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The Knowing Organization

Chun Wei Choo

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The book links the broad areas of organizational behavior and information management. It looks at how organizations behave as information-seeking, information-creating, and information-using communities, and introduces a unifying framework to show how organizations create meaning, knowledge, and action. The book presents a model of how organizations use information strategically to adapt to external change and to foster internal growth. This model examines how people and groups within organizations use information to create an identity and a shared context for action and reflection; to develop new knowledge and new capabilities; and to make decisions that commit resources and capabilities to purposeful action.

The Inquiring Organization

Chun Wei Choo

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This book examines how modes of knowledge acquisition and information seeking adopted by an organization lead to the construction of beliefs and the formation of epistemic practices that can both enable and encumber organizational learning. This then is a book about the epistemology of organizational learning and information seeking, how organizations acquire and justify knowledge, and how information is sought and shaped to warrant as well as to question beliefs. The book progressively develops a set of information and epistemic features used to define an inquiring organization. An inquiring organization is one that is motivated to acquire knowledge and that has developed norms and practices of information seeking and knowledge acquisition that are

truth-conducive, thereby enabling the organization to better align its actions with reality and so improve its prospects for actions that lead to success. An inquiring organization seeks information because it wants to be well-informed and correctly informed, so that it may acquire true belief. It sees knowledge as the result of an ongoing process of inquiry in which knowledge is always provisional and always being improved upon. Beliefs are linked to experience, and the seeking of knowledge is an inclusive, collective enterprise.