

MASTER OF SCIENCE IN CONTRACT MANAGEMENT

IMPLEMENTING KNOWLEDGE MANAGEMENT AS A STRATEGIC INITIATIVE

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Master of Science in Contract Management—December 2003

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This research is intended as an implementation guide for managers to apply knowledge management as a strategic initiative within the contracting element of a major system command. The study incorporates the four-pillar model of knowledge management developed by Dr. Michael Stankosky. The four pillars within the model are: leadership, organization, technology, and learning. Knowledge management was one of five strategic initiatives in the overall strategic plan, which was developed using Kaplan and Norton's Balanced Scorecard methodology. The thesis discusses the elements of knowledge management as well as how contracting organizations can be improved by incorporating knowledge management as a strategic initiative.

KEYWORDS: Knowledge Management, Contracting, Procurement, Strategic Initiative