Research Paper   **MANAGEMENT**

Knowledge Management in the Higher Educational Institutions- Management of Intellectual Assets

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ABSTRACT   *Every academic institution contributes to knowledge generation, sharing and development. The generated information and knowledge is to be brought together at central place and circulated among the society for further growth. It is a known fact that the generated knowledge in the academic institutions is not stored or captured properly. In addition to it, academic environment is a depository of knowledge but it is not organized properly and hence utility is also lacking and cause for the repetitions of the activity. Knowledge has being as core part to create human intellectual assets. Managing this power most effectively and efficiently directs the organization to attain competitive advantage leveraging the resources and capabilities for accomplishing its objectives. KM techniques and tools can be applied in higher education system get better academic services (teaching- learning process). This paper highlights some of the issue interlinking knowledge management with higher education development giving a framework for adopting KM in HEIs.*

KEYWORDS :Knowledge management, academic environment, intellectual assets, competitive advantage, higher education development.

INTRODUCTION

Knowledge management (KM) is emerging and essential field in the academic environment. Many upcoming conferences, workshops, symposia's' and seminars at national and International level are on Knowledge Management. Many International Universities are dynamically participating in KM related research activities. It is now gaining much importance in Education sector due to need to divulge the rational power available in institution for sharing experiences. It has great potential and should have equivalent and yet greater implication for education sector. Knowledge builds on knowledge and past actions helps in generating new knowledge. All knowledge generating societies like industries are in search of new concepts in their domain.

Knowledge Management (KM) in higher educational institution formulates a good wisdom and a good combination of intellectual output of the scholastic institutes if preserved well using ICT. Compilation of tacit knowledge is complicated as it is conserved at individual level. But librarian could make better efforts in making available such knowledge with the help of the knowledge creators and preservers using technology to capture tacit knowledge generated in the organization.

KNOWLEDGE MANAGEMENT (KM)

KM is an early practice started since 50s in the form of quantitative management and EDP which later took the forms of conglomeration (60s), portfolio management and strategic planning with automation (70s), TQM (80s), information system, intranets, internets and extranets (90s) and lately since 2000 onwards named as KM.

Peter Drucker (1999) has defined KM as, "Knowledge management is the coordination and exploitation of organizational knowledge resources, in order to create gain and competitive advantage"

Davenport and Prusak (1998) says that, Knowledge is a fluid blend of structured experiences, values, contextual information, and expert insight that provides a framework for assessing and incorporating innovative experiences and information. They also added that Knowledge is a significant contributor to a firm's success in the modern economy. Due to this, many organizations have set up knowledge management functions to figure out the best ways to capture what they know on the presumption that once information has been gathered or developed, it will be used properly and efficiently.

NEED FOR KNOWLEDGE MANAGEMENT

KM by using advanced technology eases the availability of information to users for competent productivity. Knowledge Management is frequently determining organizational tacit knowledge. It addition it

is useful for building knowledge, for effective problem solving and efficient decision making purpose. Nowadays KM is applied in all business and service organisations. It is required at most to result in better achieving, or even exceeding objectives. The essence of knowledge management must not to be just become more knowledgeable, but also able to create, consolidate, and apply knowledge to serve its need. The larger part of individuals, groups and organizations effort is always engaged in 'reinventing the wheel' which is an inefficient activity. Whereas a more organized regain of knowledge will show considerable cost benefits right away. Effective knowledge management, using more collective and systematic processes, will also reduce our propensity to 'repeat the same mistake'. Effective KM, dramatically results in better quality everywhere.

IMPORTANCE OF KM IN EDUCATIONAL INSTITUTIONS

Ranjan J.Khalil.S (2007) in their research " Application of knowledge management in management education :A conceptual framework" pointed that in order to develop a robust and flourishing knowledge management, the institutes need to look ahead of technology and build up the overall culture of accessing, sharing and managing knowledge. Adding up, KM is aimed at integrating the knowledge produced at all levels and using it towards the institute's goals and targets.

Dawson (2000) in his study articulated that "KM is important especially for organizations, comprised of skilled where success depends upon generation, utilization and uniqueness of knowledge base. It is apt to say that higher educational institutions are encompassed of experts who contribute to knowledge base. Internationalization of higher education, continuous learning, and paradigm shift from teach to learn, new technologies and globalization are the key factors in developing knowledge management. KM deals with vast data systematically and therefore it is a powerful tool to enhance productivity and reduce outlay in the collection of a huge volume of data. It is a complicated task to record tacit knowledge created by institutional faculty. As they leave the institute, their knowledge goes along with them. A better KM practice is the best solution for uninterrupted data storage.

Knowledge serves as means for decision making and creating strategy. Knowledge should be transferred into action but regrettably it does not happen always. In order to prolong in competitive world all educational institutes should implement effective tools for knowledge management.

KM helps educational institutes in gathering and sharing informa-

tion and applies these in problem solving, supporting research and continual improvement of their work. KM of the educational system must replicate and comprise information at all levels start from management to student level in order to improve professional knowledge and to achieve eminent faculty members and students.

KM ensures better way to transfer efficient methods, ideas, practice to create network as field of interaction that will provide circulation of them, as well as reinforce innovation and development. The exchange of information and knowledge in network like knowledge sharing sessions, meetings, conferences, seminars and symposia's can serve as an tool for knowledge and idea sharing.

Mostly in educational institute's researchers, faculty experts, even students contribute regularly to knowledge base by generating innovative concepts and ideas. Internationalization of higher education needs to share the organizational knowledge. Therefore Knowledge management provides practices to bring out tacit knowledge and practices hidden in individual's intellect and record it for future use. At the time of educational institution's better performance, all tacit and explicit knowledge of past record can make available at a single point with searching facility. KM can transform organizational new point of efficiency and extent of operation, using advanced technology, data and information made available to users for efficient output.KM is also involved in developing knowledge, for problem solving and decision making purpose. Quality and Service enhancement is also accomplished through it.

KEY FACTORS IN DEVELOPING KM
Chen and Burstein (2006), Aswath and Gupta (2009) from their study came out with three key factors in developing KM i.e. people, culture/process and technology. The component of people relates to technical experts, faculty members, knowledge managers (Library professionals), scholars etc. Technology includes hardware and software needed to process and maintain data. In addition culture acts as an essential component while developing KM base which includes culture openness, information sharing, working in team, motivation for contribution to knowledge base etc.

METHODS TO PROMOTE KNOWLEDGE MANAGEMENT
Based on the various considerations to develop a KM for an academic institution in the ICT era and digital media, it enhances the accessibility to traditional and institutional knowledge by developing open access to literature.

The development of KM needs factors like technology, information and experts, integration with departments, faculty team, and ideas of data mapping. These are basic elements required for development of effective databases, knowledge bases as well as repositories, portals, gateways, websites etc. Foremost factor for development of KM is central information centre and information experts who can handle and categorize the implicit or tacit knowledge generated in an organization and recording it properly using standard methods. A range of skills are also required like data capture, data analysis, data categorization, data mining, data mapping, concept mapping, linking and repackaging which are reared by library professionals hence every academic institute put on this task to library professionals for effective use of tacit knowledge. Apart from this, proper support from management, technical advisors, and software developers should coordinate with library professionals in this activity. In addition, motivation is also an essential factor to be considered by the management.

An organization can have own portals or webpage giving links to internally developed databases and links to different institutional repositories. The tools required for developing this portal are enough finance, ICT Infrastructure, information (Directories, dictionaries, etc), human resource, physical space (library, departments)

Directories of organization, faculty innovations, and research reports, principles and policies, syllabus, question papers, e-learning material, maps, charts, organizational structure, lectures, educational presentations and other materials are needed for developing knowledge base. However, while developing knowledge base few elements like reliability, user friendly interfaces, simplicity, flexibility, accuracy and timeliness and rationalized data are to be considered.

CHALLENGES IN DEVELOPING KM
Although the KM is found useful everywhere especially in academic sectors, still awareness on its application in lagging by college authorities. It is essential to encourage knowledge sharing culture amongst the staff and students. Use of ICT and availability of advanced tools for contributing, communicating, capturing, recording and sharing knowledge is lacking. A suitable policy is also to be designed regarding the information and knowledge sharing among the academic professionals within organization using intranet for group situated at different places under the same management. In addition, Infrastructure and technical support from ICT managers, is also needed.

Moreover, the current educational system is becoming market oriented. They are responsible for students and faculty members' achievements. There should be motivating environment amongst educational institutes. Faculties are confronted today with different tasks of extracurricular activities, research, interdisciplinary subjects and complexity of global education market. The mushroom growth of competition is preparing students for lifelong learning, short educational as well as professional courses and training, part-time job, work in different organizations , so that they will able to take family as well as social responsibilities, giving them value education. Professional knowledge, competence of educational institutes and research created or output has become key factor to the success of an educational institutes. Therefore basic need for managing knowledge is to make available and accessible required knowledge and make use of that knowledge for problem solving or creating new knowledge.

CONCLUSION
Knowledge plays a vital role in the progression of institutions. The process of knowledge sharing plays an important role in shaping the outcomes of knowledge management in institution. To preserve institutional tacit and explicit knowledge use of ICT, network technology along with digitization technology is found more essential. Knowledge search and maintenance is a collaborative activity and frequent audit of this system by the concerned experts is needed. KM in educational institute will help in report generation, better employability of students; brings quality performance by faculty and students', and also helps in generating funding and industry academia collaboration.

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