REFERENCES

Aadne, J., Krogh, G. & Roos, J. (1996). Representationism: The traditional approach to cooperative strategies. In Krogh, G. and Roos, J.(eds), *Managing knowledge-perspectives on cooperation and competition.* London: Sage publications.

Abell, A. & Oxbrow, N. (2001). *Competing with knowledge: The information professional in the knowledge management age*. London: Library Association Publishing.

Ackoff, R. (1989). From data to wisdom. *Journal of Applied System Analysis*, (16), 3-9.

Adams, G. & Schraveldt, J. (1995). *Understanding research methods*. New York: Longman.

Ajiferuke, I. (2003). Role of information professionals in knowledge management programs: Empirical evidence from Canada. *Information Science Journal*, (6), 247-257.

Alavi, M. & Leidner, D. (2001). Knowledge management and knowledge management systems: Conceptual foundation and research issues. *MIS Quarterly,* 25 (1), 107-136.

Alavi, M. & Leidner, D. (1999) Knowledge management systems: Issues challenges and benefits. *Communications of the Association for International Systems*, 1(7), 1-37.

Amaratunga, D., Baldry, D., Sarshar, M. & Newton, R. (2002). Quantitative and qualitative research in the built environment: application of mix research approach. *Work Study*, 51 (1), 17-31.

Amboise, G. & Muldowney, M. (1988). Management theory for small business: attempts and requirements. *Academy of Management Review*, 13 (2), 226-240.

Andrews, D. (2001). Knowledge management: Are we addressing the right issues? *Managing Partner*, 4 (1), 23-25.

Apistola, M. & Oskamp, A. (2001). Preparing knowledge management for Law practice. In Bert, V., Armo, R., Lodder, P., Loui & Antoinette, J. Muntjewerff (eds). *Legal Knowledge and Information systems, Jurix, 17-28,* The Fourteenth Annual conference, Amsterdam: IOS Press.

Apostolou, D. & Mentzas, G. (1999a). Managing corporate knowledge: Comparative analysis of experiences in consulting firms Part 1. *Knowledge and Process Management*, 6 (3), 129-138.

Argyris, C. & Schon, D. (1978). *Organisational learning: A theory of action perspective*. Reading, Mass: Addison-Wesley.

Armitage, N. (1997). *The use of teleworking technologies by UK law firms: Davies & Co*. BILETA Conference paper, Retrieved, June 1 2005 from, *http://www.members. aol.com/davislawuk/bileta.html*.

Babbie, E. (2001). *The practice of social research* 9th edition, Cape Town: Oxford University Press.

Babbie, E., Halley, F. & Zaino, J. (2003). *Adventures in social research: Data analysis using SPSS 11.0/11.5 for windows* 5th edition Thousand oaks California: Pine Forge Press.

Badaracco, J. (1991). *The knowledge link: how firms compete through strategic alliance*. Harvard Business School, MA USA: Boston Press.

Baden-Fuller, C. & Batesson, J. (1991). Promotion strategies for hierarchically organised professional service firms: Is "up or out" always the best.? International *Journal of Service Industry Management*, 1(3), 62-78.

Barney, J. (1995). Looking inside for competitive advantage. *Academy of Management Executive*, (94), 49-61.

Baumard, P. (1999). *Tacit knowledge in organisations*. Thousand Oaks California: Sage Publications.

Beccera- Fernadez, I., Gonzalez, A. & Sabherwal, R. (2004). *Knowledge management challenges, solutions and technologies*. Upper saddle Rover: NJ. Pearson-Prentice Hall.

Beijerse, R. (1999). Questions in knowledge management. Defining and conceptualising the Phenomenanon. *Journal of Knowledge Management*, (3)2, 94-109.

Bencivengo, G. (2003). The legal community meets the internet. *Online Medford*, March /April 27 (2), 31-35.

Bercerra-fernandez, I. (1999). Knowledge management today: Changing the corporate culture. *Proceedings of the 5th International Conference of Decision Science Institute,* July 4-7, Athens, Greece, (1), 474-476.

Berger, P. & Luckmann, T. (1996). *The social construction of reality*. New York: Routledge.

Bergeron, F. & Raymond, L. (1992). Planning for information systems to gain a competitive knowledge *Journal of Small Business Management*, (30), 21-6.

Berring, R. (1997). Chaos, cyberspace and tradition: Legal information transmogrified. Retrieved, March 4th 2005 from, *http://www.law .berkly/edu/journals/btlj/ articles/12_1Berring/html/text*.

Best, C. P. (2003). Legal research is an essential lawyering skill. Retrieved, January 2nd

2006 from, *http://www.legalresearch.org.*

Bhatt, G. (2000). Organising knowledge in the knowledge development cycle. *Journal of Knowledge Management*, (4) 1, 15-26.

Bhatt, G. (2001). Knowledge management in organizations: Examining the interaction between technologies, techniques and people *Journal of Knowledge Management,* 5(1), 68-75.

Bhatt, G. (2005). An exploratory study of groupware use in the knowledge management process. *The Journal of Enterprise Information Management*, (18)1, 28-46.

Blades, M. & Vermylen, S. (2004). Virtual ethics for a new age: The internet and the ethical lawyer. *The Georgetown Journal Legal Ethics*, 17(4), 636-649, Washington, summer.

Blair, D. (2002). Knowledge management: Hype hope or help? Journal of the American *Society for Information Science and Technology*, 53(12), 1019-28.

Bloodgood J. & Salisbury, W. (2001). Understanding the influence of organizational change strategies on information technology and knowledge management strategies. *Decision Support Systems,* (31), 55-69.

Bock, W. & Kim, Y. (2002). Breaking the myths of rewards: An exploratory study of attitudes about knowledge sharing. *Information Resources Management Journal*, 15 (2), 4-21.

Bollinger, F. & Smith, R. (2001). Managing organizational knowledge as an asset. *Journal of Knowledge Management*, 5 (1), 5-15.

Bonfield, P. (1999). Knowledge management strategy of BT. *Managing Information,* 6(6), 26-29.

Bookman, J. (1999). What to say about knowledge management. *Law Technology News*, 6 (10), 44.

Boomer, J. (2004). Finding out what knowledge is and isn't. *Accounting Today*, 18(14).

Boone, H., Levy, R. & Casey, P. (2002). Electronic evidence and the large document case: Common evidence problems, discovery for a new millennium. Retrieved, June 5th 2005 from, *http://www.haynesboone.com/FILES/ tbl_s12 PublicationsHotTopics/PublicationPDF60/1057/06_01_2003_Levy-Casey. pdf.*

Bradlow, D. (1988). The changing legal environment 1980s and beyond. *ABA Journal*, December (1), 72-76.

Brenells, P. Russell, J. & Walker, L. (1997). The achievable law office- how law may be practiced in 1998 and will be practiced in 2002:12th BILETA Conference. *The*

Future of Legal Education and Practice, Collingwood College: University of Durham.

Broadbent, M. (1998). The Phenomenon of knowledge management: What does it mean to the information profession? *Information Outlook*, 2 (5), 23-36.

Brown, J & Duguid, P. (1991). Organisational learning and communities of practice: Towards a unified view of working, learning and innovation. *Organisational Science*, (2), 40-57.

Brown, J. & Doguid, P. (1998). Organisational knowledge. *California Management Review*, 40 (3), 90-111.

Brown, J. & Duguid, P. (2000). Balancing act: How to capture knowledge without killing it. *Harvard Business Review*, May–June, 73-80.

Bruce, H. & Lampson, M. (2002). Information professionals as agents of information literacy. *Education for Information*, (20), 81-106.

Buckler, G. (2004). Knowledge management crucial tool for law firms. *The Globe and Mail*, April 12, B12.

Busha, C. & Harter, S. (1980). *Research methods in librarianship: Techniques and interpretation*. New York: Academic Press.

Butler, Y. (2003). Knowledge management If only you knew what you knew. 8th Asia-pacific specials health and law librarian conference. Retrieved, December 8th 2006 from, *http://www.conferences.alia.org.au/shllc2003/papers/butler.html*.

Campbell, E. (2002). Knowledge management in Virginia law firms. *Law Librarian*, December, 2002, 38-39.

Carayannis. E. (1999). Fostering synergies between information technology and managerial and organisational cognition: The role of knowledge management. *Technovation*, (19), 219-31.

Carine, H. (2003). Applying knowledge management in law firm alliances. Retrieved, February 5 2005 from, *http://www.conferences.alia.org.au/shllc 2003/papers/021.pdf*.

Carlsson, S. (2001. Knowledge management in network context. Proceedings of the 9th European Conference on Information Systems, (ECIS-2001), In Carlsson, S. (ed.) *Third European Conference on Knowledge Management*, MCIL pp 413-422.

Carlsson, S., Sawy, E., Eriksson, I. & Dworan, G. (1998). Discovering patterns in organisional memory. Working paper, Massachusetts Institute of Technology. Retrieved, November 13 2006 from, *http:// www.eprints.kfupm.edu.sa/view/*

year/1996.html.

Chase, R. (1997). The knowledge based organisation: An international survey. *Journal of Knowledge Management*, 1(1), 38-49.

Chauke, K. & Snyman, M. (2003). The position and role of chief knowledge officer in South Africa: A discrepancy between theory and practice? *South African Journal of Information and Knowledge Management*, 5(1), Retrieved, 17 July 2007 from, *http:// www.general .au.ac.za/infosci/raujournal/default.asp*.

Chauvel, D. & Depres, C. (2002). A review of survey research in knowledge management 1997-2001. *Journal of Knowledge Management*, 6(3), 207-223.

Cheng, C. (2001). The shifting information landscape: Re-inventing the wheel or a whole new frontier for librarians. *New Library World*, 102(1160/1161), 26-33.

Chester, S. (2002). Knowledge management in Canadian law firms. Pacific Legal Technology ConferenceVancouver. October 18, Law Practice Management Journal, 25, ABA, John Hokkanen. Retrieved, November 10th 2006 from, *http://www.abajournalcom/blawgs/law+practice +management*.

Chitwood, S. & Gottlieb, A. (1998). Developing a business and management skill curriculum for law firm associates. Retrieved, August 12th 2005 from, *http://www.alanet. org/periodicls/articles.html*.

Choo, C. (2000). Working with knowledge: How information professionals help organisations manage what they know. *Library Management*, Bradford, 21(8), 395-403.

Choo, C. W. (2002). *Information management for the intelligent organisation*. 3rd ed, Medford, N.J: Information Today.

Chung, Q., Luo, W. & Wagner, P. (2006). Strategic alliance of small firms in knowledge industries.Business *Process Management Journal,* 12(2), 206 -233.

Clarke, T. & Rollo, C. (2001). Corporate initiatives in knowledge management. *Education and Training*, 43(4/5), 206-14.

Coase, R. (1937). The nature of the firm. *Economica*, (4), 386-405.

Cohen, M. (1969). Research habits of lawyers. *Jurimetrics Journal*, (9), 183-194.

Collins, H. (1994). The place of computer in legal education. Law Technology Journal, 3(3), Retrieved, August 15 2005 from, *http://www.law.warwick.ac. uk/itj/3%2D2b. html*.

Commission of the European Communities (1996). *Commission Recommendation of 3 April 1996 Concerning the Definition of Small and Medium-Sized Enterprises Official Journal L107, 30 04 1996, p0004-0009* Retrieved, March 16 2009

from, *http://www.ec.europa.eu/environment/ecolabel/pdf/sme_fees/96280.*

Connell, N.; Klein, J. & Powell, P. (2003). Its tacit knowledge but not as we know it: Redirecting the search for knowledge. *Journal of Operational Research Society*, (54), 140-152.

Corall, S. (2004). Knowledge management: Are we in the knowledge management business? Retrieved, September 10 2005 from, *http://www. riadne.ac.uk/ issue18/knowledge-mgt.*

Creswell, J. (1994). *Research design. qualitative and quantitative approaches*. London: Sage Publications.

Cross, R. & Baird, L. (2000). Technology is not enough: Improving performance by building organisational memory. *Sloan Management Review*, 41 (3), 69-78.

Crossan, M., Lane, H., White, R. & Djurfeldt, L. (1995). Organisational learning: dimensions for a theory. *The International Journal of Organisational Analysis*, 3(4), 337-360.

Curve Consulting, (2001). Global law firm knowledge management survey report. Retrieved, February 5 2005 from, *http://www.curveconsulting.com/pages/ Presentations/Key%20Findings.pdf.*

Curve Consulting, (2003). Global law firm knowledge management survey report. Retrieved, February 13 2005 from,*http://www.curveconsulting.com/pages/ Presentations/Key%20Findings.pdf.*

Daghfous, A. (2003). How to make knowledge management a firm's core capability: In the knowledge garden. Journal of Knowledge Management Practice, October 4 (3). Retrieved, March 15 2006 from, *http://www.tlainc.com/articl54.htm.*

Davenport, T. & Prusak, L. (1998). *Working knowledge: How organisations manage what they know*. Boston: Havard Business School press.

Davenport, T. & Prusak, L. (2000). *Working knowledge: How organisations manage what they know*. Boston, MA: Harvard Business School Press.

Davenport, T. (1997). *Information ecology: Mastering the information and knowledge environment*. New York, NY: Oxford University Press.

Davenport, T., Long, D. & McBeers (1998). Successful knowledge management projects. *Sloan Management Review*, winter, 43-57.

Davenport, T., Thomas, R. & Desouza, K. (2003). Reusing intellectual assts. *Industrial Management*, 45(3), 12-17.

Delphi Group (2001). The language of knowledge:A glossary of terms associated with knowledge management technologies and solutions. Retrieved, January 5th

2005 from, *http://www.delphigroup.com*.

Depres, C. & Chauvel, D. (2000). *Knowledge horizons: The present and promise of knowledge management*. Boston : MA, Heinemann.

Diakoulakis, I., Georgopoulos, N., Koulouriotis, D. & Emiris, D. (2004). Towards a holistic knowledge management model. *Journal of Knowledge Management*, 1(8), 32-46.

Disterer, G. (2003). Fostering knowledge sharing why and how.In Reis, A.P.D., Isaias, P. (Edt). *Proceedings of the IADIS International Conference, e-Society*, Lissabon, IADIS, 219-226.

Disterer, G. (2005). Knowledge management in large law firms: empirical study of the State of Practice. *Working Paper 96/2005, Centre of knowledge management*, Department of Business: Fachhochschule Hannover.

Dixon, N. (2000). *Common knowledge*. Boston, MA; Harvard Business School Press.

Drucker, P. (1995). *The post capitalist executive. Managing in a time of great change* New York: Penguin.

Drucker, P. (2000). The new economy and the virtual law firm of the future. Retrieved, August 25 2005 from, *http://www.digital lawyer.com/virtual2.html*.

du Plessis T. & du Toit A. (2005). Survey of information and knowledge management in South African law firms. South African Journal of Information Management, 7(1) Retrieved, April 15 2009 from, *http://www.sabinet.co.za/abstracts/info/info_v7_n1_a4.xml - 2k*

du Plessis, T. (2004). *Information and knowledge management in support of legal research in a digital environment*. Thesis submitted in fulfilment of the requirement for the degree doctor Litterarum et Philosophiae, Faculty of Arts, University of Rand Afrikaans: South Africa.

Dubin, M. (2005). Creating an environment in the law firms where knowledge management will work. Retrieved, December 12 2006 from, *http:// www. searchwarp.com*.

Duffy, J. (2001). Knowledge management: What every informational professional should know. *Information Management Journal*, 34(3), 10-18.

Earl, M. (1996). *Information management: The organisational dimension*. New York: Oxford University Press.

Easterby-Smith, M. (1991). *Management research: An introduction*. London: Sage. Publicatiions.

Easterby-Smith, M., Thape, R. & Lowe, A. (1991). *Management research: An introduction.* London, UK: SagePublications.

Edvinsson, L. (1997). *Intellectual capital: Realising your companies' true value by finding its hidden brainpower*. London: MacMillan Business Press.

Edvinsson, L. (2002). The new knowledge economics, *Business Strategy Review,* (13), 72-76.

Edward, D. & Mahling, D. (1997). Toward knowledge management system in the legal domain. Proceedings of the international ACM SIGGROUP conference on supporting group work USA, *The Association of Computing Machinery*, ACM, 158-166.

Egbu, C. & Botterill, K. (2002). Information technologies for knowledge management: their usage and effectiveness. *Electronic Journal of Information Technology in Construction, a special issue of the ICT for Knowledge Management in Construction*, (7), 125-36.

Egbu, C. (1994). *Management education and training for refurbishment work within the construction industry*. University of Salford: unpublished PH.D Thesis.

Egbu, C., Hari, S. & Renukappa, H. (2005). Knowledge management for sustainable competitiveness in small and medium surveying practices. *Structural Survey*, 23 (1), 7-21.

Elder, J. (2001). Knowledge management the guru and Gardens. *Elaw Practice, om.au*, 29-33.

Eliss, K. (2001). Dare to share. *Knowledge management*, 38(2), 74-80.

Eman, I. (2003). The sharing of knowledge to gain competitive advantage by small businesses in Africa: Some critical comments. *Digest of Middle East Studies* 12, (1), 26-40.

ESQlawtech, Ltd. (2002). Law office technology transforming the legal profession. The Esqlawtech Weekly. Retrieved, June 09 2006 from. *http://www.my lawtips. com/officetechnology.html*.

Evans, D. (2001). Knowledge management in estate planning and administration. *Trusts and Estates*, March, 140 (3), 29-37.

Fahey, L. & Prusak, L. (1998). The Eleven deadliest sins of knowledge management. *California Management Review*, 40 (3), 265-276.

Feliciano, M. (1984). Legal information sources services and needs of lawyers. *Journal of Philippine Librarianship*, 8(12), 71-92.

Fiol, C. & Lyles, M. (1985). Organisational learning. *Academy of Management Review*, 803-813.

Firestone, J. (2003). *Enterprise information portals and knowledge management*. London: Butterworth-Heinenmann.

Flaherty, B. (1996). Computer generated display in courtroom: For better or for worse? Web Journal of Current Legal Issues, Northern Ireland, Blackstone Press Ltd. Retrieved, August 24 2005 from, *http://www.webjcli.ncl.ac.uk/1996/issue4/oflah4.html.*

Fombad, M. (2002*). The adoption and use patterns of information and communications technologies (ICTs) in law firms in Botswana*. Faculty of Humanities, Department of Library and Information Studies, University of Botswana unpublished MLIS dissertation.

Forstenlechner, I. (2006). *Impact of knowledge management on law firm performance: An investigation of causality across cultures*. School of Industrial and Manufacturing Science, Cranfield University, unpublished PH.D dissertation.

Gahtan, A. (2001). The digital lawyer: paradigms shift in the practice of law. Retrieved, April 5th 2005 from, *http://www.wysiwyg://202/gahtan.com/alan/articcles/digital.html.*

Galagan, P. (1997). Smart companies: Knowledge Management *Training and Development*, 51 (12), 20-25.

Galbraith, J. (1977). *Organisational design.* Reading Mass: Addison Wesley 1997.

Garvan, D. A (1993). Building a learning organisation. *Harvard Business Review*, 71 (4), 78-91.

Gill, J. & Johnson, P. (1991). *Research methods for managers*. London: Paul Chapman Publishers Ltd.

Giordano, S. (2004). Electronic evidence and the law. *Information Systems Frontiers*, 6 (2), 161-174.

Girvan, R. (2001). An overview of the use of computer-generated displays in the courtroom. Web Journal of Current Legal Issues, Great Britain, Blackstone Press Ltd, London Retrieved, May 6th 2005 from, *http://www. etheses.nottingham. ac.uk/191/1/Norizza-Thesis.pdf.*

Gold, A., Malhotra, A. & Segars, A. (2001). Knowledge management: An organisational capability perspective. *Journal of Knowledge Management Information Systems*, 18(10), 185-214.

Gonzalez, S. (2002). Attention Knowledge management seeker: The billable hour is a formidable obstacle to effective knowledge management systems. *Legal Times*, May 12, 12 20.

Good, T. & Brophy, J. (1990). *Educational Psychology: A realistic approach*. 4th Edition, White Plains, NY, Longman.

Gotstchalk, P. (2000). The use of Information technology in law firms as enabler of inter-organisational knowledge networks. Retrieved, December 5th 2005, from, *http://www.monash.edu.au/casestudies/css/304_kmn.html*.

Gottschalk, P. (1999). The use of Information technology for knowledge management in law firms. *Journal of Information, Law and Technology* (JILT), 3 (3). 203-211.

Gottschalk, P. (2002). A stage of growth model for knowledge management technology in law firms. The Journal of Information, Law and Technology (JILT), Retrieved, November 26 2006 from, http://www.elj.warwick.ac.uk/jilt/02-2/gottschalk. html.

Gottschalk, P., Brekke, K. & Pederson, H. (2005). Knowledge sharing through information technology in law firms. Virtual Law Journal. Retrieved, 15 March 2009 from, *http://www.virtuallawjournal.net*.

Govindarajan, V. & Gupta, A. (2001). Bulding an effective global team. *Sloan Management Review*, 42(4), 63-73.

Grant, R. (1996). Towards a knowledge base view of the firm. *Strategic Management Journal*, 17 (winter special issue) 109-122.

Grayson, C. & O'Dell, C. (1998). Mining your hidden resources. *Across the Board,* 35 (4) 23-28.

Grossman, M. & McCarthy, R. (2005). Qualitative approaches to knowledge management assessment. *Issues in Information System,* 6(2), 90-95.

Grover, V. & Davenport, T. (2001). General perspectives on knowledge management: Fostering a research agenda. *Journal of Management Information Systems,* 18(1), 3-4.

Guba, E., Yvonna, S. & Lincoln, S. (1994). Competing paradigms in qualitative research. In *handbook of qualitative research*, edited by Norman, K, Densin and Yvonna, S. Linciln, 105-117, Thousand Oakes: CA, Sage Publications.

Guba, G. (1981). Criteria for assessing the trustworthiness of naturalistic inquiries. *Eductional Communication and Technology Journal*, (29), 75-91.

Hafner, A. (1998). *Descriptive statistics techniques for librarians*. American Library Association, Chicago: London.

Haldin-Herrgard, T. (2000). Difficulties in diffusion of tacit knowledge in organisations. *Journal of Intellectual Capital,* 1 (4), 357-365.

Hall, R. & Andriani, P. (2003). Managing knowledge associated with innovation. *Journal of Business Research*, (56), 145-152.

Hamzah, Z. (2001). Designing and effective internet strategy for Law firms. Retrieved, June 27 2006 from, *http://www.Lawgazette.com.sq/2001-7/Juky01-feature4htm.*

Handy, C. (1995). *Beyond certainty: The changing world of organisations*. London,UK: Hutchinson.

Hansen, M., Nohria, N. & Tierney, T. (1999). What's your strategy for managing knowledge? *Harvard Business Review*, March- April 106-116.

Harmon, Mailers. (1998). Tighten up loose lips, companies, citing legal concerns, curb electronic messages. *Herald Tribune*, Nov 12.

Haruna, I. & Mabawonku, I. (2001). Information needs and seeking behaviour of legal practitioners and challenges to the law library. *Journal of Documentation*, 57 (1), 25-43.

Heckman, J. (2003). Why document management? Techno feature. Retrieved, August 17th 2005 from, *http://www.worldox.com/aabout/whydocmgmt.html.*

Hedlund, G. (1994). A model of knowledge management and the N-form Corporation. *Strategic Management Journal,* 15 (73-90).

Hill, L. (2002). Electronic communication and the 2002 Revision to the Model Rules: 16 St John, s. *Legal Comment*, 529 (548-49).

Hlupic, V., Pouloudi, A. & Rzevski, G. (2002). Toward an integrated approach to knowledge management: Hard" "soft" and abstract issues. *Knowledge and Process Management*, 9(2), 90-102.

Holtham, C. & Courtney, N. (1998). The executive learning Ladder. A knowledge creation process grounded in the strategic information systems domain. In *Proceedings of the Fourth American Conference on Information systems* 594 -597, Hoadley E. and Ben basat I (eds) Baltimore, MD, August.

Holy Bible (2003). *The New King James Study Bible for Women*. Thomas Nelson Inc: Macmillan Publishing Company.

Hoover, J. (1999). Vision of law schools of the future. Retrieved, July 5th 2005 from, *http://www.cali.organisation/jlsc/hoover.html.*

Hopkins, R. & Reynolds, P. (2003). Redefining privacy and security in the electronic communication age: A lawyers ethical duties in the virtual world of the internet. *The Georgetown Journal of Legal Ethics*, 16(4), 675-684.

Hunter, L., Beaumont, P. & Lee, M. (2002). Knowledge management practice in Scottish law firms. *Human Resource Management Journal*, 12 (2), 4-21.

Hutt, M., Edwin, R. & Staford, B. (2000). Case Study; defining the social network of strategic alliance. *Sloan Management Review*, 41 (2) 51-62.

Jackson, R. (2001). Laying down the knowledge asset law. *Knowledge Management*, (1), 32-34.

Jacques, E. & Clement, S. (1991). *Executive leadership: A practical guide to managing complexity*. Arlington: Carson Hall.

Jasimuddin, S., Klein, J. & Connell, C. (2005). Management Decision, 43(1), 102-112.

Jean, E. (2000). Law firms finally wake up to internet possibilities. *Financial Times, London,* (UK), May 3, 16.

Johannessen, J. Olaisen, J. & Olsen, B. (2001). Mismanagement of tacit knowledge: The importance of tacit knowledge, the danger of information technology, and what to do about it. *International Journal of Information Management*, (21), 3-20.

Johannsen, C. (2000). Total quality management in a knowledge management perspective. *Journal of Documentation,* 56(1), 42-54 January.

Junnarkar, B. & Brown, C. (1997). Re-assessing the enabling role of Information technology in knowledge management. *Journal of Knowledge Management*, 1(2), 142-148.

Kagono, T. (2006). Cognitive theories and knowledge Management: *The annual Bulletin of knowledge management society of Japan 7(2)*. A paper presented in the special issue of the knowledge forum 19 March 2005 Japanese Chi on the annual bulletin of the knowledge.

Kakabadshe, N., Kouzmin, A. & Kakabadshe, A. (2001). From tacit knowledge to knowledge: Leveraging the invisible assets. *Knowledge and Process Management*, 8(3), 137-154.

Katsh, M. (1995). Law in the digital world. Retrieved, May 8th 2005 from, *http://www.umassp.edu/legal/dw control.html.*

Katsh, M. (1996). Lawyers in the networld. Journal of Computer Mediated Communication, 2(2), part 2 of special issue, Retrieved, June 4th 2005 from, *http://www.ascusc.org/jcmc/vol2/issue2/katsh.html.*

Kay, S. (2002). Benchmarking knowledge management in U.S. and U.K law firms. Retrieved, October 11 2004 from, *http://www.llrx.com/features/ bench markingkm.html.*

Kennedy, D. (2001). The connected law firm: preparing your firm to thrive in the internet era Retrieved, September 12 2006 from, *http://www.llrx.com/fully connected.html.*

Kesner, R. (2001b) Preparing for knowledge management: Part 2 constructing a knowledge management platform. *Information Strategy*, 18 (1), 7-17.

Khandelwal, V. & Gottschalk, P. (2003). A knowledge management survey of Australian

law firms. University of Sydney Technical Report No. CIT/5/2003. Retrieved, October 8th 2007 from, *http://www.cit.uws. edu.au/ research/reports/paper/ paper03/vijay-tr05-03.pdf.*

Kidd, D. (1981). *Scottish solicitors' use of legal information: Their legal information needs and legal problems solving routines*. London: Law Publishing and Legal Information, Sweet and Maxwell.

Koenig, M. (2005). Knowledge management move beyond the organisation: the opportunity for librarians. *World Library and information conference: 7th IFLA General Conference and Council*. August 14 -18, Oslo, Norway.

Koers, A. (1989). *Knowledge based systems in law: In search of methodologies and tools.* Deventer Kluwer Holland: Law and Taxation Publishers.

Kofoed, K. (2002). *Knowledge management in law firms. University of Cambridge Judge Institute of Management* Cambridge Business School. MBA Dissertation, unpublished.

Kogut, B. & Zander, U. (1992). Knowledge of the firm: Combinative capabilities and the replication of technology. *Organisation Science*, 3 (3), 383-394.

Kridel, M. (2001). Bytes that bite: The discovery of electronic evidence. *CPA2Biz.com May/June 20 (3), 1-4 Retrieved, June 10th 2005 from, http://www.cpa2biz.com/ ResourceCenters/Information+Technology/IT+Section/2001_05_aicpaorg.*

Krogh, G. (1998). Care in knowledge creation. *California Management Review*, 40 (3), 133-153.

Kuhlthau, C. & Tama, S. (2001). Information search process of lawyers: A call for "just for me" information services. *Journal of Documentation*, 57(1), 24-43.

Kvale, S. (1996). *Interviews: an introduction to qualitative e research reviewing*. Thousand Oaks, CA: Sage Publications.

Lambe, P. (2003). What does knowledge management mean for the law firms? Retrieved, August 11 2006 from, *http:// www.greenchameleon.com.*

Lamont, J. (2002). Knowledge management and the law: The verdict is in. Retrieved, August 18th 2005 from, *http://www.llrx.com/features/kmlaw.html.*

Lang, C. (2001) Managerial concerns in knowledge Management. *Journal of Knowledge Management*, 5(1), 43-57.

Lang, C. (2001). Managerial concerns in knowledge management. *Journal of Knowledge Management*, 5(1), 43-57.

Lauritsen, M. (1999). The Computer as a lawyer saving device. Law Practice Management Magazine. Nov/Dec Retrieved, May 12th 2005 from, *http://www.abanet.org/*

1pm/magazine/998lauritsen.html.

Law Society of Botswana (2007). *List of private law firms in Botswana obtained from the Law Society*. In-house document, 24 February 2007.

Leavitt, H. (1965). Applied organisational change in industry: Structural, technological and humanistic approaches, in Marchj (ed). *Handbook of Organisations, Chicago*: Rand McNally &co.

Leckie, G., Pettigrew, K. & Sylvain, C. (1996). Modeling the information seeking of professionals: A general model derived from research on engineers, health care professional and lawyers. *Library Quarterly*, 66 (2), 161-193.

Legal Practitioners Act, (1996). *Supplement A: Botswana Government Gazette*. August 9.

Leibowitz, W. (2002). Knowledge management in the law firm. Wendy Tech Articles. Retrieved, September 9 2006 from, *http://www. WendyTech .com*.

Leibowitz, W. (2004). Knowledge management in the law firm. Wendy Tech Articles. Retrieved, September 9 th 2005 from, *http://www. WendyTech .com.*

Leonard, D. & Sensiper, S. (1998). The role of tacit knowledge in group innovation. *California Management Review*, 40(3), 112-132.

Leonard-Barton, D. (1995). *Wellsprings of knowledge: Building and sustaining the sources of innovation***.** Boston, MA: Harvard Business School Press.

Levy, M., Loebbecke, C. & Powell, P. (2003). Small and medium size enterprises, co-competition and knowledge sharing: the role of information system. *European Journal of Information System*, (12), 3-17.

Library Resources for Lawyers Project Africa, (2001). *A Presentation by the Bar Human Rights Committee of England and Wales: Funded by FCO Human Rights Policy Group*. Sweet and Maxwell and Butterworths Ltd: Blackstone Press.

Liebowitz, J. & Chen, Y. (2001). Developing knowledge sharing proficiencies. *Knowledge Management Review*, Januaury /February, United Kingdom: Melcrum Publishing,

Liebowitz, J. & Chen, Y. (2003). Knowledge sharing proficiencies: the key to knowledge management. In Holsapple, C.W. *Hand Book on Knowledge Management,* 409-24., Berlin: Springe.

Liebowitz, J. (1999). *Knowledge Management Handbook.* London: CRC Press.

Lim, D. & Klobas, J. (2000). Knowledge management in small enterprises. *The Electronic Library*, 18(6), 420 -433.

Machlup, F. (1980). *Its creation, distribution and economic significance* Volume 1.

Princeton. N J: Princeton University Press.

Maiden, C. (2000). The quest for knowledge management: One firm's transformation. *Law Practice Management,* July /August Bermuda. Appleby Spurling & Kempe, Barrister and Attorneys Ceder House, In-house magazine, 41Cedar Avenue.

Maiden, C. (2002). The secret life if lawyers reinventing law. Retrieved, 15th January 2007 from, *http:// www.ask .bm.*

Maister, D. (1993). *Managing the professional service firm.* London: The Free Press.

Malhotra, Y. (1998). Knowledge management for the new world of business. Retrieved, November 2005 from, *http://www.brint.com.innopac. up.ac.za.*

Marakas, G. (1999). *Decision Support Systems in the Twenty-first Century.* Prentice-Hall: Englewood Cliffs, NJ.

Marsick, V. & Watkins, K. (1996). Adult educators and the challenge of the learning organisation. *Adult Learning,* 7(4), 18-20.

Marsick, V. & Watkins, K. (1999). Looking again at learning in the learning organisation: A tool that can turn into a weapon. *The Learning Organisation*, 6 (5), 207-11.

Marwick, A. (2001). Knowledge management technology. *IBM Systems Journal,* (40) (4), 814-30.

Maslow, A. (1970). *Motivation and personality.* New York: Harper.

Mason, D. & Pauleen, D. (2003). Perception of knowledge management: A qualitative analysis. *Journal of Knowledge Management*, 7 (4), 38-48.

Matlay, H. Organisational learning in small learning organisations: an empirical overview. *Education & Training,* 42 (4/5), 202-211.

McAdam, R. & Reid, R. (2001). Small and medium enterprises and large organisation perceptions of knowledge management: comparisons and contrasts. *Journal of Knowledge Management,* (5), 231-41.

McCauley, J. **(**2005). Cyber lawyers: Impact of the Internet on law practice and legal ethics. Retrieved, May 22 2005 from, *http://www.members.aol.com/ jmccauesq/ ethics/ internet.html.*

McDermott, R. & O'Dell. (2001). Overcoming cultural barriers to sharing knowledge. *Journal of Knowledge Management,* 5 (1), 76-85.

McDermott, R. (1999). Why information technology inspired but cannot deliver knowledge management. *California Management Review,* 41 (4), 103-117.

Mckellar, H. (2006). Business and practice: Knowledge management and the law. *Knowledge Management World*, 15(9), 1-2.

Mclerney, C. (2002). Knowledge management and the dynamic nature of knowledge. *Journal of the American Society for Information Science and Technology*, 53(12), 1009–1018.

McNeill, P. (1992). *Research methods*. London: Routledge.

Merriam, S. (1983). Mentors and protégés. *Adult Education Quarterly*, (33) 1161-170.

Miles, M. & Huberman, A. (1994). *Qualitative data analysis*. Thousand Oaks: Sage Publication.

Mintzburg, H. (1989). *Mintzburg on Management: Inside our Strange World of Organisations*. USA: Free Press.

Misch, A. & Tobin, P. (2006). Knowledge management and cognitive theory: an African case study. *Acta Commercii,* 133-146.

Model Rules of Professional Conduct (2002). *The American Bar Association* Model Rules of Professional Conduct.

Morris, T. & Pinnington, A. (1998). Promotion to partner in professional service firms. *Human Relations,* (51) 1, 3-24.

Mountain, D. (2001). Could new technologies cost great law firms to fail.? Journal of Information Law and Technology, Retrieved, June 27th 2005 from, *http://www.eljwarwick.ac.uk/jilt/01-1/mountain.html*.

Mouton, J. (2001). *How to succeed in your master's and doctoral studies: A South African guide and resource book. Pretoria*: VanSchaik Publishers.

Mozley, H. & Whiteley, G. (1998). *Law Dictionary*. London, Sydney, Toronto: Hardy, Ivanny.

Mwanje, J. (2001). *Issues in social science research: social science research methodology series module 1*. Ethiopia: Organisation for Social Science Research in Eastern and Southern Africa, Addis Ababa.

Myers, M. (1997). Qualitative research in information systems. *MIS Quarterly*, 21:241-242.

Nahapiet & Ghoshal, S. (1998). Social capital, intellectual capital, and the organisational advantage. *Academy of Management Review,* 23(2), 242-266.

Naoum, S. (1998). *Dissertation and research writing for construction students*. Oxford: Butterworth, Heinemann.

Nathanson. A. & Levison, (2002). Differentiate your firm with knowledge management.

Legal information technology. Retrieved, November 5th 2004 from, *http://www.brco.com/downloads/articles/a_AN_AL_KM4.pdf*.

Ndlela, L., & du Toit, A. (2001). Establishing a knowledge management programme for competitive advantage in an enterprise. *International Journal of Information Management*, (21), 151-165.

Newbould, G. Wilson, K. (1977). Alternative measures of company size-a note for researchers, *Journal of Business Finance & Accounting,* 4(1), 131-2.

Nonaka, I. & Konno, N. (1998). The concept of "ba": Building a foundation for knowledge creation. *California Management Review,* 40(3), 40-54.

Nonaka, I. & Takeuchi, H. (1995). *The knowledge creating company*. Oxford, University Press.

Nonaka, I. (1994). A dynamic theory of organisational knowledge creation. *Organisational science*, 5(2), 14-37.

Nonaka, I., Konno, N. & Toyama, R. (2001). Emergence of "ba" a conceptual framework for the continuous and self transcending process of knowledge creation. In Nonaka, I, and Nishiguchi,T. (Eds), *Knowledge Emergence Social , Trial , and Evolutionary Dimensions of Knowledge Creation*, New York, NY 13-29: Oxford University Press.

Nonaka, I., Toyama, R. & Konno, N. (2002). SECI ba and leadership: A unified model of dynamic knowledge creation: In *Managing Knowledge: An Essential Reader* by Stephen Little et al. 2002. California: Thousand Oaks, Sage.

Nye, A. (1999). The lawyer of the future. Maine Lawyer's Review, 7(12), June 9, Retrieved, May 17 2005 from, *http://www.alannye.com/c onsulting/lawyer.html*.

O'Dell, C. & Grayson, C. J. (1998). If only we knew what we know: Identification and transfer international Best practices. *California Management Review*, 40(3), 154-174.

Okunoye, A. & Karsten, H. (2001). Information technology infrastructure and knowledge managemnt in Sub-sahara Africa. *In proceedings of second annual global information technology management (GITM) World conference*, June 10-12, Conference Paper, Dallas TX, USA.

Okunoye, A. (2001). *Information technology infrastructure and knowledge management in sub-Saharan Africa: An empirical investigation*. University of Jyvaskyla, Department of Computer Science and Information Systems. unpublished MSc Thesis.

Okunoye, A. (2002). Towards a framework for sustainable knowledge management in organisations in developing countries. School of information technology and computer science Sydney. Retrieved, December 4th 2005 from, *http://www. sitacs.uow.edu.au/info/current.*

Onwusah, B. (1997). The investment conodrum commentary. Journal of Information Law and Technology (JILT) Retrieved, 5th November 2004, from, *http: //www.elj. warwick.ac.uk/jilt/IT/prat/97-2onwu.*

Opp, K. (2004). Commentary: The importance of knowledge management to a firm. The Minnesota Lawyer, Monday July, 24 *Retrieved, 5th November 2006 from, http:// www.accessmylibrary.com/coms2/browse.*

Otike, J. & Mathews, G. (2000). Legal information needs of lawyer in Kenya: A case study. *Library Management,* 21 (5), 241-252.

Owusu-Ansah, E. (2003) Information literacy and the academic library: A critical look at a concept and the controversies surrounding it. *The Journal of Academic Librarianship*, 29 (4), 219-230.

Paliwala A., Cartwright, A. & Terret, A. (1997). User needs in electronic law reporting: A research study of the law reports. The Journal of Information Law and Technology. Retrieved, June 28th 2005 from, *http://www.elj.warwick.ac.uk/jilt/ 99-3/paliwala.html.*

Pan. S. & Scarbrough, H. (1999). Knowledge management in Practice: An exploratory case study. Technology Analysis and Strategic *Management in Practice*, 11(3), 9.

Parson, M. (2002). Uncommon knowledge: The Knowledge management questions for service firms. *Professional Review,* (11), 2-3.

Pedler, M., Boydell, T. & Burgoyne, J. (1989). Towards the learning company. *Management Education and Development*, 20 (1), 1-8.

Perton, V. (1998). Lawyers and technology: Threshing or thriving. Law librarians' symposium. Retrieved, May 18th 2006 from, *http://www.home.vinet.net. au/ ~victorp/ speeches/ lawlibr.html.*

Pinnington, A. & Morris, T., (1996). Power and control in professional partnerships. *Long Range Planning*, 29 (6), 842-849.

Platt, N. (1998). Knowledge management: Can it exist in the law office? Part one. Retrieved, January 20th 2005 from, *http://www.llrx.com/features/km.htm*.

Platt, N. (2003). Knowledge is power: knowledge management remains vital to the firm's success AALL Spectrum, Retrieved, August 5th 2004 from, *http://www.llrxcom/ features/kmpower.html.*

Polanyi, M. (1958, 1974). *Personal knowledge: Towards a post critical philosophy. Chicago*: University of Chicago Press, Routledge.

Polanyi, M. (1962). *Personal Knowledge: Towards a post critical philosophy*. Chicago: University of Chicago Press, Routledge.

Polanyi, M. (1966). *The tacit dimension*. Gloucester: Mass, Peter smith.

Powell, R. & Silipigni, L. (2004). *Basic research methods for librarians*. London: Libraries unlimited, 4th edition,Westport, Connecticut.

Powell, R. (1997). *Basic research methods for librarians*. 3rd edition, London, England: Ablex Publishing Corporation.

Powell, W., Keneth, K., Koput, W. & Laurel, S. (1996). Inter organisational collaboration and locus of innovation: network of learning biotechnology. *Administrative Science Quarterly*, (41), 116-145.

Prusak, L. (1996). Where did knowledge management come from? *IBM System Journal,* 40(4), 1002-1007.

Prusak, L. (1997). *Knowledge in organisations: Resources for the knowledge based economy*. London: Butterworth- Heinemann.

Quansah, E. (2001). *Introduction to Botswana Legal System* 3rd edition. Botswana: Pula Press.

Quinn, B., Philip, A. & Sydney, F. (1996). Managing professional intellect: making the most of the best. *Harvard Business Review*, (74) 2, 181-193.

Reach, C. (2006). Positioning for Power: Technology and the law firm librarian. American Bar Association Retrieved, June 11 2006 from, *http://www.abanet.org/tech/ itrc/publications/positionpower.html*.

Rebitzer, J. & Taylor, L. (1999). *When knowledge is an asset: Explaining the organisational structure of large law firms' case*. Western Reserve University Carnegie, unpublished manuscript, Mellon University.

Reimus, B. (1997). Knowledge sharing with managmenet consulting firms. Retrieved, November 10th 2005 from, *http:// www.kennedy info.com/mc/gware.html*.

Remenyi, D., Williams, B., Money, A. & Swartz, E. (1998). *Doing research in business and management*. London: Sage Publication.

Reynolds, P. & Hopkins R. (2003). Redefining privacy and security in the electronic communication age: A lawyers ethical duties in the virtual world of the internet. *The Georgetown Journal of Legal Ethics*, 16(4), 675-684. Retrieved, August 24th 2006 from, http://www. conferences.alia.org.au/shllc2003/papers/butler. html.

Roberts, L. (2000). Knowledge management: Going from passive to active. *VALL Review*, 12 (1), 2-8.

Robinson, C. (1996). Trust and breach of psychological contract. Administrative *Science Quarterly*, 41(41), 574-600, December.

Robinson, C. (2002). The 21st century law practice. Retrieved, 15th November 2006 from, *http:// www.rclaw.com/finding .html.*

Robson, C. (1993). *Real World Research*. Oxford: Blackwell Publishers.

Rodriquez, C., Garcia, J. & Pizarro, J. (2002). Knowledge management in law firm. *Upgrade,* 3(1), 51-54.

Rodwell, I. & Hunphries, J. (1998). The legal phase of knowledge management. *Managing Information*, 5(7), 31-32.

Roos, G., Dragonetti, N. & Edvinsson, L. (1997). *Realising your company's true value by finding its hidden brainpower*. Intellectual capital, London: Macmillan Business Press.

Rubenstein-Montano, R., Liebowitz, J., Buchwalter, J. & McCaw, D. (2001). Smart vision: A knowledge management methodology. *Journal of Knowledge Management*, 5(4), 300-310.

Ruggles, R. (1998). The state of the notion: Knowledge management in practice. *California Management Review*, 40(3), 80-89.

Rusanow, G. (2001). Culturing lawyers in knowledge management. *Knowledge Management*, 1(1), 1-7.

Rusanow, G. (2003). Knowledge management is a business imperative. Retrieved, August 5th 2005 from, *http://www.iirx.com/features/kmsmarter.html.*

Rusanow, G. (2004). Knowledge management as a business imperative Retrieved, November 24, 2006 from, *http://www.law.com.*

Rusanow, G. (2007). Combining business and practice knowledge management and the law. *Knowledge management World*, 16 (1), 12-15.

Saint Onge, H. (2002). *Cultivating corporate culture towards a knowledge management environment: European Business Information Conference*. Dublin, London: TFPL Publishing

Sanchez, R. (1997). Managing articulated knowledge in competence-based competition: In Sanchez, R. & Henne, A. *Strategic learning and knowledge management*, London: John Wiley & Sons Ltd.

Schick, S. (2001). Knowledge management does the job but ROI remains. *Knowledge Management*, 27(7), 1-8.

Schmidt, L. (2001). *Collective wisdom: The word spread*. BRW, February 23, 82.

Schubert, P. Lincke, D & Schmid, B. (1998). A global knowledge medium as a virtual community the net academy concept: In *Proceeding of the Fourth American Conference on information systems*, Hoadley, E. & Benbasat, I. (ed), August 629-631, Baltimore, Berlin: Springer.

Senge, P. (1990). *The fifth discipline; the art and practice of of the learning organisation*. New York: Doubleday.

Shenton, A. (2004). Strategies for ensuring trust worthiness in qualitative research projects. *Education for Information,* (22), 63-75.

Shoenberger-Mayer, V. (1995). Lawyering on the Infohbahn: The European Perspective. *The Law Technology Journal,* June, (4), 1.

Shum, S. (1997). Negotiating the construction and reconstruction of organisational memories. *Journal of Universal Computer Science*, 3 (8), 899-928.

Sieber, J. (1992). *Planning ethically responsible research: a guide for students and internal review boards*. New bury Park, CA: Sage publications.

Simko, J. (2002). Inadvertent disclosure, the attorney-client privilege and legal ethics: An examination and suggestion for Alaska. *Alaska Law Review*, (19), 461-462.

Sinotte, M. (2004). Exploration of the field of knowledge management for the library and information professional. *Libri*, (54), 190-298.

Skyrme, D. & Amidon, D. (1997). *Creating the knowledge-based business*. London: Business intelligence.

Skyrme, D. (1997). *Knowledge-based businesses.* London: Routledge.

Skyrme, D. (1999a) Knowledge management: making it work. *The Law Librarian,* 31(2), 84-90.

Skyrme, D. (2002). Knowledge management: Approaches and policies: paper on policy issues affecting small and medium sized enterprise in Europe, delivered to DEEDS Policy Group Meeting, Brussels, July. Retrieved, November 26, 2006 from, *http://www.Skyrme.com/Pubs/docs.*

Slocum, J., McGill, M. & Lei, D. (1999). Designing organisations for competitive advantage. *Organisational Dynamics*, 24-38.

Small Business Service (2004). Retrieved, 17 March 2009 from, *http://www.sbs.gov.uk/default.php?page=/statistics/.*

Smith, E. (2001). The role of tacit and explicit knowledge in the workplace. *Journal of Knowledge Management.* 5(4), 311-321.

Snowden, D. (2002). Complex act of knowing: paradox and descriptive self awareness *Journal of Knowledge Management,* 6 (2), 100-111.

Snyman, M. & Kruger, C. (2002). The interdependency between strategic management and strategic knowledge management: In Bothma, T. & Kanilki, A. (Eds), *Proceedings of the 2nd Biennial Conference*, *261-77*. 24-25 October Pretoria: Infuse.

Soliman, F. & Spooner, K. (2000). Strategies for implementing knowledge management: Role of human resource management. *Journal of Knowledge Management,* 4 (4), 337- 345.

Spanos Y. & Prastacos, G. (2004). Understanding organisational capabilities: Towards a conceptual framework. *Journal of Knowledge Management,* 8(3), 31-43.

Sparrow, J. (2001). Knowledge management in small firms. *Knowledge and Process Management*, 8 (1), 3-16.

Spender, J. (1996). Making knowledge the basis of a dynamic theory of the firm. *Strategic Management Journal*, 17 (winter special issue), 45-62.

Squier, M. & Snyman, R. (2004). Knowledge management in three financial organisations: A case study. *Aslib Proceedings, New Information Perspectives,* 56 (4), 95-111.

Staudt, R. (2003). Perspectives on knowledge management in law firms: Lexis Nexis, White Paper. Retrieved, April 28 2005 from, *http://www.Lexisnexis.com*.

Stewart, T. (1997). *Intellectual capital.* London: Nicholas Berkley Publishing.

Storey, D. (1994), *Understanding the small business sector*. London: International Thomson Business Press.

Stover, M. (2004). Making tacit knowledge explicit: The ready reference database as codified knowledge. *Reference Service Review,* 32(2), 164-173.

Susskind, R. (2001). The changing face of private law practice: Part 111. Working notes on deliberations of the committee on research about the future of the legal profession on the current status of the legal profession. Retrieved, September 10th 2005 from, *http://www.abanet.org/lawfutures/report2001/ inalreport.pdf*.

Susskind, R. (2003) *Transforming the Law: Essays on technology, Justice, and the legal marketplace.* Oxford: University Press.

Sveiby, K. (1995). Knowledge shared is knowledge double. Retrieved, April 3rd 2005 from, *http://www.sveiby.com/articles/elawkmfeature.html*.

Sveiby, K. (1996). What is Knowledge management? Retrieved, November 4th 2006 from, *http://www.sveiby.com.au/knowledge management.html*.

Sveiby, K. (1997). *The new organisational wealth: Managing and measuring knowledge base assets.* San Francisco: Beret –Koehler publishers.

Sveiby, K. (1999). What is knowledge management ? Retrieved, March 10, 2007 from *http: //www.sveiby.com/articles/elawkmfeature.html.*

Syed-Ikhsan, S. & Rowland, F. (2004). Knowledge management in a public organaisation: A study of the relationship between organisational elements and the performance of knowledge transfer. *Journal of Knowledge Management,* 8 (2), 1-17.

Taylor, S. J. & Bogdan, R. (1998). *Introduction to qualitative research methods: A guidebook and resource*. New York: John Wiley and Sons, Inc.

Teare, R. & Dealtry, R. (1998). Building and sustaining a learning organisation. *Learning organisation,* 5(1), 47-60.

Teece, D. (1998). Capturing value from knowledge assets: The new economy, markets for know-how, and intangible assets. *California Management Review*, 40 (3), 55-79.

Terret, A. (1998). Knowledge management and the law firm. *Journal of Knowledge Management,* 2 (1), 67-76.

Then, D. (1996). *A study of organisational response to the management of operational property assets and facilities support services as a business resource-real estate asset management.* Heriot-Watt University, Edinburgh, unpublished MBA dissertation.

Thomas, J., Kellog, W. & Erickson, T. (2001). The knowledge management puzzle: Human and social factors in knowledge management. *IBM system Journal*, 40(4), 863-84.

Thompson, M. (2003). Document management. White Paper (Butler Group) Retrieved October 12 2006 from, *http://www.library.uq.edu.au/metrics/brochure.pdf.*

Tim, R. (1997). Management consulting: The natural environment for managing knowledge? Mckinsey and Company talk given at leveraging high fee earners. 15 July. In-house paper. Retrieved, September 28 2005 *from, http://www.ingentaconnect.com/content/mcb/230.*

Tiwana, A. (2002). *The knowledge management toolkit: Orchestrating IT strategy and knowledge platforms*. 2nd edition, Upper Saddle River: Prentice Hall PRT.

Tjaden, T. (2001). *Legal research and writing: Law in a nutshell.* 2nd edition, Toronto: Irwin Law.

Van Lohuizen, C. (1986). Knowledge management and policy making knowledge Creation. *Diffusion and Utilisation,* 8(1), 12-38.

Wall, D. (1998). Information technology and the shaping of legal practice in the UK. 13th BILETA Conference: The changing jurisdiction, 27-28 March, Retrieved, December 16 2005 from, *http://www.bileta.ac.uk/98papers/ walls.html.*

Walsh, J., & Ungson, G. (1991). Organisational memory. *Academy of Management Review*, (16) 1, 57-91.

Webber, A. (1993). Whats so new about the new economy. *Harvard Business Review*, January -February, 24-34.

Wenger, E. & Synder, W. (2000). Communities of practice: The organisational frontier. *Harvard Business Review*, January-February, 129-145.

Wenger, E. (1998). *Communities of Practice: Learning meaning and identity*. Cambridge: Cambridge University Press.

Wenger, E. (2003). Communities of practice and social learning situations. In Niicolini, D., Gheradi, S. & Yanow, D. (Eds). *A practiced-based Approach,* ME Sharpe: Armonk .

Wesemann, P. (2006). Knowledge management: Is the emperor wearing clothes. Edge International, Retrieved, December 6th 2007 from, *http://www.edge.ai/ Edge International.*

Whitfield-Jones, C. (1999). Business as usual or the end of as we know it. *Managing Partner*, May,London.

Widdison, R. (1993). Databases in Law Firms- an Overview. *Law Technology Journal*, (13), 5-11.

Widdison, R. (1995). Lawyering on the Internet. Web Journal of Current Legal Issues, Durham, North Bailey, Blackstone Press Ltd. Retrieved, December 10 2006 from, *http://www. webjcli.ncl.ac.uk/articles1/widdis1.html.*

Widdison, R. (1997). The virtual court house. Web Journal of Current Legal Issues, Durham, North Bailey, Blackstone Press Ltd. Retrieved, November 15 2006 from, *http://www. webjcli.ncl.ac.uk/articles1/widdis1.htm.*

Wigmore, J. (1961). *Evidence in trials at common law.* Boston: MacNaughton Revision.

Wiig, K. (1993). *Knowledge Management Foundations: thinking about thinking – how people and organisations create, represent and use knowledge*. Arlington,TX: Schema Press.

Wiig, K. (1997). Knowledge management, where did it come from and where will it go.? *Expert System with Applications*, 13(1), 1-14.

Wiig, K. (1998). Knowledge management. Retrieved, December 12 2006 from, *http:// www.brint.com.*

Worley, L. (2002). The way we were they way we live now. *Legal Information Management*, 2(3), 22-25.

Wright, K. (2001). *Examining the principles and practices of knowledge management. University of Alberta, Faculty of Extension*, Masters of Arts in Communications, unpublished dissertation.

Yewwong, K. & Aspinwall, E. (2004). Characterising knowledge management in the small business environment. *Journal of Knowledge Management*, 8(3), 44-61.

Yin, K. (1994). *Case study research: Design and methods*. Newbury Park: Sage publications.

Yu, D. (1999). Comments on Hansen, Nohria and Tierney. *Harvard Business Review*, Sept–Oct, 195-196.

Yusof, S. & Aspinwall, E. (2000). Total quality management implementation issues: review and case study. *International Journal of Operations and Production Management*, 20 (6), 634-55.

Zack, M. (1999). Managing codified knowledge. *Sloan Management Review*, 40(4), 45-58.

LIST OF APPENDICES

APPENDIX 1: Glossary of terms used in the study

Best Practice: Those practices that have produced outstanding results in one situation that could be adapted for other situations.

Brief bank: Collection of summaries of the facts and points of law of a legal case, drawn up by an attorney

Data: It is a set of discrete raw numbers and facts and unstructured records of transaction about events in an organisation

Explicit knowledge: One of the two types of knowledge which was most notable espoused by Polanyi (1966). It is knowledge that is formal easily codified and conveyed to others. It is available in the form of books, documents, white papers and policy manuals

Extranet: It is part of the firms' intranet accessible also to outsiders such as clients and opposing counsel at every stage of a legal matter. It makes it possible for the firm to share and exchange information with clients thus reducing the cost of travel office supplies and telephone

Information Communication Technology: It is the building blocks of the networked world. Information communication technologies include telecommunication technologies such as telephone, cable, satellite, and radio, as well as digital technologies such as computers, information networks and software Information communication technologies is used in this study to mean the use of computing and electronic machines and programmes (hardware and software) and the use of knowledge management systems for processing, storage, transfer, retrieval, analysis and presentation of information

Information: It is a message, usually in the form of a document or an audible or visible communication meant to change the way the receiver perceives something, which has an impact on his judgment and behaviour. It is data that makes a difference

Intranet: An intranet is an internal internet that links all computer systems within the firm. It is a private network accessible only to members of a firm.

Knowledge audit: It is assessment of an organisations current achievement in knowledge management

Knowledge concierge: An individual who keeps track of the lawyer working on a particular issue

Knowledge management initiatives: An integration of technologies and techniques

Knowledge management systems: These are tools in the organisation that manages and facilitates the leveraging of knowledge

Knowledge management: This is the name given to the set of systematic and disciplined actions that an organisation can take to obtain the greatest value from the knowledge available to it. It involves leveraging the creation, sharing, organisation, dissemination and reuse of knowledge contained within the documents and the human mind. It can also be refereed to as conscious strategy of getting the right knowledge to the right people at the right time and helping people share and put information into action in ways that strive to improve organisational performance

Knowledge map: This process that provides an organisation with the specific knowledge it requires supporting a business process.

Knowledge repository: It is a central location (database system or network location) were legal work product is aggregated, organised and maintained, It may include indexing coding and other meta data on legal products

Knowledge: This is the integration of ideas, experience, intuition, skill, and lessons learned that has the potential to create value for a business, its employees, its products and services, its customers and ultimately its shareholders by informing decisions and

Law firm: A law firm is a partnership or any other business that is not a company formed by one or more lawyers to engage in the practice of law and the effective and efficient creation and delivery of legal services to clients

Law librarians: These are information professionals with good understanding of legal knowledge who are professionally trained to assist legal researchers in various legal settings such as law school, libraries, law firms, companies and courts

Tacit Knowledge: One of the two types of knowledge espoused by Polanyi (1966). It is base on experiences, hunches, instincts, and personal insights and it is distinct form formal knowledge

Work product: This is the content of work that has already been done by the lawyers These include trial and appellate briefs, legal memoranda, pleadings, depositions, form templates, transactional documents such as contract, spreadsheet, purchase agreements ,letters, emails attachments and any written compilation, commutation of the product of the lawyers work

Yellow Pages: This is a central inventory of employee's skills competencies and experience and contact information .They are also refereed to as expertise locators

APPENDIX 2: Research questionnaire

Questionnaire to determine the strategy of knowledge management in the law firms in Botswana

Dear sir / Madam,

I am conducting a research study on the strategy for knowledge management in law firms in Botswana in partial fulfilment of my doctoral degree at the University of Pretoria, South Africa. Attached is a questionnaire to gather data regarding your response. I am kindly requesting you to answer the questionnaire that has been composed for this study. The outcome of this research would be beneficial to law firms in several ways:

▸ It would provide valuable insight into the knowledge management pattern in law firms in Botswana;

▸ Determine how knowledge management can be effectively implemented in law firms in Botswana;

▸ Establish the strategies for successful knowledge management in law firms in Botswana and;

▸ Make suggestions and recommendations on how to enhance the strategy for knowledge management in law firms in Botswana.

1 will be very grateful if you can respond within the next two weeks. For those with mailed questionnaires, please kindly return the completed questionnaire in the self- addressed envelope. The information that you will supply will be used strictly for the purpose of the study and for nothing else. Your confidentiality will be respected, hence you do not have to write your name or give any information that will reveal your identity. Should you wish to read a summary of the final report, copies will be made available to you.

Thank you for your time.

NOTA BENE: The following are some of the abbreviations and meanings of the words used in the questionnaire.

Knowledge management *- This is the name given to the set of systematic and disciplined actions that an organisation can take to obtain the greatest value from the knowledge available to it. It involves leveraging the creation, sharing, organisation, dissemination and reuse of knowledge contained within the documents and the human mind. It can also be refereed to as conscious strategy of getting the right knowledge to the right people at the right time and helping people share and put information into action in ways that strive to improve organisational performance*

Information communication technology (*ICTs*) *- Computing and electronic machines and programmes (hardware and software) for processing, storage, transfer, retrieval, analysis and presentation of information. It includes such facilities as computers, e-mail /internet, extranet, intranet, and Local area network*

Analytical knowledge *– This is knowledge that results from analysing the substantive principles of the law*

Intranet *- Private network accessible only to members of the firm*

Extranet - *Part of a firms' intranet accessible to outsiders*

Yellow pages - *An internal expert skill directory with the CV and phone numbers of the experts*

Knowledge concierge *- An individual who keeps track of the lawyer working on a particular issue*

Part 1. Personal profile

1. **What is your level of education? (Please tick or circle the most appropriate box or answer)**

    a) Bachelors in law   b) Masters in law   c) Doctorate in law

    d.) Other professional qualifications, please specify

2. How long have you practised as a lawyer?

Part 2. Organisational characteristics of the firm

3. **How many lawyers are there in your firm?**
4. **What do you consider as the most strategic resource in your firm? (Please tick or circle the most appropriate box or answer)**

    a) Land   b) Labor   c) Capital   d) Knowledge   e) Others, please

specify

5. **Please tick Yes or No in the box that best suits your response**

	2 Yes	1 No
Does your firm have a formal knowledge management programme in place	Yes	No
If no, do you plan to introduce it?	Yes	No
If your answer is in the affirmative, does your firm have a knowledge officer or any person in similar position specifically dedicated to gathering, distributing or leveraging the firm's knowledge?	Yes	No
Does your firm have a written knowledge management policy?	Yes	No
Does the knowledge management programme in your firm have a dedicated budget?	Yes	No

6. **If your firm has knowledge management please indicate who is responsible for knowledge management in your firm?**

    a) The executive management team

    b) Knowledge management unit

    c) Information technology department

    d) Law librarian

    e) Knowledge officer

    f) Human resource management

    g) **Others please specify**

Part 3. Knowledge management practices

7. On the basis of the experience at working with your law firm, indicate in the appropriate column <u>how frequently</u> each of the following types of knowledge is used in your firm

	1 Very Frequently	2 Frequently	3 Not at all	4 Not Frequently
Skill and expertise of lawyers and staff				
Lessons learned from past projects				
Analytical knowledge				
Tips on drafting				
Procedural knowledge				
Conversation by the hallways				
Knowledge of the law				
Expert opinion				
Legal text				
Legislation and case law				
Standard documents				
Knowledge from judges				
Court decisions				
Financial information				
Marketing information				
Client information				

Please specify other types of knowledge that exist in your firm

_____

_____

_____

_____

_____

_____

_____

_____

8. **Based on a five point pre- coded scale described as: strongly agree = 1, agree = 2, neutral = 3, disagree = 4, and strongly disagree = 5 Please tick the category of the column that best describes your degree of agreement or disagreement The following factors would motivate my firm to implement or increase its knowledge management practices:**

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
Advances in information communication technologies					
The shift from paper-based to electronic sources of information					
The internet					
Electronic publishing					
Globalisation of legal services					
Competition amongst firms					
Pressure from clients					
Information overload					
Loss of key personnel and their knowledge					
The use of knowledge management tools and practices by other competitors					
An increase in the mobility of lawyers					
The need to identify and protect strategic knowledge in the firm					
The desire to promote professional satisfaction					
The desire to support and encourage a learning culture					
The desire to promote team work					
The desire to meet the information and knowledge needs of the lawyer					
Pressure from other professional service firms					

What are some other factors that would motivate your firm to implement or increase its knowledge management practices?

_____

_____

_____

9. Please indicate "Yes" or "No" by the side boxes provided as to whether the different information communication technologies used in your firm

	2 YES	1NO		2YES	1 NO
1. Telephones					
2. Computers			15. Enterprise information portals (EIP		
3. Personal networked computers			16. Calendaring, group scheduling and task list software		
4. Intranet			17. Artificial intelligence systems		
5. Extranet			18. Expert systems		
6. Internet			19. Content management systems		
7. Emails			20. Publishing systems		
8. Video and text-based conferencing technology					
9. Lotus Notes			21. Data base tools		
10. Electronic Bulletin boards			22. Record management systems		
11. Legal information systems			23. Indexing tools		
12. Document management systems			24. World Wide Web		
13. Practice management systems			25. Case map		
14. Case management systems			26. Automated billing document assembly system		

Please specify other types of information communication technologies available in your firm

_____

_____

_____

_____

10. The following are some of the ways in which information communication technologies are used for knowledge management in my firm (please tick the category of the column that best describes your degree of agreement or disagreement)

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
Lawyers subscribe to online forums, Intranet news groups or email distribution lists					
My firm uses communicative tools and technologies such as Lotus Notes to support the knowledge transfer process and to encourage the sharing of ideas and projects					
My firm uses the Internet/Intranet, Extranet and World Wide Web, for gathering knowledge so that it can be used through out the firm					
My firm uses legal information systems such as Lexis/Nexis, Butterworth's, Justastat, Westlaw, and Thomas and Dialog to facilitate legal research					
My firm uses "Yellow Pages" containing CVs, competency profiles, and research interest of experts					
My firm has knowledge maps that act as electronic intermediaries connecting knowledge seekers to knowledgeable people.					
My firm uses document and content management systems in managing the content of knowledge					
My firm uses indexing tools to organise and cross-reference material by subject and practice area					
My firm has an expert system that captures the knowledge of experts					
My firm uses artificial intelligence to support advanced information searching and retrieval					

Please indicate other ways by which technologies are used for knowledge management in your firm

_____

_____

11. Please indicate yes or no as to whether the different techniques of knowledge management that are applicable in your firm by the side boxes provided

	2Yes	1 No		2 Yes	1 No
1. Precedents			13. Office directory and office news letters		
2. Work product repositories			14. Client information and matter		
3. Professional development programmes			15. Know-how systems and info-banks		
4. Brief banks			16. Yellow pages		
5. Legal research			17. Meeting of lawyers with a common interest		
6. Hiring and training young lawyers			18. Litigation strategy		
7. Best practices			19. Client relation management		
8. Record management			20. Conflict checking,		
9. An excellent staffed knowl-edge centre			21. Knowledge concierge.		
10. Presentations			22. Regular in-house seminars		
11. Internal publications			23. The discussion of major projects with other lawyers after conclusion		
12. Know-how index			24. Weekly learning report		
			25. Skills and expertise locator		

Please specify other techniques of knowledge management practised in your firm

_____

_____

_____

_____

_____

Questions 12-19 are based on a five point pre- coded scale described as: strongly agree = 1, agree = 2, neutral = 3, disagree = 4, and strongly disagree = 5

Please tick the category of the column that best describes your degree of agreement or disagreement with the different knowledge management practices

12. Knowledge is created in my firm in the following ways

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
Capturing and using knowledge obtained from clients, competitors and suppliers					
Capturing knowledge from research institutions and Universities					
Encouraging lawyers to participate in project teams with other experts					
Accessing knowledge from the internet					
Attending conferences					
Attending workshops					
Writing internal reports					
Accessing legal databases					

Please indicate other ways by which you create knowledge in your firm

_____

_____

_____

_____

_____

_____

13. The knowledge transfer process in my firm occurs in the following ways

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
Through team work					
Through discussions of major projects after conclusion (debriefing)					
Informal social net working of lawyers to exchange views					
Organising formal meetings					
The intranet					
Alliances with professional associations					

Please indicate other ways of knowledge transfer in your firm

_____

_____

_____

14. With regard to knowledge sharing in my firm, I feel that

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
We have a knowledge sharing culture in the firm					
My firm conducts events and provides time in which ideas and experiences may be shared					
Colleagues from different areas or offices assist one another on a need basis					
I have time to chat informally with other colleagues					
The firm's lay out and organisational design is conducive for discussing with colleagues					
My firm uses intranet sites to share knowledge					
My firm provides opportunities for regular meetings					
My firm provides opportunities for formal an informal social networking of lawyers					

Please indicate other ways of knowledge sharing in your firm

_____

_____

_____

15. The following are some of the tutoring and mentoring opportunities in my firm

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
Encouraging employees to continue their education					
Encouraging partners to train associates					
Providing professional development programmes					
Hiring and training of young lawyers					

Please indicate other ways of tutoring and mentoring in your firm

_____

_____

_____

_____

16. The following are some of the factors that promote knowledge management in my firm

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
There is monetary and non-monetary rewards for sharing knowledge					
Promotions are based on the ability to share knowledge					
There is special recognition of staff for the time spent in knowledge creation sharing and distribution					
Mutual respect, trust, care and concern amongst individuals					

Please indicate other factors that may influence knowledge management in your firm

_____

17. I think that the effective implementation of knowledge management would

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
Improve knowledge sharing					
Improve lawyers efficiency and productivity					
Improve lawyers' relationship viz-a-viz clients and customers					
Prevent duplication in research					
Increase flexibility amongst lawyers					
Protect the firm's loss of knowledge					
Result in competitive advantage					
Integrate knowledge within the firm					
Improve retention rate of lawyers in the firm					
Improve the sharing and transfer of knowledge with partners and strategic alliances					
Enhance economic profitability					

Please indicate other perceived benefits of knowledge management in your firm

_____

_____

_____

_____

_____

18. The factors that inhibit knowledge management in my firm are

_____

_____

_____

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
Lawyers' view of knowledge as a source of power					
Internal competition amongst lawyers					
The perception that knowledge management is an additional workload					
The feeling that it puts pressure on billable hours					
The feeling that the firm size is too small					
Limited financial resources					
Inadequate technological infrastructure					
The inability of the firm's leadership to enforce knowledge management					

Other reasons, please indicate _____

_____

_____

_____

Part Four: The role of other institutions and agents in the creation, sharing and capturing of knowledge in law firms.

19. The following agents or institutions are responsible for the creation, sharing and transfer of knowledge in my firm

	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
Legal secretaries					
Law librarians					
The Courts					
Legal academics at the Law Faculty					
Law Society					
Professional Associations					

Which other agents and institutions assist in the creation, sharing and transfer of knowledge in your firm?

_____

_____

20. In what ways does each of the above agents assist in the creation, transfer and sharing of Knowledge in your firm?

_____

_____

_____

Once more, I really appreciate your effort and time

APPENDIX 3: Interview guide to lawyers on strategies of knowledge management in law firms

Purpose of the Interview

Dear sir / Madam,

The objective of this interview is to further investigate the preliminary findings of my thesis on the strategy for knowledge management in law firms in Botswana As already indicated in the research questionnaire, the outcome of this research would be beneficial to law firms in several ways.

Consent

Please not that your confidentiality is guaranteed. Your participation is entirely voluntary. You may answer or choose not to answer a particular question as you wish and you may end the session at any point. Your participation and information provided will be strictly confidential and your identity will be separated form your answers so that it will not be attributed to you.

Please indicate whether or not you wish to continue to participate Yes ☐ No ☐

Summary of results of semi structured interview and the "other" category from lawyers in law firms in Botswana

	Questions	Findings
Section I: **Personal profile and organisational characteristic of the firm**	What is your level of education? What other qualifications do you have? What position do you have in the firm? What is the most strategic resource in your firm?	**Level of education** Bachelors of law , Masters in Law, **other professional qualifications** conveyancer, post gradate diploma in International law, Masters in sports executive management **Positions in the firm** professional assistants, sole proprietors, partners **Other People in the law firm** partners, professional assistants, legal secretaries, clerical support staff, secretaries, information system staff, marketing staff, and accountants **Resources** Knowledge ,time, clients, and client base
Section 2: **The changing legal environment**	May you indicate some of the changes that you have been experiencing in the legal environment from when you started practising until present? What are some the factors that have brought about these changes? What are the consequences of these changes to your law firm?	**Changes** Constant splitting up from firms to start off as sole proprietors or to form a partnership, the desire to attract new clientele, desire to network with other lawyers ,desire to standardise knowledge, competition **Factors of change** internet, computers, observation, networking with other lawyer, competition for clients **Consequences** bearing on profits, lawyers are migrating from firm to firm, competition, increase use if information technology
Section 3: Information communication technologies (ICT) and knowledge management in law firms in Botswana	What are some of the information communication technologies used in your firm How is ICT use for knowledge management in your firm What are the types of knowledge in your firm What do you understand by knowledge management? Have your firm adopted knowledge management as one of its initiatives, if so why?	**ICT** Telephone personal computers, internet Intranet email , law plan and quick books for accounts document management systems, record management systems telephone management systems, legal information systems **ICT usage for Knowledge management** firm accounts, file management, legal research **Knowledge in the firm** lawyers knowledge, print text, manuals, statutes, law report, case briefs, the general knowledge of the firm and its workers, the general attitude of the workers and clients and internet sourced knowledge **Meaning of knowledge management** File management., information management, document management, how lawyers store information they receive and how they protect information, knowledge management is about trade secrets, it is how law firms use information for strategic management, it is clients affair

	Questions	Findings
(continued from previous page) **Section 3:** **Information communication technologies (ICT) and knowledge management in law firms in Botswana**	Who is responsible for knowledge management What are some of the tools and techniques of knowledge management in your firm? What are some of the benefit of knowledge management that you have observed in your firm	**Knowledge management adoption** not quite sure, no, manages information **Knowledge management responsibility** not sure, the managing partner is responsible for the overall decisions of the firm so he may have to decide on knowledge management **Tools and techniques** precedents, personal information banked by each attorney research from University of Botswana library for electronic resources, access of Law Reports on CD, online Law Report and Judgments such as the Canadian Supreme Court Judgment and the Australian Court Judgments **Benefits** General and overall efficiency, improvement of quality of output and improvement in the quality of the clients, networking with other lawyers, net working with other lawyers within and without the country,, improve overall efficiency
Section 4: **How knowledge management manifested in law firms in Botswana**	How is knowledge created in your firm How is knowledge transferred How is knowledge shared in your firm Do you encourage tutoring and mentoring in your firm? Are there rewards and other incentives for sharing knowledge in your firm	**Knowledge creation** informal queries directed at external attorneys, reasoned judgments by the judges, subscription to law journals and judgments from the High court brainstorming, attending seminars and workshops and consultation with legal academics or legal consultants **Knowledge transfer** Availing materials for other attorneys by fax, instructions given verbally by partners to staff and to junior attorney with clear explanation as to why it is vital to carry out such instructions, informal consultation and discussions with other lawyers, discussion with international firms affiliated with local firms and Law Society **Knowledge sharing** there is lot of individualism in law firms; practitioners are willing to help fellow attorneys who are friends only in the basic principles of the law, face to face discussions, informal chatting at the boardroom, meetings every Tuesdays in the boardroom for debriefing **Tutoring and mentoring** some firms boast and pride in mentoring, pupils, other firms are not interested in mentoring, some expect you to be a lawyer on the very first day in the firm, law firms do not provide opportunities for further education, some firms feel a law degree is enough **Rewards** No reward for sharing knowledge methods of reward include income from time billing, contract basis, department base, revenue generated , meeting targets

	Questions	**Findings**
Section 5: Investigating the enablers and barriers to knowledge management in the law firms in Botswana	What are some of the factors that are instrumental to knowledge management in your firm? What do you think are the major barriers for sharing knowledge in your firm?	**Knowledge management motivators** technology, management influence , size of the firm, size of the firm, observation from other firms **Barriers** lack of initiative or perception of the value of knowledge management to the lawyer, the leadership do not take any initiatives on knowledge management nor do they seem to appreciate the benefit of knowledge management, clients do not appreciate knowledge management, work pressure and the pressure of meeting targets are major barriers to knowledge management.
Section 6: The role of other agents and institutions in facilitating knowledge management initiatives in law firms in Botswana	What are the different agents and institutions that may assist in facilitating knowledge management your firm How does these agent and institutions assist you in knowledge management	**Agents and institutions** professional assistants, legal consultants, professional bookshops, Information technology consultants, Land tribunal and other quasi judicial bodies like labour arbitrator, International firms affiliated with local firms and Publishers **Role** Secretaries manage the files and provide first contact with clients; Law Society organises meetings, regulate activities, link law firms with professional bodies; Courts provide latest judgments on the basis of on subscription; Legal academics conduct legal research and write books, articles and provide legal opinion, members in professional associations exchange and share ideas

APPENDIX 4: Interview guide to stake holders of knowledge management in law firms

Purpose of the Interview

Dear sir / Madam,

I am conducting a research study on the strategy for knowledge management in law firms in Botswana in partial fulfilment of my doctoral degree at the University of Pretoria, South Africa. A separate questionnaire has already been sent to all lawyers at the law firm I am seeking your assistance in examining your role and value in knowledge management in law firms. The outcome of this research would be beneficial to law firms in several ways:

▸ It would provide valuable insight into the knowledge management pattern in law firms in Botswana;

▸ Determine how knowledge management can be effectively implemented in law firms in Botswana;

▸ Establish the strategies for successful knowledge management in law firms in Botswana and;

▸ Make suggestions and recommendations on how to enhance the strategy for knowledge management in law firms in Botswana.

▸ Consent

Please not that your confidentiality is guaranteed. Your participation is entirely voluntary. You may answer or choose not to answer a particular question as you wish and you may end the session at any point. Your participation and information provided will be strictly confidential and your identity will be separated form your answers so that it will not be attributed to you

Please indicate whether or not you wish to continue to participate Yes/No

▸ What do you understand by knowledge management?

▸ What role do you and your organisation play in the creation, transfer and sharing of knowledge in law firms

▸ How do you or your organisation contribute to knowledge management in law firms?

I appreciate your willingness to contribute to this project and to set aside time for the interview
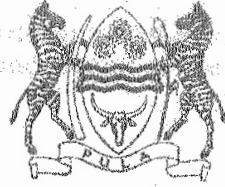
Appendix 5: Research Permit grant

TELEGRAMS: PULA
TELEPHONE: 3950800
TELEX: 2655 BD

OFFICE OF THE PRESIDENT
PRIVATE BAG 001
GABORONE

REPUBLIC OF BOTSWANA

Mrs. Madeleine Fombad
C/O Department of Law
University of Botswana
Private Bag UB 00705
Gaborone

OP 5/59/8 II (57)

05 December 2007

Dear Madam,

GRANT OF A RESEARCH PERMIT- "STRATEGIES FOR KNOWLEDGE MANAGEMENT IN LAW FIRMS IN BOTSWANA"

Your application for a research permit on the aforementioned topic refers.

2. You are herewith granted permit to conduct a research entitled **"STRATEGIES FOR KNOWLEDGE MANAGEMENT IN LAW FIRMS IN BOTSWANA."**

3. The permit is valid for a period not exceeding five (5) months effective 06 December 2007.

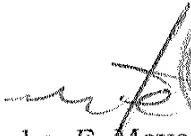4. The permit is granted subject to the following conditions:

Copies of any report/papers written as a result of the study are directly deposited with the Office of the President, Attorney General's Chambers, Botswana Police Service and the University of Botswana.

    i. The permit does not give authority to enter any premises, private establishment or protected area. Permission for such entry should be negotiated with those concerned.

    ii. You conduct the study according to the particulars furnished in the approved application taking into account the above conditions.

iii.   Failure to comply with any of the above-stipulated conditions will res
         in the immediate cancellation of the permit.

Yours faithfully,

Nkosiyabo .F. Moyo
For / PERMANENT SECRETARY TO THE PRESIDENT

cc: Attorney General
        Commissioner, Botswana Police Service