# Article information:

From Common to Uncommon Knowledge: Foundations of Firm-Specific Use of Knowledge as a Resource | Literature - RAx - Your Personal Smart Research Assistant
<https://assistant.raxter.io/projects/ways-of-constructing-research-questions-gap-spotting-or-problematization1677595920799/literatures/reflection7fromcommontouncommonknowledgefoundationsoffirmspecificuseof1681239086077>

# Article summary:

1. The knowledge-based view of strategy has established the role of knowledge as a key competitive resource for firms, but less is known about how firms create, acquire, and apply knowledge better than others.

2. Key decision makers in organizations play a crucial role in guiding the creation of unique knowledge-based competencies by transforming common knowledge into distinctive, uncommon knowledge that can create distinctive capabilities.

3. The study highlights the importance of managerial interpretation, search, and action in shaping organizational knowledge and suggests the need to account simultaneously for the past, projected future, and situated present in appreciating the role that key organizational agents play in identifying, acquiring, and using knowledge.

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

The article "From Common to Uncommon Knowledge: Foundations of Firm-Specific Use of Knowledge as a Resource" by Rajiv Nag and Dennis A. Gioia explores the role of knowledge as a strategic resource for firms and how managers can transform common knowledge into distinctive, uncommon knowledge to achieve competitive advantage. The authors develop an inductive, process model that examines the relationships among executive knowledge schemes, scanning/search processes, and knowledge use in practice.

The article provides a comprehensive review of the literature on organizational learning and knowledge-related processes, including absorptive capacity and organizational capabilities/competencies. However, the authors note that these prior works offer limited insight into how leaders of organizations can obtain and employ knowledge to generate competitive advantage. They argue that decisions and actions involving knowledge as a resource are likely to be influenced more strongly by top executives than has been depicted in existing literature.

The authors draw on insights from managerial cognitive structures, scanning/search processes, and knowledge use to develop their grounded theory. They identify two distinct forms of knowledge use in practice: knowledge adaptation and knowledge augmentation. They also introduce the concept of scanning proactiveness, which refers to the extent to which managers actively seek out new information rather than relying on existing sources.

Overall, the article provides valuable insights into how managers can leverage knowledge as a strategic resource to create distinctive competencies. However, there are some potential biases in the article that should be noted. For example, the authors focus primarily on top executives' role in shaping organizational learning processes while downplaying the contributions of other employees. Additionally, they do not explore potential counterarguments or alternative perspectives on their grounded theory.

Furthermore, while the authors provide some evidence for their claims through case studies and interviews with executives in the metal-casting industry, there is limited empirical support for their grounded theory more broadly. Future research could benefit from testing their model across different industries and contexts.

In conclusion, "From Common to Uncommon Knowledge" offers a valuable contribution to the literature on organizational learning and knowledge as a strategic resource. However, readers should be aware of potential biases and limitations in the article and consider alternative perspectives when evaluating its claims.

# Topics for further research:

* Alternative perspectives on organizational learning and knowledge-related processes
* Contributions of non-executive employees to knowledge use in practice
* Critiques of the concept of absorptive capacity
* Empirical studies on the relationship between scanning proactiveness and competitive advantage
* Case studies on knowledge use in industries other than metal-casting
* The role of organizational culture in shaping knowledge-related processes and outcomes

# Report location:

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