

Sebastian Schulz

Communication, collaboration and knowledge sharing in the course of the digital era

An examination of virtual communities as organizational units and their impact on capitalizing on collective intelligence and work efficiency using the example of "Communities of Practice"

Project Report

YOUR KNOWLEDGE HAS VALUE



- We will publish your bachelor's and master's thesis, essays and papers
- Your own eBook and book - sold worldwide in all relevant shops
- Earn money with each sale

Upload your text at www.GRIN.com
and publish for free



Bibliographic information published by the German National Library:

The German National Library lists this publication in the National Bibliography; detailed bibliographic data are available on the Internet at <http://dnb.dnb.de> .

This book is copyright material and must not be copied, reproduced, transferred, distributed, leased, licensed or publicly performed or used in any way except as specifically permitted in writing by the publishers, as allowed under the terms and conditions under which it was purchased or as strictly permitted by applicable copyright law. Any unauthorized distribution or use of this text may be a direct infringement of the author s and publisher s rights and those responsible may be liable in law accordingly.

Imprint:

Copyright © 2013 GRIN Verlag, Open Publishing GmbH
ISBN: 9783656552505

This book at GRIN:

<http://www.grin.com/en/e-book/265403/communication-collaboration-and-knowledge-sharing-in-the-course-of-the>

Communication, collaboration and knowledge sharing in the course of the digital era

**An examination of virtual communities as organizational units and their
impact on capitalizing on collective intelligence and work efficiency using
the example of "Communities of Practice"**

GRIN - Your knowledge has value

Since its foundation in 1998, GRIN has specialized in publishing academic texts by students, college teachers and other academics as e-book and printed book. The website www.grin.com is an ideal platform for presenting term papers, final papers, scientific essays, dissertations and specialist books.

Visit us on the internet:

<http://www.grin.com/>

<http://www.facebook.com/grincom>

http://www.twitter.com/grin_com

**The alteration of collaboration, communication and knowledge sharing in the course of
the digital era**

An examination of virtual “communities” as organizational units and their impact on capitalizing on collective intelligence and work efficiency using the example of “Communities of Practice”

PROJECT THESIS
Corporate State University Stuttgart

submitted on 27.07.2013

Branch of study: Business Administration-International Business

Entry year: 2011

Semester: 4.Semester

by

Sebastian Schulz

Table of Contents

List of Abbreviations	IV
List of Graphics.....	V
Abstract	VI
1. Introduction	2
1.1 Problem and Purpose	2
1.2 Approach to the Thesis and outline	4
2. Literature Review	6
2.1 The virtual community	6
2.1.1 <i>Terms and Definitions</i>	6
2.1.2 <i>History of virtual communities</i>	7
2.1.3 <i>A typology of virtual communities</i>	8
2.1.4 <i>Virtual communities for learning and development</i>	9
2.2 Learning Theory	11
2.2.1 <i>Situated Learning and Legitimate Peripheral Participation</i>	11
2.2.2 <i>Organizational Learning in Communities of Practice</i>	12
2.2.2.1 <i>Community of Practice as social learning systems</i>	13
2.2.2.2 <i>Online collaborative learning</i>	14
2.3 Community of Practice	18
2.3.1 <i>Terms and Definitions</i>	18
2.3.2 <i>Characteristics of Community of Practice</i>	18
2.3.4 <i>Benefits and Cost</i>	22
2.4 Human Resource Development	25
2.4.1 <i>Terms and Definitions</i>	25
2.4.2 <i>A framework for Human Resource Development</i>	26
2.4.3 <i>Learning organizations</i>	27
2.4.4 <i>Web-based training</i>	28
3. Methodology	29
4. Application of the Deliverables	32
4.1 Establishing an effective, digitized Community of Practice for knowledge	32
4.2 The HR-role in creating Communities of Practice	35
4.3 Navigator for establishing a digitised Community of Practice	36
5. Conclusion and Outlook	39
Appendix	40
Bibliography.....	66

List of Abbreviations

CoP	Community of Practice
DCOP	Digitized Community of Practice
HR	Human Resource
HRD	Human Resource Development
IBM	International Business Machines
IP	Internet Protocol
SLC	Significant Learning Community
SMART	Specific, Measurable, Aligned, Result-Oriented, Time-bound
VLC	Virtual Learning Community
WBT	Web-based training