

# Knowledge Management

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**Abstract:** Knowledge Management has publications covering a broad spectrum of diverse and overlapping research areas. The purpose of this paper is to provide a literature review and categorized analysis of the rapidly growing number of Knowledge Management publications, and offer a comprehensive reference for new field with a particular focus on the area of Knowledge Measurement. organization are realize that academic capital or business knowledge is a valuable asset that can be managed as effectively as physical assets in order to improve presentation. The result of education provides the only sustainable competitive advantage. The focus of knowledge management is linking people, processes and technology for the reason of leveraging commercial knowledge. The Knowledge Managers of the future, and they will play an integral role in making these relatives probable.

**Keyword:** particular, utilization, leadership, organization, considerate, hypertext, perspectives.

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## Introduction

Knowledge Management has risen in enterprises like a major challenge. A set of strategic elements contribute knowledge is a fundamental economical asset, knowledge is a strategic resource knowledge is a factor of stability of the enterprise, and knowledge brings a decisive competitive advantage. Knowledge and knowledge management theories and models, KM design, KM informatics, tools and technologies for managing knowledge and an overview of issues in Knowledge Management.

**Meaning of Knowledge:** - Knowledge is the full utilization of information and data, coupled with the potential of people's skills, competencies, ideas, intuitions, commitments and motivations. Knowledge is the basis for, and the driver of, our post-industrial economy. Knowledge is the result of learning which provides the only sustainable competitive advantage. Knowledge is the next paradigm shift in computing following data processing 1945-1965 and information management 1966-1995. Knowledge is action, focused innovation, pooled expertise, special relationships and alliances. Knowledge is value-added behavior and activities. For knowledge to be of value it must **be** focused, current, tested and shared.

**Meaning of Management:** - According to D. J. Clough, "Management is an art and science of decision making and leadership."

**Meaning of Knowledge Management:** - Knowledge management is an audit of "academic assets" that tourist attractions unique sources, critical functions and possible bottlenecks which deter knowledge flows to the point of use. It protects academic assets from decay, seeks opportunity to add to decision, services and products through adding intelligence, increasing value and providing flexibility. Robert Taylor summarized his views on Knowledge Management by saying: - The vital importance of knowledge in business has always been recognized but, up until now, organizations haven't felt able to administer it because they silent neither the problems and the opportunities nor the strategies and solutions. This picture is gradually shifting as models, methods, tools and techniques for effective knowledge management are becoming available and as organization realise the meaning of knowledge and thinking to their capacity to adapt to the altering world. KM is a newly emerging, interdisciplinary commerce model dealing with all aspects of knowledge inside the context of the firm, including knowledge creation, codification, sharing, and how these activities promote learning and modernism. In practice, KM encompasses both technological tools and managerial routines in overlap parts.

## Objectives:

- To offer students with a considerate of concept and theory of knowledge management.
- To initiate student to concept of knowledge audit and KM system design.

- To introduce students to different KM informatics topics and concept used in association, cargo space and recovery of knowledge.
- To initiate students to diverse tools and technology applicable in management of knowledge.
- To present an impression of issue in management of knowledge.

### **What Is Knowledge Management Related To?**

Knowledge management draws from a broad range of discipline and technology:

- Expert systems, false skill and knowledge base management systems (KBMS)
- Computer-supported combined work (groupware)
- Library and information science
- Technical writing and Document management
- conclusion support systems
- Relational and object databases
- Simulation
- managerial science
- electronic publishing technology, hypertext,
- World Wide Web; help-desk technology
- full-text search and recovery
- presentation support systems

### **Why is it important?**

Important economics and business theorists have alluded to or recognized knowledge as the eventual aggressive advantage for the recent firm. That is, it is a resource that is not easy to unfeasible to imitate or co-opt, giving its possessor a unique and innately protected commodity. Therefore, any technique or methods which sustain knowledge growth and distribution are key to the success of today's organizations.

- accelerate pace of change
- Staff attrition (especially that resultant from years of downsize and reengineering)
- Growth in organizational scope · Geographic dispersion associated with globalization of markets
- Global addition
- amplify in networked organization
- mounting knowledge-intensity of goods and armed forces

### **How is it different from other fields?**

KM is rooted in many disciplines including commerce, finances, teaching, information management, psychology, and sociology among others. These areas have developed perspectives on the workings of individual and systemic knowledge. KM embraces these perspectives, but operates from the basic basis of the "sticky" nature of knowledge. That is, knowledge is dynamically imbedded in networks and processes as well as in the human beings that comprise and use them. Put another way, people acquire knowledge from established organizational routines, the entirety of which is typically impractical for any one person to know. However, routines evolve as people cooperate with them in response to changes in the market, the particular institution, and the composition of the staff that carry out the routines. This distinction provides the impetus for KM, at least in its current state, to focus on ornamental a firm's advance potential to leverage it for competitive advantage. This is the "holy grail": a set of activities and tools that intentionally classify and nurture creativity-on a large scale-for effective rivalry.

### **What is the KM process?**

In order to systematize this site, a thesaurus--which has particular meaning for in sequence management--was created. It is comprised of KM terms that are grouped in category. These category imply the course of KM, which is circular (or spiral, depending on cultural references for growth) and unending. That is, participants in the KM development may enter it at any

point, and traverse it continually. Moreover, each category often presents decision-making opportunity, passive and lively, and the category help name a knowledge area. The categories are:

- Asset operation
- Knowledge estimate
- Knowledge Improvement
- Knowledge gathering
- Knowledge production
- Knowledge allocation

### **Deliver Business Demands**

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- Energy & Utility
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- Healthcare
- Insurance
- Manufacturing
- Non-Profits
- Process business
- Real Estate & structure
- put on the market
- Telecom

**Knowledge Management (KM)** is a label for the effort to integrate information management, focused on individual skills, with knowledge management (KM), which takes a managerial perspective, in light of expanding knowledge about human cognitive capabilities and the permeability of organizational boundaries.

## Contents

1. Focus on Individual Knowledge Worker
2. Connections to Organizations and Groups
3. KM Skills
4. Criticisms of KM
5. KM Software

**Focus on Individual Knowledge Worker:** - KM is focused on personal productivity expansion for knowledge workers in this environment. While the focus is the individual, the goal of KM is to enable individuals to operate better in both in formal organizations and in looser work groupings. This is as opposed to the traditional view of KM, which appear to be more centered on enabling the corporation to be more effective by "recording" and making available what its people know. A core center of KM is 'personal inquiry', a quest to find, connect, learn, and explore. KM is a response to the idea that knowledge workers increasingly need to be responsible for their own growth and learning.

**Relations to organization and Groups:** - The idea is individuals use their blogs to capture ideas, opinion or thoughts and this 'voicing' will support cognitive diversity, promote free relations away from a centralized policed knowledge repository that is additional to ordinary work.

**Some organizations are now introducing KM 'systems' with some or all of four components:**

- I. **Just-in-time canvass** - templates and e-mail canvassing lists that enable people looking for experts or expertise to identify and connect with the fitting people quickly and successfully
- II. **Knowledge Harvesting** - software tools that mechanically collect appropriate knowledge residing on subject matter experts' hard drives rather than waiting for it to be contribute to central repositories
- III. **Personal Content Management** - taxonomy processes and desktop search tools that enable employees to organize, subscribe to, publish and find information that reside on their own desktops
- IV. **Personal Productivity Improvement** - knowledge fairs and one-on-one training sessions to help each employee make more effective personal use of the knowledge, learning and technology resources available to them, in the context of their own work

## Knowledge Management: Emerging Perspectives

Yes, knowledge management is the hottest subject of the day. The question is: what is this action called knowledge management, and why is it so significant to each and every one of us? The following writings, article, and links offer some emerging perspectives in response to this question. As you read on, you can determine whether it all makes any sense or not.

## Content

- Developing a Context
- An Example
- The Value of Knowledge Management

## Developing a Context

Before attempting to address the question of knowledge management, it's probably suitable to develop some standpoint regarding this stuff called knowledge, which there seem to be such a desire to manage, really is.

- A collection of data is not information.
- A collection of information is not knowledge.



- A collection of knowledge is not wisdom.
- A collection of wisdom is not truth.

The idea is that in sequence, knowledge, and wisdom are more than simply collections. Rather, the whole represents more than the sum of its parts and has a synergy of its own. We begin with data, which is just a meaningless point in space and time, without reference to either space or time. It is like an event out of context, a letter out of context, a word out of context. The key concept here is "out of context." And, since it is out of context, it is without a meaningful relation to anything else. When we encounter a piece of data, if it gets our attention at all, our first action is usually to challenge to find a way to quality meaning to it. We do this by associate it with other things.

When a pattern relation exists amidst the data and in order, the pattern has the *potential* to represent knowledge. It only becomes knowledge, however, when one is able to realize and understand the patterns and their implications. The patterns in lieu of knowledge have a tendency to be more self-contextualizing. That is, the pattern tends, to a great extent, to create its own context rather than being context needy to the same extent that information is. A pattern which represents knowledge also provides, when the pattern is understood, a high level of reliability or predictability as to how the pattern will evolve over time, for patterns are seldom static. Patterns which represent knowledge have completeness to them that information simply does not contain.

Wisdom arises when one understands the opening principles responsible for the patterns on behalf of knowledge being what they are. And wisdom, even more so than knowledge, tends to create its own context. I have a preference for referring to these foundational principles as eternal truths, yet I find people have a tendency to be somewhat uncomfortable with this labeling. These foundational principles are universal and completely context independent. Of course, this last statement is sort of a superfluous word game, for if the principle was context dependent, then it couldn't be universally true

So, in summary the following associations can reasonably be made:

- **Information** relates to description, definition, or perspective (what, who, when, where).
- **Knowledge** comprises strategy, practice, method, or approach (how).
- **Wisdom** embodies principle, insight, moral, or archetype (why).

**An Example** This example uses a bank savings account to show how data, information, knowledge, and wisdom relate to principal, interest rate, and interest.

**Data:** The numbers 100 or 5%, completely out of context, are just pieces of data. Interest, principal, and interest rate, out of context, are not much more than data as each has multiple meanings which are context dependent.

**Information:** If I establish a bank savings account as the basis for context, then interest, principal, and interest rate become meaningful in that context with specific interpretations.

- Principal is the amount of money, \$100, in the savings account.
- Interest rate, 5%, is the factor used by the bank to compute interest on the principal.

**Knowledge:** If I put \$100 in my savings account, and the bank pays 5% interest yearly, then at the end of one year the bank will compute the interest of \$5 and add it to my principal and I will have \$105 in the bank. This pattern represents knowledge, which, when I understand it, allows me to understand how the pattern will evolve over time and the results it will produce. In understanding the pattern, I know, and what I know is knowledge. If I deposit more money in my account, I will earn more interest, while if I withdraw money from my account, I will earn less interest.

**Wisdom:** Getting wisdom out of this is a bit tricky, and is, in fact, founded in systems principles. The principle is that any action which produces a result which encourages more of the same action produces an emergent characteristic called growth. And, nothing grows forever for sooner or later growth runs into limits. If one studied all the individual components of this pattern, which represents knowledge, they would never discover the emergent characteristic of growth. Only when the pattern connects, interacts, and evolves over time, does the principle exhibit the characteristic of growth.

### **The Value of Knowledge Management**

In an organizational context, data represents facts or values of results, and relations between data and other relations have the capacity to represent information. Patterns of relations of data and information and other patterns have the capacity to represent knowledge. For the representation to be of any utility it must be understood, and when understood the representation is information or knowledge to the one that understands. Yet, what is the real value of information and knowledge, and what does it mean to manage it?

Without associations we have little chance of understanding anything. We understand things based on the associations we are able to discern. If someone says that sales started at \$100,000 per quarter and have been rising 20% per quarter for the last four quarters, I am somewhat confident that sales are now about \$207,000 per quarter. I am confident because I know what "rising 20% per quarter" means and I can do the math.

Yet, if someone asks what sales are apt to be next quarter, I would have to say, "It depends!" I would have to say this because although I have data and information, I have no knowledge. This is a trap that many fall into, because they don't understand that data doesn't predict trends of data. What predicts trends of data is the activity that is responsible for the data. To be able to estimate the sales for next quarter, I would need information about the competition, market size, extent of market saturation, current backlog, customer satisfaction levels associated with current product delivery, current production capacity, the extent of capacity utilization, and a whole host of other things. When I was able to amass sufficient data and information to form a complete pattern that I understood, I would have knowledge, and would then be somewhat comfortable estimating the sales for next quarter. Anything less would be just fantasy!

In this example what needs to be managed to create value is the data that defines past results, the data and information associated with the organization, its market, its customers, and its competition, and the patterns which relate all these items to enable a reliable level of predictability of the future. What I would refer to as knowledge management would be the capture, retention, and reuse of the foundation for imparting an understanding of how all these pieces fit together and how to convey them meaningfully to some other person.

### **Conclusion**

KM is a process that spreads right through the association. Its scope is difficult to define and its possessions are hard to measure - e.g. how do you determine the organization? Nonetheless, if correctly implemented, it is a worthwhile investment that will promote efficiency, learning, innovation, and spirited benefit. You have read about the focal points that are most suitable to your organization, and have developed into the issues that interest you most. The organization should have satisfactory management skills and the ability to adapt new behaviors and processes to successfully manage an external part of their business. Finally, once a decision has been made to outsource aspects of a business, specific knowledge management strategy can be implemented that will develop the benefits that are available from a decentralized industry model.

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