**Trilha 2: Métodos, Processos, Técnicas, Práticas e Ferramentas**

**METHODOLOGICAL GUIDELINES FOR BUILDING KNOWLEDGE MANAGEMENT MODELS: PROPOSAL FOR THE ARCGC FRAMEWORK**

DIRETRIZES METODOLÓGICAS PARA CONSTRUÇÃO DE MODELOS DE GESTÃO DO CONHECIMENTO: PROPOSTA DO ARCABOUÇO ARCGC

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**ABSTRACT**

Knowledge management models help organizations by signaling the path forward and inspiring parameters to be followed. Although there are a variety of knowledge management models in different areas, there is also a lack of methodological tools that can guide the construction or adaptation of a model. Given this gap, this research proposes a methodological framework for the development of knowledge management models in Information Science. The present research is characterized as descriptive, exploratory and applied, divided into three stages, one for each specific objective, and used bibliographic research and content analysis techniques. As a result for the first stage, a literature review was conducted, in which 59 studies were selected and analyzed for the methodology used to construct the model, the main results and the critical success factors based on Heisig (2009). In the second stage, the results presented the types of procedures used in the construction of the models, the methodological instruments and the analysis techniques that supported the development of the methodological framework entitled ARCGC, which was the third stage, consisting of four phases: I. knowing the institution; II. developing, aggregating and sharing; III. using and evaluating; and IV. preserving and storing. It is a useful, guiding and facilitating tool for those who wish to propose or adapt a knowledge management model, regardless of the field of application. The ARCGC is an innovative and relevant tool for the area, providing a support structure to guide the construction of models in different organizations, both public and private.

**KEYWORDS**: knowledge management, model building, methodological framework.

**RESUMO**

Os modelos de gestão do conhecimento auxiliam organizações, sinalizando o percurso e inspirando parâmetros a serem seguidos. Embora haja uma diversidade de modelos de gestão do conhecimento em variadas áreas, percebe-se a inexistência de instrumentos metodológicos que possam guiar a construção ou a adaptação de um modelo. Frente a essa lacuna, esta pesquisa propõe um arcabouço metodológico para a elaboração de modelos de gestão do conhecimento na Ciência da Informação. A pesquisa é caracterizada como descritiva, exploratória e aplicada, dividida em três etapas, uma para cada objetivo específico, e utilizou as técnicas de pesquisa bibliográfica e análise de conteúdo. Como resultado da primeira etapa, foi realizada uma revisão de literatura, em que 59 estudos foram selecionados e analisados a metodologia utilizada para a construção do modelo, os principais resultados e os fatores críticos de sucessos baseados em Heisig (2009). Na segunda etapa, como resultados, foram apresentados os tipos de procedimentos utilizados na construção dos modelos, os instrumentos metodológicos e as técnicas de análises que subsidiaram a elaboração do arcabouço metodológico intitulado ARCGC, o qual foi a terceira etapa, constituído por quatro fases: I. conhecer a instituição; II. desenvolver, agregar e compartilhar; III. utilizar e avaliar; e IV. preservar e armazenar. Ele é um instrumento útil, norteador e facilitador para guiar aqueles que desejam propor ou adaptar um modelo de gestão do conhecimento, independentemente do domínio de aplicação. O ARCGC é um instrumento inovador e relevante para a área por proporcionar uma estrutura de apoio para orientar a construção de modelos em diferentes organizações, públicas e privadas.

**PALAVRAS-CHAVE:** gestão do conhecimento, construção de modelos, arcabouço metodológico.

**1. INTRODUCTION**

The applied knowledge management models are those designed to be implemented directly in an organization. According to Kuriakose, Murty and Swaminathan (2010, p. 4), “applicability refers to the entity to which the model can be applied”, that is, the applicability of the model refers to the organization or context to which each model can be applied. In this sense, the model can be implemented in any organization, whether public or private, within a specific sector, thereby indicating its scope and suitability for various scenarios.

The existence of knowledge management models helps organizations that wish to implement them to develop along this path, as it signals a direction to follow, inspiring new parameters. Thus, conceptual models emerge as tools to elucidate the complexity of knowledge management in organizations, assisting in the organization of information and knowledge. These models facilitate the implementation of knowledge management by facilitating the understanding/development of objectives, highlighting essential elements, providing a holistic view and promoting synergy between existing resources (Bem; Coelho, 2014).

However, observing the literature in the field over the last ten years (2014 to 2023), although there is a diversity of knowledge management models in various fields, there is also a lack of methodological tools that can guide the construction or adaptation of a model, in a basic, generic format, capable of guiding, in a broader way, without entering into the specifics of each field, those interested in implementing a knowledge management model in their organizations. This statement is supported by Parreiras e Nascimento Silva (2025), and problematizes a reverse movement, which is the object of this research, of providing methodological tools for proposing a specific phase or dimension of the models to guide and direct researchers or managers in any field to develop their own distinct, specific or particular knowledge management model.

The objective of this study was to investigate methodological patterns (methods and techniques) in the construction of knowledge management models, proposing general guidelines for the construction of knowledge management models in the field of Information Science. To this end, knowledge management models were analyzed, and a methodological framework was proposed.

It is important to note that this research is part of the results of a master's thesis investigation related to knowledge management models (Parreiras, 2025). Among the contributions of this work is the importance of providing organizations with guidelines for developing knowledge management models in the field of Information Science.

**2. THEORETICAL REFERENCE**

The literature presents a wide variety of knowledge management models, many of which take into account the particularities of the organizations where they will be applied, in addition to addressing the basic activities of knowledge management, such as the generation, acquisition, storage, sharing, use and reuse of knowledge (Damian; Cabero, 2021).

According to Takeuchi and Nonaka (2008), knowledge management models contribute to the creation of an organizational culture that values continuous learning, collaboration and innovation. This allows organizations to leverage the full potential of human knowledge, transforming it into a strategic resource to drive organizational growth and success.

Knowledge management models play an essential role in the formation of knowledge-focused organizations, capable of adapting and innovating in an ever-changing environment. By incorporating these models into their management strategies, organizations can leverage and reap the benefits of collective knowledge, promoting their growth and development in a sustainable manner (Oliveira; Feitoza; Saeger, 2025).

According to Tomhave (2005), the terms “model”, “framework” and “methodology” are similar, but have important particularities. Thus, a model is an abstract conceptual construct that represents processes, variables and relationships, without offering practical guidance. The framework, in turn, defines assumptions, concepts, values and practices, including guidelines for implementation. Methodology is a more detailed construction that establishes practices, procedures and standards for performing specific tasks.

It is important to highlight the relationship between models and scientific methodology, which is nothing more than the discipline that ‘studies the paths of this knowledge’, if we understand that ‘method’ means ‘path’, that ‘logy’ means ‘study’ and ‘science’, which refers to knowledge itself" (Prodanov; Freitas, 2013. p.12).

Sharing a research protocol/guide before conducting experiments, providing access to all original records related to the conduct of the study and making the raw data generated throughout the research available are fundamental actions to ensure the reproducibility of the research (Ciência Aberta USP, 2025). According to Castilho, Borges e Pereira (2017), the need to research, seek or inquire is common to all people, and scientific methodology is essential to achieve a certain level of knowledge or competence in the scientific investigation process. Considering the structure of a knowledge management model, reproducibility is also essential and should always be prioritized in its construction.

**3. METHODOLOGY**

This research adopted an exploratory and descriptive approach, of an applied nature, considering both qualitative and quantitative issues. Furthermore, regarding the technical procedures for data collection and analysis, it is a bibliographic research that seeks to develop a theoretical foundation to explore the selected articles, theses and dissertations from the perspective of knowledge management models, including content analysis. Finally, the research is also characterized as applied, as it delivered a practical product, that is, a methodological framework for proposing knowledge management models, focusing on solving practical organizational problems, directly applying the knowledge generated to optimize processes, foster innovation and support decision-making.

The research was divided into three stages. The first was a literature review based on the following databases: LISTA, Scielo, ScienceDirect, Scopus, Web of Science, Wiley Online Library, Reference Database of Journal Articles in Information Science (BRAPCI) and Brazilian Digital Library of Theses and Dissertations (BDTD), covering the last 10 years (2014-2023) in Brazil. This process identified the techniques and methods used in proposing the respective knowledge management models, as detailed in Parreiras and Nascimento Silva (2025).

The second and third stages consisted of analyzing the documents selected for the literature review and proposing a framework, respectively. This phase identified the methodological elements present in the proposed knowledge management models using Bardin's (2016) content analysis technique, which were systematized and presented in three divisions/categories of faceted analysis of the works, considering that a work may have used several procedures and techniques, falling into more than one category or subcategory of analysis: “technical procedures”, “types of instruments” and “analysis techniques/approaches”. It should be noted that, for this research, only the technical/methodological procedures expressly described in the selected works were taken into consideration.

All of this analysis formed the basis for the development of the methodological framework in the third and final stage, entitled ARCGC. To this end, the analysis and systematization of the essential guidelines and dimensions that guide the study were addressed, i.e., guidelines for proposing the framework, leading the construction of knowledge management models. Methodological standards were explored and presented, and the possibilities for structures, guidelines and guides were discussed/addressed. The stages were carried out between 2024 and 2025.

**4. RESULTS AND DISCUSSION**

4.1 LITERATURE REVIEW

As a result of the first stage, based on the descriptions of the 59 models, the analysis of the contributions and the relationships with each dimension, we sought to identify and describe the models proposed in the last ten years, as well as their application and main elements, according to the categories proposed by Heisig (2009).

The Organizational Culture dimension was present in 27 (45.76%) of the models analyzed. A recurring aspect was the need to build a new mindset among employees to implement a proposed management model. One aspect to be overcome in organizations is resistance to change in processes and a lack of understanding of the importance of connecting one activity to another. As a contribution, we reflect on the need to train people to understand that the process of implementing knowledge management is not immediate, but rather medium to long-term, as it involves a reinterpretation of the company by its people.

The Leadership dimension was present in 11 (18.64%) of the models studied. In general, there were models with vertical and horizontal leadership characteristics. Thus, it can be seen that there are a variety of possibilities for working on leadership in knowledge management models. One aspect to be overcome is the barriers to competition between people and trust in the team. As a contribution, we noted the need for leadership to be well-trained. The results showed that this dimension was less present in the studies analyzed, drawing attention to the fact that it may be necessary for management models to take into account aspects of leadership training for the efficiency of knowledge management in the company.

The Human Resources dimension was present in 18 models (30.51%) of the studies analyzed. As an important aspect and contribution, we have observed the possibility of greater team participation in management, that is, human resources and leadership working more closely together in mutual cooperation and always aligned with the company's strategic vision.

The Information Technology dimension was present in 29 models (48.15%), being the most recurrent dimension in the studies analyzed, which seems to converge with the growth of computerization in society. As a highlight, it can be observed that this dimension streamlines processes, modernizes human resources, facilitates control and measurement and is a potential tool for including employees in management, for example. As aspects to be overcome, although it is the most recurring dimension among the studies analyzed in the last ten years, this category is not present in almost half of the studies related to knowledge management models, which suggests that, in a highly computerized world, it might be problematic to disregard this dimension of knowledge management.

Finally, the control/measurement/assessment system dimension was present in 13 models (22.03%). A positive aspect is that there are studies that show concern with monitoring the knowledge management development process in the organization. An aspect that needed improvement and was a cause for concern was the lack of monitoring of implementation after the initial phase of the project in most of the studies analyzed.

Given the above, it is clear that there is no single line or standard for knowledge management development that considers all the dimensions listed by Heisig (2009). It is considered that it would be interesting to develop a methodological framework that recommends and/or presents the possibility of inserting these dimensions for the development of knowledge management models, given the high relevance of each one. It is important that this framework incorporates a certain flexibility for changes in light of the specificity of each organization, continuous delivery of value and development cycles to obtain constant feedback for the improvement of the knowledge management process.

4.2 METHODOLOGICAL CONTRIBUTIONS

Based on the identification of knowledge management models selected in the literature review, the techniques and methodological contributions for the construction of each proposed model were mapped. Thus, of the 59 models selected for review, a complete reading was carried out, considering that not all studies presented, in detail, the elements and procedures for constructing the model, which is an important procedure to guide the analysis, resulting in a total of 55 studies.

The **technical procedures**, the first category, refer to the steps necessary to obtain data in a given study, based on a design proposed by the author, which integrates the model, the synopsis and the plan (Prodanov; Freitas, 2013). In general terms, this outline covers the overall research planning, which includes data collection, analysis and interpretation, taking into account the environment and control of variables.

In this research, at least ten different technical/methodological procedures were identified among the 55 studies analyzed, namely: bibliographic research and literature review, case study, focus group, documentary research, field research, action research, Design Science Research Methodology (DSRM), bibliometric analysis, survey and, finally, text mining, as can be seen in Table 1.

Table 1: Categories and subcategories

| Categories | Subcategories | Recurrence |
| --- | --- | --- |
| Technical procedures | Bibliographic research and literature review | 38 |
| Documentary research | 10 |
| Case study | 17 |
| Focus group | 8 |
| Field research | 5 |
| Action research | 2 |
| Design Science Research Methodology (DRSM) | 1 |
| Bibliometric analysis | 1 |
| Survey | 1 |
| Text mining | 1 |
| Insufficient information | 5 |
| Instruments | Interview | 21 |
| Questionnaire and form | 20 |
| Secondary sources | 13 |
| Statistical analysis | 9 |
| Observation | 7 |
| Triangulation | 3 |
| Social Network Analysis (SNA) | 1 |
| Delphi methods | 1 |
| Insufficient inform | 13 |
| Analysis techniques/approach | Qualitative | 18 |
| Quantitative | 8 |
| Qualitative-quantitative | 9 |
| Insufficient information | 21 |

Source: prepared by the authors (2025).

Based on the analysis of the results, it was observed that the most recurrent technical/methodological procedures were: bibliographic research and review of theoretical literature (37), case study (17) and documentary research (9), totaling 63 occurrences of at least one of these technical/methodological procedures among the 55 selected studies. It is worth noting that, among the total number of studies analyzed, in five of them it was not possible to identify whether any of these procedures were used. Thus, the number of studies with defined technical/methodological procedures was 50, that is, 55 minus 5.

 Given the above, it can be stated that the most frequently occurring procedures are very important for supporting research, ensuring a consistent foundation and creating an appropriate context for analysis. These techniques made it possible to understand the state of the art and prevent redundancy in studies.

 Regarding the types of **instruments**, the second category, the types of instruments presented explicitly in the 55 selected studies were addressed in order to visualize the types of instruments identified and the overall incidence of each one among the 55 studies investigated.

 The following instruments were observed in the studies investigated: interviews, questionnaires and forms, secondary data sources, statistical analysis, observation, triangulation, Social Network Analysis (SNA) and Delphi methods.

Based on the obtained data, it was possible to observe that the types of instruments present are: interviews (20), questionnaires and forms (20), secondary data sources (13), statistical analysis (9), observation (7), triangulation (3), Social Network Analysis (SNA) and the Delphi method (1).

 In total, there were 74 occurrences of at least one type of technical procedure among the 55 selected studies. It is worth noting that, among the total number of studies analyzed (55), 13 of them did not provide sufficient information to determine whether any of these procedures were employed, as shown in the last column (Insufficient information). Thus, the number of studies with defined technical procedures was 42, that is, 55 minus 13.

Finally, concerning **analysis techniques**, the third category, the analysis techniques/approaches used in the 55 selected studies were presented. The following analysis techniques were observed in the studies investigated: qualitative, quantitative and qualitative-quantitative.

Based on the analysis of the results, it was observed that the analysis techniques were, respectively, qualitative (17), quantitative (8) and qualitative-quantitative (9), totaling 34 occurrences of at least one analysis technique among the 55 selected studies. It is worth noting that, among the total number of studies analyzed (55), for 21 of them it was not possible to identify whether any of these procedures were used. Thus, the number of studies with the analysis techniques expressed was 34, that is, 55 minus 21.

The researcher's clarity regarding the types of analysis techniques used in their investigation is fundamental to support the research, as this ensures consistent results that are aligned with the proposed objectives, regardless of the type of methodological approach used, whether qualitative, quantitative or qualitative-quantitative (Mozzato; Grzybovski, 2011). In this sense, for Oliveira *et al* (2011), clarity in the analysis techniques adopted is important to ensure the consistency of the results, and the application of a formal and structured scientific method ensures the validity and acceptance of the research.

 In general, the choice of the type of approach occurs during the research planning phase and may vary depending on the area of study and the research problem.

In the results presented, it can be observed that the highest number of technical procedures occurred in bibliographic and documentary research, which are fundamental procedures for the theoretical construction and foundation of studies in the field of knowledge management models. In addition, qualitative research was the most recurrent in this third part. Among the models that used the qualitative approach, there are 18 studies.

 Regarding the use of the qualitative approach for the construction of knowledge management models, it can be observed, in general terms, that it contributed to the construction of knowledge management models. When interpreting the results more subjectively, within a given context, this approach can enable the identification of relevant knowledge management processes (Paiva; Aragão; Pereira, 2005).

4.3 PROPOSED FRAMEWORK

The methodological framework was mainly based on the stages of the knowledge management model developed by Probst, Raub and Romhardt (2002), given the model's didactic and objective approach, considering its structure: (i) knowledge identification; (ii) knowledge acquisition; (iii) knowledge development; (iv) knowledge sharing and distribution; (v) use of knowledge; (vi) preservation of knowledge; (vii) knowledge goals; and (viii) evaluation of knowledge.

Based on this classic knowledge management model structure, the guidelines and methodological dimensions of the framework were presented, being identified for the construction of knowledge management models in Information Science. Figure 1 presents the methodological framework entitled ARCGC, which consists of four phases: 1- knowing the institution; 2- developing, aggregating and sharing; 3- using and evaluating; and 4- preserving and storing. The name ARCGC refers to the concept of a “methodological framework” within the context of knowledge management. By adopting this terminology, we seek to convey the fundamentals for building knowledge management models, highlighting the importance of a well-structured methodological approach that is aligned with organizational needs.

The format of this framework is justified by the search for a lean, practical and didactic approach. This allows for easy application without losing the necessary depth and complexity. The four phases strategically encompass the fundamental aspects of the process of building knowledge management models, from the identification and capture of knowledge within the organization, through development and sharing, followed by the use and evaluation, to the final phase, which is the preservation and storage of knowledge. The simplification into four stages facilitates use in different organizational contexts, allowing for agile adaptation focused on the specific needs of each environment.

Furthermore, by focusing on these key phases, the framework proposed here provides a clear and objective view, optimizing resources and time, which is important for the efficiency of knowledge management in organizations. The framework is presented in Figure 1, with the respective details:

**(I) Knowing the institution**

The framework begins with the process of “getting to know the institution”. This is because, in order to create a knowledge management model, it is necessary to know the organization internally and externally, to understand its dynamics, challenges and hidden potential.

**(II) Develop, aggregate and share**

This phase of the methodological framework process is important because, according to Moresi (2001), managing knowledge involves, among other activities, developing the organization's knowledge, which assists in decision-making and assertiveness in achieving the objectives listed.

**(III) Use and evaluate**

This phase of the methodological framework is important because, according to Moresi (2001), it can assist in the process of organizational behavior change, coupled with the implementation of policies, procedures and technologies that distribute and utilize knowledge.

**(IV) Preserve and store**

In the context of this framework, inspired by Nonaka and Takeuchi (1997), preserving knowledge is related to the combination that occurs when new and old explicit knowledge is combined and transferred, systematized and applied from groups to the organization as a whole.

In Figure 1, it can be seen that, for each phase of the framework, the technical procedures and instruments considered most appropriate were listed, based on the analyses and combinations of elements present in the methodologies studied in the works related to the construction of knowledge management models in the previous stages.

Each phase of the methodological framework consists of a structured set of technical procedures and methodological instruments, as well as dimensions/aspects and best technical approaches, which guide the construction of a knowledge management model in an organization. It should be noted that these phases are cyclical, that is, they occur in sequence, so that a change in one impacts the entire process.

Figure 1 – ARCGC methodological framework



Source: Parreiras (2025).

It is understood, therefore, that this framework incorporates an organic understanding of organizations, thus requiring their employees to understand the interdependence between sectors. This idea is corroborated by Davenport and Prusak (1998), who consider that there is an interdependence between the different environments of an organization. This framework incorporates the same concept. In other words, there is a continuous flow of knowledge between each of the phases of the methodological framework, represented by the arrows in Figure 1.

By clearly defining a path, the methodological framework will point to the best practices and technical tools to be used, ensuring that the knowledge management model construction process is carried out effectively, meeting the specific needs of different organizations and promoting the integration and dissemination of knowledge.

**5. FINAL CONSIDERATIONS AND IMPLICATIONS**

Throughout the research, methodological patterns were explored and presented, and the possibilities for structures, guidelines and guides were addressed and discussed in order to achieve the main objective of the research, which is to systematize the results of the three methodological stages. As a result, the ARCGC methodological framework was created.

The ARCGC consists of four phases, namely: I – knowing the institution: which is important for understanding the culture, structure and needs, allowing for the effective adaptation of knowledge management practices; II – developing, aggregating and sharing: which is important for stimulating innovation, promoting continuous learning and improving organizational performance; III – use and evaluate: which is important for ensuring that information is applied efficiently, bringing concrete and measurable results; and IV – preserve and store: which is important for preserving knowledge to ensure the continuity and legacy of the organization, making it available to future generations of employees.

Finally, it is worth noting that these phases are cyclically interconnected. It is assumed that this framework will be a useful tool to guide and assist those who wish to propose a knowledge management model, regardless of the domain, for different institutions.

In the context of Information Science, this study reinforces the need for a methodological framework that considers interdisciplinarity, since knowledge management involves all sectors and aspects of the organization, such as human resources, technology, organizational culture and human behavior.

It is expected that the implementation of a methodological framework for building knowledge management models will help mitigate challenges related to organizational management, such as tacit knowledge retention, resistance to change, fostering collaborative leadership and promoting continuous learning.

It is essential to highlight the need for an approach that involves collaboration and partnership between academia, the productive sector and the government, aiming at the development of methodologies more aligned with institutional, political and market-related demands. This integration can amplify the social impact of ARCGC as a tool to support numerous public organizations, reflecting on the services provided to society.

With regard to the challenges encountered in conducting this research, the greatest challenge was the analysis of studies proposing knowledge management models, with very generic and superficial data and information, abstract stages, offering limited knowledge, especially for researchers who are not from the field of Information Science. This limitation inspires and alerts us to the importance of conducting reproducible research, with excellence in the organization and presentation of texts, clear dialogue with the literature and detailed analysis of the data to make it understandable to any reader who undertakes to read it.

For future work, the application and use of ARCGC in the construction of a knowledge management model is suggested, applying the phases of the proposed framework in detail in different organizations, whether public (government departments, schools, universities, public policies, citizen service sectors etc.) or private (commerce, industry, offices etc.), with the possibility of obtaining feedback on the proposed model, generating practical and innovative solutions to contemporary challenges of knowledge management in different organizational contexts.

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