



Discovery Of Knowledge Management In Organisation

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Knowledge management is essentially about getting the right knowledge to the right person at the right time. This in itself may not seem so complex, but it implies a strong understanding where and in what forms knowledge exists, creating processes that span organizational functions, and ensuring that initiatives are accepted and supported by organizational members. It is about making sure that an organization can learn, and that it will be able to retrieve and use its knowledge assets in current applications as they are needed. Knowledge management may also include new knowledge creation, or it may solely focus on knowledge sharing, storage, and refinement.

DEFINITIONS:

Knowledge Management (KM) refers to a multi-disciplined approach to achieving organizational objectives by making the best use of knowledge. KM focuses on processes such as acquiring, creating and sharing knowledge and the cultural and technical foundations that support them.

Peter Drucker (1999), it is "the coordination and exploitation of organizational knowledge resources, in order to create benefit and competitive advantage"

Bukowitz and Williams (1999), link KM directly to tactical and strategic requirements. Its focus is on the use and enhancement of knowledge based assets to enable the firm to respond to these issues. According to this view, the answer to the question "what is knowledge management" would be significantly broader.

Davenport & Prusak (2000), which states that KM "is managing the corporation's knowledge through a systematically and organizationally specified process for acquiring, organizing, sustaining, applying, sharing and renewing both the tacit and explicit knowledge of employees to enhance organizational performance and create value."

Wellman (2009), limits the scope of KM to lessons learned and the techniques employed for the management of what is already known. He argues that knowledge creation is often perceived as a separate discipline and generally falls under innovation management.

Knowledge Management may be viewed in terms of:

1. People – how do you increase the ability of an individual in the organisation to influence others with their knowledge
2. Processes – Its approach varies from organization to organization. There is no limit on the number of processes
3. Technology – It needs to be chosen only after all the requirements of a knowledge management initiative have been established.

Or

4. Culture –The biggest enabler of successful knowledge-driven organizations is the establishment of a knowledge-focused culture
5. Structure – the business processes and organisational

- structures that facilitate knowledge sharing
6. Technology – a crucial enabler rather than the solution.

Business knowledge can exist on several different levels:

1. Individual: Personal, often tacit knowledge/know-how of some sort. It can also be explicit, but it must be individual in nature, e.g. a private notebook.
2. Groups/community: Knowledge held in groups but not shared with the rest of the organization. Companies usually consist of communities which are linked together by common practice. These communities of practice may share common values, language, procedures, know-how, etc. They are a source of learning and a repository for tacit, explicit, and embedded knowledge.
3. Structural: Embedded knowledge found in processes, culture, etc. This may be understood by many or very few members of the organization.

Implementing knowledge management thus has several dimensions including:

- Organizational: The right processes, environments, culture, and systems.
- Managerial: The right leadership, strategy, etc.
- Technological: The right systems, tools, and technologies - properly implemented
- Political: The support to implement and sustain initiatives that involve virtually all organizational functions; that may be costly to implement (both from the perspective of time and money); and which often do not have a directly visible return on investment.

TYPES OF KNOWLEDGE:

Understanding the different forms that knowledge can exist in, and thereby being able to distinguish between various types of knowledge, is an essential step for knowledge management (KM).

•Explicit Knowledge:

This type of knowledge is formalized and codified, and is sometimes referred to as know-what. It is therefore fairly easy to identify, store, and retrieve. This is the type of knowledge most easily handled by KMS, which are very effective at facilitating the storage, retrieval, and modification of documents and texts. From a managerial perspective, the greatest challenge with explicit knowledge is similar to information. It involves ensuring that people have access to what they need; that important knowledge is stored; and that the knowledge is reviewed, updated, or discarded.

Explicit knowledge is found in: databases, memos, notes, documents, etc.

•Tacit Knowledge

This type of knowledge is sometimes referred to as know-how and refers to intuitive, hard to define knowledge that is largely experience based. Because of this, tacit knowledge is often context dependent and personal in nature. It is hard to

communicate and deeply rooted in action, commitment, and involvement. Tacit knowledge is also regarded as being the most valuable source of knowledge, and the most likely to lead to breakthroughs in the organization and the lack of focus on tacit knowledge directly to the reduced capability for innovation and sustained competitiveness.

Tacit knowledge is found in: the minds of human stakeholders.

•Embedded Knowledge

Embedded knowledge refers to the knowledge that is locked in processes, products, culture, routines, artefacts, or structures. Knowledge is embedded either formally, such as through a management initiative to formalize a certain beneficial routine, or informally as the organization uses and applies the other two knowledge types.

Embedded knowledge is found in: rules, processes, manuals, organizational culture, codes of conduct, ethics, products, etc.

USEFULNESS

Knowledge management is responsible for understanding:

- What your organization knows.
- Where this knowledge is located, e.g. in the mind of a specific expert, a specific department, in old files, with a specific team, etc.
- In what form this knowledge is stored e.g. the minds of experts, on paper, etc.
- How to best transfer this knowledge to relevant people, so as to be able to take advantage of it or to ensure that it is not lost.
- The need to methodically assess the organization's actual know-how vs the organization's needs and to act accordingly.

In other words:

- It helps firms learn from past mistakes and successes.
- It better exploits existing knowledge assets by re-deploying them in areas where the firm stands to gain something, e.g. using knowledge from one department to improve or create a product in another department, modifying knowledge from a past process to create a new solution, etc.
- It promotes a long term focus on developing the right competencies and skills and removing obsolete knowledge.
- It enhances the firm's ability to innovate.
- It enhances the firm's ability to protect its key knowledge and competencies from being lost or copied.

FRAMEWORKS

KM consists of the following steps:

- Identification of needs
- Identification of knowledge resources
- Acquisition, creation, or elimination of knowledge related resources/processes/environments
- Retrieval, application and sharing of knowledge
- Storage of knowledge

Knowledge management framework may choose to answer:

- "What/how" refers to the actual processes of knowledge management.
- "Why" refers to an indication of the reasons behind using one method or the other.
- "When" refers to the timing for using one method or another, and is very closely related to "why".

Knowledge management process cycle has:

- Knowledge Discovery & Detection
- Knowledge Organization & Assessment
- Knowledge Sharing
- Knowledge Reuse
- Knowledge Creation
- Knowledge Acquisition

Knowledge management processes as involved in the actual management of knowledge:

- Foster innovation by encouraging the free flow of ideas
- Improve decision making
- Improve customer service by streamlining response time
- Boost revenues by getting products and services to market faster
- Enhance employee retention rates by recognizing the value of employees' knowledge and rewarding them for it
- Streamline operations and reduce costs by eliminating redundant or unnecessary processes

TECHNOLOGY & DRIVERS

Four main stages of the KM life cycle:

1. Knowledge is acquired or captured using intranets, extranets, groupware, web conferencing, and document management systems.
2. An organizational memory is formed by refining, organizing, and storing knowledge using structured repositories such as data warehouses.
3. Knowledge is distributed through education, training programs, automated knowledge based systems, expert networks.
4. Knowledge is applied or leveraged for further learning and innovation via mining of the organizational memory and the application of expert systems such as decision support systems.

Four main Drivers of KM is :

1. Knowledge Attrition
2. Knowledge Merging
3. Content Management
4. E-Learning

IT TOOLS AND APPLICATIONS

- Groupware systems
- The intranet and extranet
- Data warehousing, data mining, & OLAP
- Decision Support Systems
- Content management systems
- Document management systems
- Semantic networks
- Cognitive science
- Expert systems, artificial intelligence
- knowledge base management systems (KBMS)
- Computer-supported collaborative work (groupware)
- Library and information science
- Technical writing
- Relational and object databases
- Simulation
- Organizational science
- full-text search and retrieval
- performance support systems

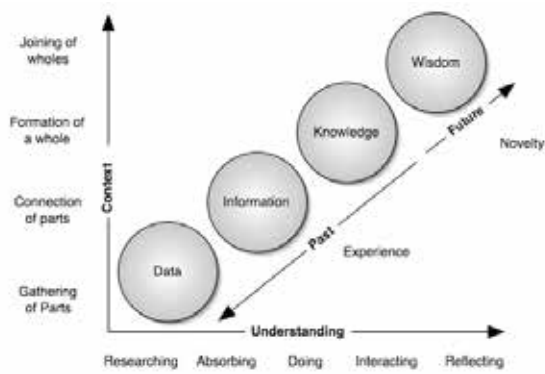
NEXT STEP

Next step of knowledge is Wisdom. Wisdom is the ultimate level of understanding. We achieve this level when we see enough patterns and meta-patterns in our knowledge base that we are able to synthesize and then use them in novel ways (Wurman, 2001).

Knowledge Patterns can be classified as (Aldo de Moor, 2006):

- Goal patterns — represent objectives
- Communication patterns — describe communicative interactions
- Information patterns — conceptualize knowledge obtained from knowledge analysis activities
- Task patterns — define which information patterns are associated with particular steps in a process
- Meta-patterns — are conceptual in nature and used for interpreting, validating, linking, and assessing the quality of other patterns

We can be knowledgeable with other knowledge, but we cannot be wise with other wisdom.



CONCLUSION

Organizations are realizing that intellectual capital or institutional knowledge is a valuable asset that can be managed as effectively as physical assets in order to improve performance. The focus of knowledge management is connecting people, processes and technology for the purpose of leveraging institutional knowledge. The database professionals of today are the Knowledge Managers of the future, and they will play an integral role in making these connections possible. And next to knowledge is wisdom it has a high hope for future role and need in organisation.

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