



## **KNOWLEDGE MANAGEMENT**

**DR. GORAKH. H. BARHATE**

Principal, Art, Com, Sci. College,

Ashoknagar, Tal-Shrirampur, Dist-Ahmednagar, Maharashtra

Savitribai Phule Pune University, Pune

### **Abstract:**

Knowledge is important to carry on any business. For successful working of an organization, Knowledge Management (KM) is very necessary. KM is a cross disciplinary domain. Information and data is beneficial to the organization only if it is knowledgeable. In this research paper, researcher has tried to cover several aspects of KM and its application. How information can be fruitfully utilized by converting it into knowledge is discussed in this paper. Also the paper highlights the challenges in KM. the relevance of KM for organizations find mention in this paper.

**Keywords:** Knowledge Management, Knowledge based Assets, Knowledge Sharing

### **Introduction:**

Today knowledge and knowledge management have become the concepts of debate amongst the academicians, researchers, analysts and managers. The reason for debate is that there is no universally accepted definition of knowledge. Hence, knowledge management too is not defined in a way that will be universally accepted. Just collecting the data and information is not knowledge. Knowledge is something that can be understood and utilized by the people at their work place. Managers in any organization ask their employees to

---

**© Association of Academic Researchers and Faculties (AARF)**

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.

supply more and more information related to issues or the work that they have taken up to support decisions. Information Technology (IT) is used to collect the required information to build transaction support system, management information systems and data warehousing resulting in piling up of information that is neither useful to the managers nor to the organization. This results in collection of unnecessary information. Data leads to information, but organizations and managers are not looking for information but for knowledge. By reading the word 'Knowledge', most of us think of codified and documented knowledge like patents, manuals, white papers, databases, etc. this is "explicit knowledge". This explicit knowledge is also important but what is more important to carry out work is "tacit knowledge". Tacit knowledge is the knowledge that is embedded in the minds of people. The tacit knowledge is intuitive, contextual, linked to experience, past memories and difficult to codify, document and communicate. It is estimated that this tacit knowledge constitutes between 70 and 80% of all knowledge in an organization and is difficult to identify, quantify, and convert into real value, unless a structured approach is adopted to manage knowledge.

As discussed earlier that there is no universal definition of knowledge, similarly there is no universal definition of KM. hence, KM is mostly thought of in a broader context. KM can be said to be a process that helps organizations to generate value from their intellectual and knowledge based assets. It is method of utilizing and exploiting intellectual capacity of an individual to earn a competitive advantage and customer commitment through efficiency and innovation. It helps in faster decision making too.

Information can be converted into assets by sharing and discussing the information with the employees, departments and even with other companies to devise best practices. Technology plays an important role in KM. KM is facilitated by IT though IT is not included in definition of KM. Knowledge management is a cross-disciplinary domain. Library professionals are already ushered into knowledge management activities and practices and the paradigm shift that is taking place whereby libraries are getting transformed into knowledge management centers. KM will inject new blood into the library culture.

**Objectives:**

1. To study the concept of KM
2. To highlight the need of KM
3. To study the advantages of KM

---

© Association of Academic Researchers and Faculties (AARF)

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.

4. To discuss the challenges faced by KM

**Data Collection:**

The study is based on secondary data which is collected from secondary sources via various journals, magazine, newspapers and annual reports and websites of regional rural banks and through various search engines.

**Knowledge Management (KM):**

KM is the recent concept and each company has its own key knowledge assets. As it is unique for each company, there is no successful and generic models to emulate. Knowledge management depends on the knowledge base of the company, knowledge which they have about dealing with customers and other stakeholders, the economies of its business and the employees it hires. KM can be said to be effective utilization and reutilization of the knowledge by the company in dealing with its employee, customers and shareholders. KM depends on experience and practice. It is obtained through practical work. Only information can be learned from books. But how and when to utilize this information is knowledge.

In case of organization, knowledge refers to what employees have learnt from their work, this knowledge is more practical oriented as compared to book knowledge which is limited to lists of regulations and databases. Examples of knowledge include: what an organization has learned about introducing new product or service, reducing material costs on capital projects, decreasing the project time in developing a product or service. The key of KM lies here. That is, employees using the earlier organization knowledge to reduce their learning curve and as a result improve subsequent work process.

**Knowledge Based Assets:**

The information that is intellectual and useful is called knowledge based asset. Not all the information is valuable. Also what is useful for one organization may not be valuable for the other. Hence, individual company has to decide what information qualifies as knowledge for it. As discussed earlier, knowledge based assets can be either ‘explicit’ or ‘tacit’.

Explicit knowledge includes patents, business plans, trademarks, list of customers, list of marketers, etc. Normally explicit knowledge consists of anything that can be documented, archived and codified, often with the help of IT. Tacit knowledge is knowledge that is inherent in a person. Tacit knowledge is ability of a person to recognize, generate, share and manage the information that is learnt by a person. While IT in the form of E-mail, groupware,

---

© Association of Academic Researchers and Faculties (AARF)

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.

instant messaging and related technologies can help facilitate the dissemination of tacit knowledge; identifying tacit knowledge in the first place is a major hurdle for most organizations.

### **Need of Knowledge Management:**

Knowledge management is very useful for all the companies to manage their business effectively. On the basis of their experiences, the KM experts advise that the successful and competitive institutions should be engaged into following two activities continuously:

1. To keep learning new things and to keep translating this learnt experiences into knowledge
2. Transferring and leveraging companies and institutions knowledge across time and space (Through Internet technologies) while transferring knowledge for better leverage, it is necessary to consider the following key issues:-
  - a. To find out how the knowledge can be transferred to a group or an individual for reuse
  - b. To translate own learning and transfer it in a form that others can use the same
  - c. The iterative process where the receiving team or individual takes action on a new task by using the organizational or the institutional knowledge, and again this experience goes into KM as a future learning

### **Advantages of KM to organizations:**

KM leads to following benefits in an organization:

1. It encourages free flow of the thoughts and ideas and thus leads to innovation
2. It streamlines the response time and helps to improve customer service
3. It helps to bring the newly launched products in the market quickly and thus improves the revenue
4. It recognizes knowledge of the employees and rewards them for the same. This practice helps to improve employee retention
5. Streamline operations and reduce costs by eliminating redundant or unnecessary processes

### **Challenges to Knowledge Management:**

The following are the challenges in KM:

1. **Getting employee on Board:**

---

© Association of Academic Researchers and Faculties (AARF)

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.

Challenges for KM mainly occurs because the companies do not give due value to the people working there. A culture must be created where knowledge of the employees is valued. Tacit knowledge of the employee must be recognized and rewarded. One way is to get employees on the board so that they willingly share their knowledge and help to improve profitability of the company.

## **2. Allowing Technology to Dictate:**

KM is not a concept that is based on technology. Companies should not buy any software that claims to provide complete KM solutions. Companies that have implemented centralized database system, electronic message board, web portal thinking that they have implemented KM are wasting their time, money and efforts. Technology is only means to KM, not the only way to KM. KM decisions should be based on who (people), what (Knowledge) and why (business objectives).

## **3. Business Goal:**

KM must be based on some solid business objective. It should not be an isolated process. KM should be based on business goals. While sharing best practices is a commendable idea, there must be an underlying business reason to do so. Without a solid business case, KM is a futile exercise.

## **4. constant upgradation:**

Just like any other physical assets, the value of KM may get reduced over time. Hence it is necessary to upgrade the knowledge every now and then. Just like product upgradation, marketing innovation, R & D, KM is a constantly evolving business practice.

### **KM Initiatives at the Corporate level :**

#### **1. Infosys Knowledge shop**

As far as an Indian organization is concerned, knowledge management as it is known today, has been practiced by Infosys way before the term was coined. They started off with a body of knowledge (BOK)- a set of documents that captures in a structured form, the experiences and insights of the people that worked on different projects. Today their body of knowledge (BOK) covers not only issues relating to software development and tools, but also fields like travel tips, loans, leave along with other

Infy Intranet web applications, online library catalogue, HR as well as Admin issues at the knowledge shop.

## **2. TCS**

Tata Consultancy Service has developed its knowledge management solution from its intranet. The company slowly developed all its internal processes and gathered a lot of information. Considering its multi locational operations, it decided to consolidate on the company-wide knowledge to make it available across all its branches. This led to the idea of developing a knowledge repository on top of all intranets. TCS has built its knowledge management system using a Lotus Domino Server. TCS's knowledge management solution was conceptualized sometime in 1995. It has taken them an equivalent of 25 man-years to complete this project.

## **3. ONGC**

Oil & Natural Gas Corporation has set up a task force to implement knowledge management system and practices. A pilot project has already been set up to explore and experiment, expand and support and institutionalize KM. The most important issues for companies here is to ensure that they focus the synergy of data and information processing capacity of IT and the creative and innovative capacity of their human members. Advanced information technologies can increasingly accomplish programmable tasks traditionally done by humans. If a procedure can be programmed, it can be delegated to IT in one form or another. The information & control systems in organizations are intended to achieve the 'programming' for optimization and efficiency. The human brain is required to ensure checks and balances needed to continuously update the organizational processes so that such "Programmes" are in alignment with the dynastically changing external environment.

### **Conclusion:**

An important concept in KM is learning. Learning involves interaction with number of sources in a meaningful way to construct new ideas, knowledge and understanding. KM helps learning community with their effective learning. Tacit knowledge is the most important are of KM. Tacit knowledge represents the attempts of the organizations to maximize the capabilities of their people by capturing their expertise and turning it into a corporate asset. KM decision should be based on the business objectives of the organization.

---

© Association of Academic Researchers and Faculties (AARF)

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.

KM for corporate helps mainly in getting competitive edge over rival companies. KM in India is at a nascent stage of development with very few organizations are taking it seriously.

**References:**

1. Chaudhury N.B, Achrya P.2003, Knowledge Management. Paper presented at the MANLIBNET 5th Annual National Convention, March 6 to 8, 2003 at Xavier Labour Research Institute, Jamshedpur.
2. Dash N K, Mohanty B. 2002, Gearing up Knowledge Management in Business & Management Libraries. Paper presented at the MANLIBNET 4th Annual National Convention, April 3 to 5, 2002, at National Institute of Financial Management, Faridabad.
3. Jhaveri A.P.2001. Knowledge Management (KM)- Wealth from Information, Computers Today, 16-31 Aug 2001.70-73.
4. Kulkarni S, Jadhav M.N, Shyamala S. 2003. Knowledge Management: New Challenges for Academic Library Managers. Paper presented at the MANLIBNET 5th Annual National Convention, March 6 to 8, 2003 at Xavier Labour Research Institute, Jamshedpur.
5. Rane V. 2002. Knowledge Management: Initiatives at NMIMS. Paper presented at the MANLIBNET 4th Annual National Convention, April 3 to 5,2002, at National Institute of Financial Management, Faridabad
6. Sachan D. 2002. Knowledge Management: Challenges for the Information Professionals/Librarians.. Paper presented at the MANLIBNET 4th Annual National Convention, April 3 to 5,2002, at National Institute of Financial Management, Faridabad