'CASES IN KNOWLEDGE MANAGEMENT & INFORMATION RETRIEVAL

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CASE 4: CULTURE IN COMMUNITY OF PRACTICES (CoPs)

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Abstract

In the organization, the roles of CoPs are important towards the quality and innovative of works and products. CoPs are formal or informal group that bound together according to their interest, experts and passion in the organization. Rigorous participation and communication in the knowledge sharing among the CoPs enable the significant impact to the organization. Innovation, good in decision making, positive cultures are some of the benefits achieved in the CoPs. However, culture can be the barrier towards effective and efficient of CoPs. The case presented in this chapter outlined the culture of sharing the knowledge in the CoPs. The engineers in the case company are reluctant to share knowledge among the CoPs because of the knowledge power and to be more valuable to the company. In this chapter, the significant impacts of CoPs are briefly outlined and the cultures associated with CoPs are discussed.

4.1 Case of Pratt Whitney Rocketdyne (PWR)

Pratt Whitney Rocketdyne (PWR) focuses on the development and manufacturing of rocket propulsion and space exploration engines for the defense industry. In total, there are over 4,000 engineers at PWR that comprise the key group of employees who are responsible for creating and developing leading defense-industry knowledge. Engineers were hired into process groups and were then assigned to one of the six program-groups. The duration of typical program assignments was anywhere between six months to five years, depending on the nature and portion of the program for which