



Knowledge Management system in Hybrid Libraries

KEYWORDS

Knowledge management traditional, Automation, electronic, Digital and Hybrid Libraries

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ABSTRACT *This article emphasizes on how knowledge management has become inevitably interwoven with the modern way of life. Beginning from the traditional libraries, we have electronic libraries, Digital libraries and the latest one called the Hybrid libraries. As it is the knowledge management that showcases a persons calibre and potentiality , It is essential keep knowledge in parallel to the modern technological growth. Especially thre crowd of corporate world in considerably huge and so are the benefits enjoyed by them of this Hybrid Knowledge management.*

Introduction

Knowledge Management (KM) has become a more formal concept as it is increasingly believed to improve the profitability of the business, increases the speed it can respond to client and market needs and provides organizational stability. KM is the broader term as it recognizes the interconnected nature of people (tacit knowledge), process and information in organizational activity. Information management is an important component of KM. There are number of key criteria for success, starting with the support and commitment of top management and include a willingness to appraise the probable change and culture of the organization. Knowledge assets are the knowledge regarding markets, products, technologies, resource, skills, systems that a business owns or controls and which enable it to achieve its objectives. Information skills are vital in successful organizations but there is no cohesive information profession promoting the existence of these skills or ensuring their application of KM in the concept of Hybrid Libraries.

Knowledge Management

- √ Knowledge Management involves the identification and analysis of available and required knowledge and the subsequent planning and control of actions to develop knowledge assets so as to fulfill organizational objectives.
- √ KM practice can be broadly defined as “the acquiring, sharing and use of knowledge within organization, including learning processes and management information systems”. KM seems to reflect a constellation of changes, which include:
- √ The convergence of information and communication technologies and the advent of new tools such as intranets and groupware systems
- √ The resource – based view of the firm on theoretical development
- √ The rise of occupations based on the creation and use of KM is simply the capturing of knowledge among employees in a company and using it as an asset.
- √ KM involves the identification and analysis of available and required knowledge assets and knowledge asset related processes and subsequent planning and control of action to develop both the assets and the processes so as to fulfill organizational objectives.

Role of the Knowledge Developer

The knowledge developer is an important player in the

KMSLC. He or She is the architect of the system. This one person identifies the problem domain, captures the knowledge, writes and tests the heuristics that represent the knowledge, and coordinates the entire project from beginning to end.

Such a pivotal job requires certain qualifications. The most important attributes are excellent communication skills, an understanding of knowledge capture tools, familiarly with technology, tolerance for ambiguity, ability to work well with other professionals including experts, being a conceptual thinker, and having a personality that motivates people to work together as a team. The knowledge developer's job requires interactions with a number of individuals throughout the KMSLC. The most frequent interaction, shown in figure are with the organization's knower(s), the knowledge worker, and most likely, the champion. Each person can make or break the project. In the case of BANKOR, the knowledge developers had a great rapport with the president, whose time and effort championed the application through implementation.

Knowledge Management System Life Cycle



Types of Knowledge

Knowledge is classified into a variety of type. When considering knowledge management, the knowledge developer should be familiar with each type and know how to tap into it during knowledge capture.

Shallow and deep Knowledge

One way to classify knowledge is to determine whether it is shallow or deep. Shallow, knowledge indicates minimal

understanding of the problem area. For example, approval of loan applications for securing loans of less than \$1,000 depending on assets and salary would be based essentially on a few basic rules that hardly require human consultation. In contrast, a loan approval scheme that employs 14 variables would be more complex and more risky. Deep knowledge acquired through years of experience would be required to decide on such a loan.

Knowledge As to Know – How

Knowledge based on reading and training is much different from knowledge based on practical experience that spans many years. Knowledge based on know – how, or accumulated lessons of practical experience, is what is needed for building expert systems. The problem with practical experience is that it is rarely documented. Capturing such experience requires special tools. Knowledge capture procedures and tools are covered.

Know – how distinguishes an expert from a novice. If you were told you needed an operation to save your eyesight, you probably would not want an intern to do it. Instead, you would want an expert eye surgeon's seasoned experience based on hundreds of similar operations.

Experts represent their know – how in terms of heuristics, rules of thumb based on their experience – empirical knowledge. In building a knowledge base, heuristics generally operate in the form of "if / then statements:" if such and such conditions exist, then such and such actions result." Lenat has defined heuristics as "compiled hindsight" (Lenat 1982). Know – how is not book knowledge; it is practical experience. It can be expressed as a rule of thumb or heuristics as "compiled hindsight" (Lenat 1982). Know – how is not book knowledge; it is practical experience.

Hybrid Library

A hybrid is not just a traditional library (only containing paper based resources) or just a virtual library (only containing electronic resources), but somewhere between the two. It is a library which brings together a range of different information sources, printed and electronic, local and remote, in a seamless way.

A hybrid library is envisaged as the bringing together of technologies from new developments from electronic, digital or virtual library which have been taking place around the world.

In the rapidly changing information environment academic information is increasing being published in electronic format, although the vast majority of information sources that appear in electronic format remained linked to paper – based information carriers. In the hybrid library's the needs of the information users are satisfied in that the library's information system refers him directly and seamlessly to appropriate source (printed and electronic) which are made available either from the library's collection or interlending or directly from an electronic service.

Application of Knowledge Management

In a library and information centre, understanding of KM and to assess what library and information professionals need to do to play a full part in KM environment. They are:

- To gain an understanding of KM and the roles, skills and competencies needed in these environments

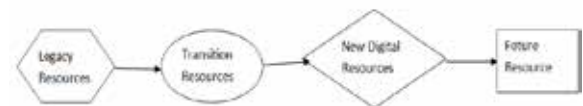
- To assess the implications for the library and information profession if its members are to play a full part in KM.
- To assess the routes available to people wishing to develop KM skills.
- To examine the need for information literacy throughout the KM environment.
- The skills represented by Communication, i.e. by the catch – all phrase "communication skills", verbal, written and presentation skills are required in order to persuade, negotiate and share knowledge.
- The ability to work in complex organisations to cross boundaries and to navigate political waters.
- The effective calls for leadership and facilitation skills
- To continue professional and technical education and training
- To understand the information management principles.
- To understand the publishing processes.
- To understand the technological opportunities.
- To understand the records management.

E-Lib Programme (UK) of Hybrid Libraries

The hybrid library was designed to bring a range of technologies from different sources together in the context of a working library and also to begin to explore integrated systems and services in both the electronic and print environments. The hybrid library should integrate access to different types of resources, viz. legacy, transition, new and future using different technologies from the digital library world across different media.

Resources

The different types of resource in the hybrid library environment are:



Legacy Resources

They are all non – digital resource, including manuscript, print, slides, maps, audio and video recordings. Here the support of digital services are available in management roles and these should increase. For example, one can build services which support end user discovery, location, request and loan of these materials on an inter – institutional basis. But the vast majority of existing legacy resource will remain outside the electronic domain for many years to come, despite the huge investments in digitisation. These legacy resources are a major reason why existing libraries remain fundamentally important.

Transition Resource

The legacy resource which are being or have been digitised making transition into the digital world. These are primarily designed for another medium. For example, for text, to make a distinction between text digitised as images and text converted by OCR or other means into other formats or between transitions which preserve page fidelity and those which provide the resource in a form suitable for consumption on – screen. Transition resource allow us to slightly reduce reliance on physical libraries on the one hand and provide vastly increased access and often new methods of analysis on the other.

New Digital Resources

There is an increasingly wide range of digital resources from formally published electronic journals and (increasingly) E-books through databases and datasets in many formats (bibliographic, full text, image, vector / map, audio/ video, statistical and numeric datasets). Library software, opac, RFID, Internet and intranet, barcode stickers etc..

Feature Resources

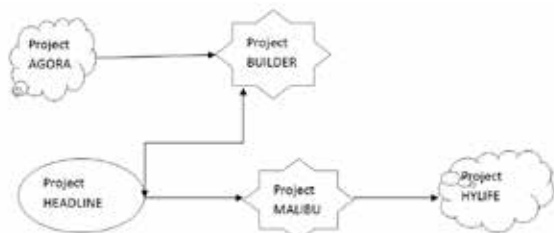
The object oriented world of digital objects, packaging the data resources and the access or processing is used for the access methods holds out the best hope for resources of the future.

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- ❖ Feature of hybrid Libraries
- ❖ The features of hybrid Libraries Include:
 - ❖ User authentication,
 - ❖ Registration and induction,
 - ❖ Ordering and delivery of materials,
 - ❖ Metadata indexing for printed and electronic information resources,
 - ❖ Teaching and learning support packages,
 - ❖ Extended possibilities for online publication and digitisation,
 - ❖ User- managed resource discovery techniques and
 - ❖ Access gateways using Z39.50 protocols.

The concept of hybrid library encapsulates the notion that major institutions will have to work in an environment where access will have to be provided to a wider than ever range of material types. Further, there is an ambition to ensure for integrated access to this range of resources.

There are five major E- Lib Library projects to provide good practice and models for well organised, accessible hybrid libraries. They are discussed in detail below:



Project AGORA

It builds on the work of previous E-Lib Projects to develop and information landscape, which include a view of the li-

brary as place (the local catalogue, communication with staff, description of services available) with a view of the digital space which the library organises on behalf of users. The landscape will be defined in terms of logical user services and is independent of the underlying physical implementation of those services. This is from the University of East Anglia and Partners,

Project BUILDER

BUILDER (Birmingham University Integrated Library Development and Electronic Research) Project will develop a working model of the hybrid library within a teaching and research context. Also it will undertake three other higher education institutions, a range of publishers, professional associations and learned societies. This model will develop modules for user registration and induction, ordering and delivery of materials, etc. and access gateways to external internet resources.

Project HEADLINE

livery in the Library Networked Environment) project is to integrate a wide range of resources via a Eeb-based common user interface, which will provide access to library catalogues, database, applications, electronic services, web resources and commercial data as a working model for consistent access to library materials regardless of physical form, using tools and techniques.

Project HYLIFE

HYLIFE (Hybrid Libraries of the Future) aims to design and develop a generic software interface which will be tailored to the needs of a range of client groups; part - time and full - time students, researchers and users in distributed environments. It seeks to design, test, implement and evaluate a suitable library framework in which a hybrid library service can operate. A generic software interface can be disseminated to the wider higher education community and tailored to the needs of particular client groups.

Project MALIBU

MALIBU(Managing the Hybrid Library for the Benefit of Users) will develop and implement proto type hybrid libraries and derive generalisable institutional models. The focus is on the user's need for effective access to digital and non - digital resources with in a common information framework. It also aims to integrate tools and resources under development to create an operational service and to develop a service framework, which will allow future technical development to be introduced.

All these projects are also interested in cultural and skill issues, both from the point of view of users and information professionals. All of them are carrying out evaluation activities to gauge views about hybrid libraries and its different elements. It is hoped that these studies will contribute to a better understanding of the current position and how it is likely to change the immediate future.

Skills

The above project also emphasize the importance of information management skills in KM environment, but show that people employing these skills in a knowledge environment do not necessarily come from the information profession. Many of the traditional LIS skills are invaluable but need to be applied in a new context and linked to core applications. An understanding of information management principles is required throughout the organisation. The mechanisms to assist the recording of information, sharing of knowledge and navigation need to be under-

stood to maintain quality. Communication skills are also at the heart of KM environment. Understanding the complex information flows is a prerequisite for designing information strategies to support a KM environment.

In the KM process, the creation of knowledge, its organisation, distribution and application plays an important role in hybrid libraries, as hybrid libraries have different types of collections. Technological infrastructure is a necessary ingredient for successful knowledge projects.

Copyright

Copyright is a major issue in digital libraries, Here copyright means licences. Licenses are required for all access, whether implied or explicit. There will be a variety of terms and conditions, a variety of pricing models and a number of licensed digital objects (eventually millions) and the large number of copyright owners (many, many thousands) this could result in an absolutely untenable situation for libraries struggling to achieve compliance and to provide as usable service to their customers.

Conclusion

The Hybrid Library effort attempts to scale digital library resources into production and services. But digital preservation is the most important part of the E-Lib programme. The significance of the knowledge era is beginning through invisible method and it is difficult to measure. Knowledge and human expertise are starting to be seen as sources of creation. Knowledge is seen as a key source of advertisement and effective competition. KM concepts activities have raised the awareness of information and information management issues in organisations. Information professionals have been potential to make a significant impact in corporate environments.

LIS professionals have to take as an added advantage and hence there is a need to fully understand the potential of KM skills and organisation's objectives. Thus Hybrid Library Projects have a real impact on LIS professionals in the near future (if they are not already). It is only then that LIS professionals will be able to shape in the way that is best for our users and for us.

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