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KNOWLEDGE MANAGEMENT- AN INTRODUCTION

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Abstract : Knowledge management (KM) is the process of capturing, developing, sharing, and effectively using organizational knowledge. It refers to a multi-disciplined approach to achieving organizational objectives by making the best use of knowledge. KM includes courses taught in the fields of business administration, information systems, management, and library and information sciences. More recently, other fields have started contributing to KM research; these include information and media, science, public, and public policy. Many large companies, public institutions and non-profit organizations have resources dedicated to internal KM efforts, often as a part of their business strategy, information technology, or human resource management departments. Several consulting companies provide strategy and advice regarding KM to these organizations.

Keywords: Knowledge Management , Capturing , Developing , Sharing .

1 INTRODUCTION

Development is change for better. In the context of a country it refers to a process whereby the total volume of Knowledge management efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization. KM efforts overlap with organizational learning and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge. It is an enabler of organizational learning.

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 tie to corporate strategy, understanding of where and in what forms knowledge exists, creating processes that span organizational functions, and ensuring that initiatives are accepted and supported by organizational members. Knowledge management may also include new knowledge creation, or it may solely focus on knowledge sharing, storage, and refinement.

OBJECTIVE OF THE STUDY

To introduce the topic and make the readers aware about Knowledge Management and its importance in today's competitive world.

METHODOLOGY OF STUDY-

I have basically used secondary data for presenting my study before the society and have utilized all the possible means of collecting information on this research study.

KNOWLEDGE MANAGEMENT IMPLEMENTATION

KM Strategy: Knowledge management strategy must be dependent on corporate strategy. The objective is to manage, share, and create relevant knowledge assets that will help meet tactical and strategic requirements.
Organizational Culture: The organizational culture influences the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge.
Organizational Processes: The right processes, environments, and systems that enable KM to be implemented in the organization.
Management & Leadership: KM requires competent and experienced leadership at all levels. There are a wide variety of KM-related roles that an organization may or may not need to implement, including a CKO, knowledge managers, knowledge brokers and so on.
Technology: The systems, tools, and technologies that fit the organization's requirements properly designed and implemented.
Politics: The long-term support to implement and sustain initiatives that involve virtually all organizational functions, which 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.

KNOWLEDGE MANAGEMENT PROCESS

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

KNOWLEDGE MANAGEMENT SKILLS

Strategic & Business Skills: Includes business planning, industry knowledge, strategic thinking, leadership, and organizational skills.
Management Skills: Includes business processes, people management, process mapping, team building, and measurement.
Intellectual & Learning Skills: Includes problem solving, mentoring, conceptual thinking, being analytical, and the ability to deal with ambiguity.
Communication and Interpersonal Skills: Includes listening, negotiation, marketing, team working, and consulting.
Information Management Skills: Includes codification, content management, information processes, taxonomies, and IT applications.
IT skills: Includes database management, information architecture, programming, software applications, and workflow.

KNOWLEDGE MANAGEMENT PRINCIPLES

Knowledge is messy- Because knowledge is connected to everything else, you can't isolate the knowledge aspect of anything neatly. In the knowledge universe, you can't pay attention to just one factor.
Knowledge is self-organizing- The self that knowledge organizes around is organizational or group identity and purpose.
Knowledge seeks community- Knowledge wants to happen, just as life wants to happen. Both want to happen as community. Nothing illustrates this principle more than the Internet.
Knowledge travels via language- Without a language to describe our experience, we can't communicate what we know. Expanding organizational knowledge means that we must develop the languages we use to describe our work experience.
Knowledge doesn't grow forever- Eventually; some knowledge is lost or dies, just as things in nature. Unlearning and letting go of old ways of thinking, even retiring whole blocks of knowledge, contribute to the vitality and evolution of knowledge.

Knowledge is a social process. No one is in charge. That means no one person can take responsibility for collective knowledge.

KNOWLEDGE MANAGEMENT TECHNOLOGIES

Knowledge Management requires technologies to support the new strategies, processes, methods and techniques to better create, disseminate, share and apply the best knowledge, anytime and anyplace, across the team, across teams, across the organization and across several organizations, especially its clients, customers, partners, suppliers and other key stakeholders.

The key technologies are communication and collaboration technologies that are web based for internet and intranet usage, as well as mobile technologies such as PDA's, PC's, telephone and videoconferencing. New technologies are rapidly emerging that act as intelligent agents and assistants to search, summarise, conceptualise and recognize patterns of information and knowledge.

Knowledge Portal

It contains intelligent agent software to identify and automatically distribute information and knowledge effectively to knowledge workers based on knowledge profiling

Knowledge Profiles

Within the knowledge portal, each knowledge worker can update and maintain a personal 'knowledge profile' which identifies his/her specific knowledge needs, areas of interest and frequency of distribution.

Collaborative workspaces

Within the knowledge portal, shared work spaces can be set up for each new team or project. These will become knowledge repositories from which new knowledge will be distilled regularly and systematically and shared across other teams in the organization. Within the shared and collaborative workspace, at least, the following communication and collaboration functions could be performed:

▪ Shared vision and mission ▪ Specific team objectives ▪ Knowledge Plan ▪ Team members roles and responsibilities ▪ Team contract ▪ Best Knowledge Bases or Banks ▪ Expert locator ▪ Task management ▪ Shared Calendar management ▪ Meeting management ▪ Document libraries ▪ Discussion forums ▪ Centralized email ▪ Capturing of new learnings and ideas ▪ Peer reviews, learning reviews, after action reviews ▪ New knowledge nominations

Urgent requests

Within the knowledge portal, it is very useful to have a facility and underlying process to enter any 'Urgent Request' into the portal and receive back any responses from across the organization. Rather than needing to know 'who might know' the request is entered blindly and responses will be made if it is known in the organization and people are willing to support and respond to this activity. This is a very effective way of better leveraging the knowledge across the organization.

Document Libraries

The document library is typically the location where all documents are stored. The library should be context relative and allow the ease of control over any document type. Many organisations now employ an Electronic Document and Records Management System (EDRMS) for this requirements but the integration of the EDRMS with all other relevant information and knowledge sources is imperative.

Knowledge Server and services

In order to foster knowledge networking across the entire organisation and support knowledge processes for creating, retaining, leveraging, reusing, measuring and optimising the use of the organisational knowledge assets, a centralised knowledge server is required that will:manage the communications and collaboration between networks of people & enable the access, creation and sharing of knowledge between them

Knowledge Bases (Banks)

For each key knowledge area identified, there needs to be a Knowledge Base. A Knowledge Base contains: Both structured and unstructured discussion forums, Rich 'knowledge objects' that have been designed for the efficient and effective transfer of knowledge using multimedia, video, audio embedded communications theory (eg storytelling)

KNOWLEDGE MANAGEMENT FAILURE FACTORS

The failure factors are organized into two broad categories: Causal and Resultant. Causal factors refer to the broad organizational and managerial issues that are required to implement KM successfully. Resultant factors on the other hand deal with specific problems and can be regarded more like the symptoms rather than the disease.

CAUSAL FAILURE FACTORS:

- Lack of performance indicators and measurable benefits
- Inadequate management support
- Improper planning, design, coordination, and evaluation
- Inadequate skill of knowledge managers and workers
- Problems with organizational culture
- Improper organizational structure

RESULTANT FAILURE FACTORS:

- Lack of widespread contribution
- Lack of relevance, quality, and usability
- Overemphasis on formal learning, systematization, and determinant needs
- Improper implementation of technology
- Improper budgeting and excessive costs
- Lack of responsibility and ownership
- Loss of knowledge from staff defection and retirement

CONCLUSION

KM processes to critically review knowledge nominations and turn them into improved knowledge, automatically find and publish knowledge to users according to users knowledge profiles & transfer knowledge effectively. Because knowledge management is correlated with competitive advantage, organizations need conceptual awareness about types of knowledge, current management thinking, and the value of knowledge for sustainable competitive advantage. Companies begin the knowledge management initiative when they establish their own definition and frame of reference for the specific types of knowledge they have and how to best combine that knowledge with the core competencies that make them successful in the economy. Organizations must take concerted steps to plan and implement knowledge management into their core competencies portfolio.

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