i>3</i>
<i>Knowledge Explosion and Specialization.....</i>	<i>4</i>
<i>Business Process Improvement as a Catalyst for Knowledge Sharing.....</i>	<i>5</i>
<i>E-Collaboration Tools and Business Process Improvement Group Performance.....</i>	<i>6</i>
<i>The E-Collaboration Paradox.....</i>	<i>7</i>
<i>Increasing the Chances of Success of E-Collaboration Technology-Supported Groups.....</i>	<i>9</i>
<i>Summary and Concluding Remarks.....</i>	<i>10</i>

Chapter

II

j

Some History.....	11
<i>An Historic View of Organizational Development.....</i>	<i>11</i>
<i>An Historic View of E-Collaboration.....</i>	<i>21</i>
<i>Summary and Concluding Remarks.....</i>	<i>29</i>

Chapter I H

What is a Business Process^	32
<i>The Pervasiveness of Business Process Improvement</i>	32
<i>What is a Business Process?: Different Views</i>	36
<i>Summary and Concluding Remarks</i>	49

Chapter IV

Data, Information and Knowledge	51
<i>Data, Information and Knowledge are the Same Thing, Aren't They</i>	51
<i>Data are Carriers</i>	55
<i>Information is Descriptive</i>	56
<i>The Value of Information</i>	58
<i>Knowledge is Associative</i>	60
<i>The Value of Knowledge</i>	63
<i>Linking Data, Information and Knowledge</i>	67
<i>Summary and Concluding Remarks</i>	70

Chapter V

Business Process Improvement and Knowledge Sharing	73
<i>Organizational Knowledge and Competitiveness</i>	73
<i>The Need for Knowledge Sharing</i>	74
<i>Organizational Learning and Knowledge Transfer</i>	77
<i>Types of Exchanges in Organizational Processes</i>	77
<i>Business Process Improvement and Knowledge Communication</i>	80
<i>Summary and Concluding Remarks</i>	86

Chapter VI

The Effects of E-Collaboration Technologies on Groups	89
<i>Why Distributed Improvement and Learning?</i>	89
<i>Efficiency Effects from a Group Perspective</i>	93
<i>Effects on Group Outcome Quality</i>	104
<i>Effects on Knowledge Sharing Effectiveness</i>	107
<i>Further Evidence from Follow-Up Studies</i>	Ill
<i>Summary and Concluding Remarks</i>	117

Chapter VII

The	E-Collaboration	Paradox	120
	<i>Paradoxical Results</i>		120
	<i>Research on E-Collaboration</i>		121
	<i>The E-Collaboration Paradox</i>		123
	<i>Media Naturalness: Human Beings Have Not Been Designed for E-Collaboration</i>		124
	<i>Compensatory Adaptation: Human Beings Often Try to Compensate for Obstacles Posed to Them</i>		126
	<i>Evidence from an Empirical Study of Business Process Redesign Pairs</i>		127
	<i>Summary and Concluding Remarks</i>		130

Chapter VIII

Successful Business Process Improvement through	
E-Collaboration	132
<i>The Ubiquity of Business Process Improvement</i>	132
<i>The Trend Toward Organizational Learning</i>	136
<i>The Emergence of Virtual Organizations</i>	138
<i>Success Factors: An Analysis of Twelve Groups</i>	140
<i>Membership Factors</i>	145
<i>Incremental or Radical Improvement?</i>	154
<i>Can E-Collaboration Technology Support be a Trap?</i>	155
<i>Summary and Concluding Remarks</i>	158

Chapter IX

Some Realistic Recommendations for Organizations	161
<i>Information and Knowledge Explosion</i>	161
<i>Distributed Improvement and Learning</i>	164
<i>Some Recommendations for Organizations</i>	167
<i>Popular Beliefs and Not So Popular Realities</i>	169
<i>Organizational Culture Transformation through Education</i>	171
<i>Summary and Concluding Remarks</i>	172

Chapter	X	j
Using MetaProi to Improve Business Processes		175
<i>MetaProi at a Glance</i>	;	175
<i>Group Roles in MetaProi</i>		178

