

# CASES IN KNOWLEDGE MANAGEMENT & INFORMATION RETRIEVAL

Editors

Roslina Othman  
Mohamad Fauzan Noordin  
Noor Azura Zakaria



IIUM Press  
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA

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**IIUM Press**

Published by:  
IIUM Press  
International Islamic University Malaysia

First Edition, 2011  
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Perpustakaan Negara Malaysia

Cataloguing-in-Publication Data

Bibliography p.  
Includes Index  
ISBN

ISBN: 978-967-418-050-8

Member of Majlis Penerbitan Ilmiah Malaysia – MAPIM  
(Malaysian Scholarly Publishing Council)

Printed by :  
**IIUM PRINTING SDN. BHD.**  
No. 1, Jalan Industri Batu Caves 1/3  
Taman Perindustrian Batu Caves  
Batu Caves Centre Point  
68100 Batu Caves  
Selangor Darul Ehsan

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# CASE 4: CULTURE IN COMMUNITY OF PRACTICES (CoPs)

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Noor Azura Zakaria, Mohamad Fauzan Noordin and Rohaimi Abdullah

## 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