



Knowledge Management

KEYWORDS

D.SHEELA JEBASTA

Assistant Professor, Department of Commerce,
Govindammal Aditanar College for Women,
Tiruchendur

Dr.R.BHAVANI

Assistant Professor, Department of Commerce,
Govindammal Aditanar College for Women,
Tiruchendur

INTRODUCTION

Today's companies are facing importance challenges, So every firm operates within some industry and adopts a competitive position with in that industry and every strategic position is linked to intellectual resources and capabilities. Due to the intense global competition, the most important managerial context for investing in and promoting the use of knowledge management is the corporate strategy. Increasing knowledge is being recognized as the most strategically important resource and learning capability for business. For many years, organizational knowledge has been stored in several ways, including human minds, documents, policies and procedures and shared among individuals through such means as conversations, training, apprenticeship programs, and reports.

Clearly, knowledge Management (KM) is not a new phenomenon. However, the importance of knowledge has grown considerably in recent times. Knowledge is becoming recognized both as the foundation of competitive advantage and the basis of market capitalization of companies.

KNOWLEDGE - MEANING

To compete and become successfully in their own market, Organization must now learn to manage their intangible asset that is 'knowledge'.

Knowledge may be defined as actionable wisdom that results facts, information and techniques in a particular field. Thus, Knowledge is more concerned about 'how an action' rather than concerning merely with 'what and why in action'.

There are researchers who define in the contrast of know, why, know – what, in order to relate it with managing Knowledge concepts.

Van den Bosch and van wijk(2001) present a conceptual framework of managerial integration.

Know – What can be defined as something people carry around in their head and pass between each other. Know – how embraces the ability to put know – what into practice.

Whitehall has categorized different types of Knowledge as follows

1. Encoded Knowledge – know what
2. Habitual Knowledge – know how
3. Scientific Knowledge – know why
4. Collaboration Knowledge – know who
5. Process Knowledge – know when and where
6. Communal Knowledge – care why.

TYPES OF KNOWLEDGE

Polanyi (1966) divided Knowledge as the following

1. Tacit Knowledge
2. Explicit Knowledge

The comparisons of this Knowledge are shown in Table .1

Author(s)	Explicit	Tacit
Nonaka et al. (2002)	*Can be expressed in formed and specific language and shared in the form of data, scientific formula, specification, and such like. *Can be processed, transmitted and stored relatively easily.	*Highly personal and hard to formalize. *It is deeply rooted in action, procedures, routines, commitment, ideas, values and emotions.
Van den Bosch & Van Wijk (2001)	*As it is articulated, codified and teachable, it is easier to transfer internally. *Much explicit knowledge is built on a foundation of tacitly shared knowledge.	*Difficult to articulate, codified and teach, since it is emanates from context-specific personal experience and learning-by-doing. * Often takes the form of rules and routines.
Lyons(2000)	Knowledge that has in some way been documented or codified. *It is easily classified, categorized, combined, and distributed to others.	*Knowledge held by human being. *It is based upon personal experience that is accumulated over an extended period of time. *It is influenced by intangible factors.
	*It is typically stored in a knowledge base or document management system.	* * Takes the form of rules of thumb, intuition, tips and techniques, internalized skills, best practices, gut instinct and even knowledge of who to contact for information which is not in one's own expertise.
Vorbek et al. (2001)	*Documented and ideally structured knowledge that is fairly easily accessible and that is available in different media.	* Exists in the head of the company's professionals. *Includes experiences, ideas, rules of thumb, tips and tricks that have not yet received attention from previous management models they deserve.

KNOWLEDGE MANAGEMENT (KM)

Knowledge Management is the process of capturing, developing, sharing, and effectively using organizational Knowledge. It refers to 9 multi – disciplined approach to achieving organizational objectives by making the best uses of Knowledge.

The purpose of Knowledge management must not be to just become more Knowledgeable, but to be able to create, transfer and apply Knowledge with the purpose of better

achieving objectives. It will also reduce our tendency to 'repeat the same mistakes'

DEFINITION

'Knowledge Management is creation, distribution, and utilization of Knowledge at the individual, group, organizational, and community levels through harnessing of people, process, and technology for the benefits of those involved and affected by it.

BENEFITS OF KNOWLEDGE MANAGEMENT

In an organization setting benefits can occur at two levels,

1. Individual and
2. Organizational

At the Individual level

Knowledge management provides employees opportunities to enhance skills and experience by working together and sharing other people's Knowledge and learn from one another, thereby improving personal performance, which leads to better career advancement.

At the Organizational level

Improving the organizational performance through increased efficiency, productivity, quality and innovation organizations that manage Knowledge claim higher rates of productivity.

Increasing the financial value of the organization by treating people's Knowledge as an asset similar to traditional assets like inventory and capital facilities.

Research Model - Banking Knowledge Management Model (BKMM)

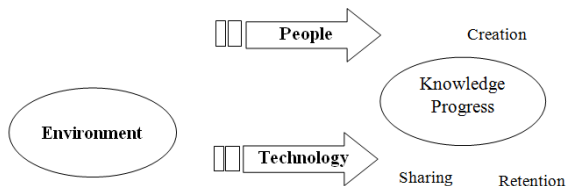


Figure - 1

Based on the literature review, we have come up with a model to describe the knowledge management progress. The model is as shown in Figure 1. The environment forces such as the importance for an organization to maintain its competitive advantage by managing knowledge well or the requirement of the organization to distribute its knowledge among its geographically dispersed human resources may compel the organization to initiate a knowledge management programme. Through a combination of people and technology, information and energy are transformed into knowledge progress and structures that produce products and services. There are mainly three components in the knowledge progress. They are knowledge creating, knowledge retention and knowledge sharing.

Knowledge Progress

Inkpen (1996) characterizes knowledge management progress as "a set of organizational actions that established the basis for accessing and exploiting knowledge". Knowledge related work, categorized by Davenport and Prusak (1998) are accessing, generating, imbedding and transferring. Three major components are involved in knowledge progress: knowledge creation, knowledge retention and knowledge sharing. The essence of knowledge management is to manage those components for organizational effectiveness.

Knowledge Creation

This is the progress in which knowledge is captured and defined. Explicit knowledge can be easily captured and put in

the form of a manual, booklet, or document. On the other hand, tacit knowledge this codification process, tacit knowledge is transformed into explicit knowledge.

Knowledge Retention

Another important knowledge progress component is the retention of knowledge. The main purpose of retention is to allow reuse of knowledge. Knowledge retained can be readily shared. Protection of knowledge is equally important. Without security measure, the integrity of the knowledge could be at stake. Erroneous knowledge is just as damaging as inaccessible knowledge if not more.

Knowledge sharing

When we communicate knowledge, it is the process of sharing. Both explicit and tacit knowledge can be shared. However, explicit knowledge can be shared more easily and will have little risk of creating error in the process. Tacit knowledge, which is hard to articulate, is the challenging part of knowledge sharing. In any case, sharing should be as direct as possible with few intermediaries (Buckman, 1998)

RESULTS OF KNOWLEDGE MANAGEMENT

Knowledge Management leads to create and sustain competitive advantage for an organization in the following ways.

- Prevention of re-inventing the wheels at different places that is, doing a work that has already been completed by someone else. This saves time, money and effort of the organization.
- Stimulating and enabling creating of new Knowledge organization –wide. This practice helps in improved way of working resulting in better quality products / services with lower cost.
- Organization – wide unity of thinking together with higher employee motivation. This results in better work coordination, better work and environment, and better employee commitment. All these result in higher employee productivity.

MAKING KNOWLEDGE MANAGEMENT EFFECTIVE

In the present competitive scenario where human resources are being used as means for developing competitive advantage, organizations should take suitable steps to make knowledge management practices effective. Steps given below can be used to make knowledge management effective:

- The organisation should create a culture that stimulates knowledge sharing and learning.
- It ensures that the users' need matches the type of knowledge and the type of systems used to transfer the knowledge.
- It must ensure that the users believe that knowledge sharing is useful for them and support knowledge management programme.
- Users must be motivated to be willing to travel and share knowledge with others.
- Experts must be made available and help teams to solve tough and unusual problems.
- It is better to have different knowledge-sharing systems for different groups of employees.
- There should be integration of knowledge and organizational practices.

CONCLUSION

According to a recent IDC report, Knowledge management is in a state of high growth, especially among the business and legal services industries. As the performance matrices of early adopters are documenting the substantial benefits of knowledge management, more organization are recognizing the value of leveraging organizational knowledge. As a result, Knowledge management consulting services and technologies are in high demand, and Knowledge management software is rapidly evolving.

REFERENCE

❖ Journal of knowledge Management Practice, vol.7, No.3, September 2006. | ❖ Interdisciplinary Journal of contemporary Research Business, Vol.5, No.3, July 2013. | ❖ Zack, M.H., (1999) "Managing codified knowledge". Sloan Management Review, 40 (4), PP 45-58. |