

The main research objective is to examine in-depth two different approaches towards knowledge management (KM) followed by companies on the example of companies from the knowledge-intensive business services (KIBS) sector. The first examined approach is called “deliberate KM strategy” and the second one - “emergent KM strategy”.

The study aims to scrutinize not only the characteristics of these approaches, but also their potential determinants (e.g. size of the company, management structure, situation on the market, etc.). Companies from the KIBS sector have been selected as an object of study due to its high reliance on knowledge and its proper management reported in the literature.

It is justified to solve the above mentioned scientific problems by the proposed project due to the following reasons.

1. Examining the two approaches (emergent v. deliberate KM strategy) and providing their detailed characteristics would be useful not only for researchers dealing with managerial issues in companies, but also for managers and executives in companies. Such a clear distinction and identification of its determinants would serve as a guideline for companies to select and follow the more suitable approach towards KM.
2. Conducting research among Polish KIBS companies would offer new insights into this sector and companies operating in this part of Europe. Generally, Polish economy has stopped lagging behind many other European economies and it would be interesting to examine some of the reasons for that. Definitely successful KM can be a source of competitive advantage for organizations, so following this logic, conducting research on KM in Polish companies may in the long run contribute to their better competitiveness.

The project is of pioneering character due to several reasons. First of all, the topic of the project is still relatively little recognized at the international and national level. To the best knowledge of the author, no quantitative research on deliberate versus emergent KM strategies has been carried out so far. Second, also the subject of study, i.e. companies from the knowledge-intensive business services sector and their management, is a relatively novel topic as there are not many publications devoted to managerial issues in such firms.

That is why, the project results will constitute an important contribution to the development of the entire field and discipline. The project also has a utilitarian dimension through the development and dissemination of a survey instrument allowing to identify emergent or deliberate KM strategy in a company, together with their determinants.