(17E00318) KNOWLEDGE MANAGEMENT

Objective : The objective of the course is to provide the basics of the emerging area of Knowledge Management to students. This course focuses on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

1. **Introduction to KM**: Definition, scope and significance of Knowledge Management, Principles of Knowledge Management, Techniques of Knowledge Management, Data-Information-knowledge-Wisdom relationship
2. **Essentials of Knowledge Management**: Basic types of Knowledge management, Organisational Knowledge Management - Organisational knowledge types- Knowledge Life cycle- Organisational knowledge sources- process, Knowledge Conversion
3. **Implementation of Knowledge Management**: Discussion on Roadblocks to success,10-step KM Road Map of Amrit Tiwana, Information Architecture: A three-way Balancing Act of KM .
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UNIT -1

INTRODUCTION TO KNOWLEDGE MANAGEMENT

1.DEFINITION

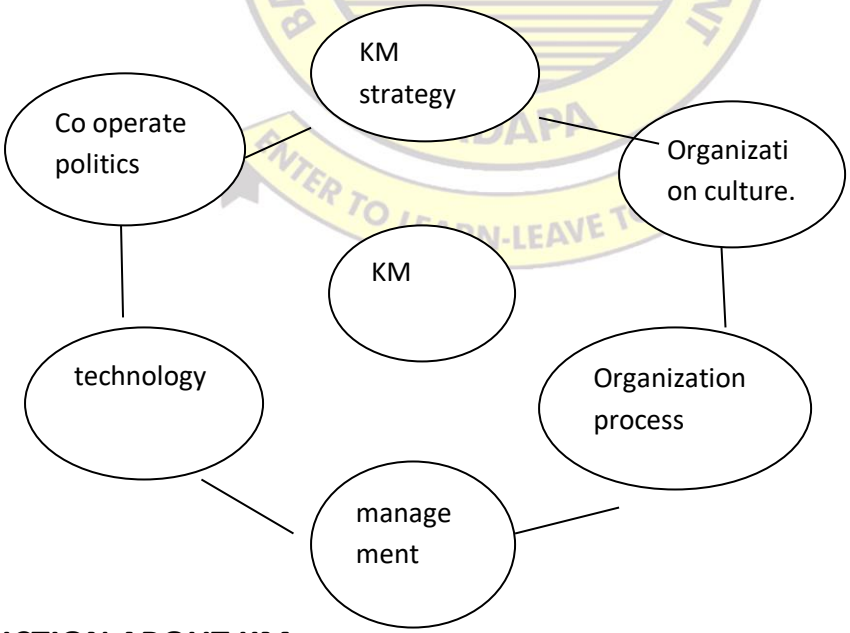
- There is no universal accepted definition of knowledge management. But there are numerous definitions proffered by experts.

ACCORDING TO WALLY BOCK

KM is a process with four parts that comprise a loop knowledge is accreted knowledge is captured knowledge is classified & modified and shared.

ANOTHER DEFINITION

- It is process of capturing developing sharing & effectively using organization knowledge
- It refers to multi-disciplinary approach to achieving organization objectives by making the best use of knowledge.



1.2INTRODUCTION ABOUT KM

- It involves a range of strategies and practices used in an enterprise to create and represent the implementation of insights and experiences

- It consists of the initiatives, processes, strategies, systems that sustain and enhance the storage, assessment, sharing and creation of knowledge. Knowledge management is the process of enabling the resource of knowledge Today.
- Knowledge management is applied across the world, in all industry, sectors, public and private organizations. Knowledge management involves a strategic commitment to improving the organization's effectiveness as well as improving its opportunity enhancement.
- The goal of knowledge management process is to improve the organization's ability to execute its core processes more efficiently.

KNOWLEDGE MANAGEMENT STRATEGY

It must be dependent on corporate strategy. The Objective is to manage share, and create relevant knowledge asset that will help meet tactical & strategy requirement.

ORGANIZATION CULTURE

The organization culture influences the way people interact the context within which knowledge is created, the resistance they will have share knowledge.

ORGANIZATION PROCESS

The right process environments & system that enable KM to be implemented in ;th;e organization.

MANAGEMENT

- It requires competent & experimented leadership at all levels.
- There is wide variety of KM related roles that an organization may or not need to implement.

TECHNOLOGY

The system tools and technologies that fit the organization requirements.

2.SCOPE & SIGNIFICANCE OF KNOWLEDGE MANAGEMENT

2.1 SCOPE OF KNOWLEDGE MANAGEMENT

- In recent years the KM concept has taken centre stage.
- Knowledge management goals are improving a company's ability to obtain develops safe guard distributes & employs knowledge aments.

- It is essential that organizations capture & preserve the knowledge of senior employee or colleagues so that younger employees can make immediate use of it & improve upon it to make business run even more smoothly & more efficiently.
- To identify fields where the knowledge management system should be established & their priorities.

In addition to these areas of research, each discipline brings its own perspective on where KM should be delivering value:

1.Strategic focus

- leveraging knowledge as a strategic resource for sustainable competitive advantage
- recognising knowledge as a central factor in innovation and evolution in organisational routines
- applying the knowledge-based theory of the firm to explain their existence, as well as other factors determining scale and scope

2.Accounting focus

- applying a tangible value to an organisation's intellectual capital
- treating human capital, structural capital and relational capital as distinct, manageable things

3.Organisational science focus

- maximising organisational potential through knowledge transfer and protection
- institutionalising individual and group learning to create organizational knowledge embedded in non-human repositories such as routines, systems, structures, culture, and strategy
- working out common sense in communities of practice through mutual engagement
- analysing social network relations between actors (ie individuals, groups of individuals, and firms), including weak and strong ties
- creating emergent knowledge and meaning through organisational sense-making

2.2 SIGNIFICANCE OF KNOWLEDGE MANAGEMENT

- KM can be used for creating customer value operational excellence and
- KM involves strategic commitment to improving the organizational effectiveness as well as improving its opportunity enhancement.
- The goal of KM proves is to improve the organizational ability to execute its core processes more efficiently.
- Companies start implementation KM systems with small projects & expand on the other areas & this is a wise strategy thinking of the necessary changes and the lack of experience in the field.
- One of the biggest challenge behind KM is the dissemination of knowledge (dissemination = spreading the information the act of spreading something circulation)

a) Employee awareness

- Knowledge management helps the employees to be aware of their tasks and responsibilities.
- It facilitates the employees to save their time and efforts because everyone knows where to go to find the destination of the organization.

b) Availability

- Knowledge can be used wherever it is needed whether from the office or on the road or at the customer's site.
- Knowledge management enables increased responsiveness to customers, partners, and co-workers.

c)Helps in decision-making

- Knowledge gained from experience gives the idea about the future. It shows the trend of the past which helps to take the right decision at present and future.
- The manager can collect essential information from knowledge store and analyze the situation in a systematic way.

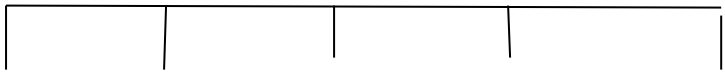
d) Reduces risk

- It accumulates the knowledge or information from internal and external sources. Such information can be used in decision making and its implementation.
- The manager can take the right decision using such knowledge. Thus, it reduces risk.

e) Goal achievement

- Effective knowledge management facilitates to reduce costs. It should also increase the speed of the response of employees as a direct result of better knowledge.
- People are developing their competence and confidence faster in an organization that practice effective knowledge management.

EVERY ORGANISATION SHOULD STRIVE TO HAVE CAPABILITIES WORKING TOGETHER



PRODUCE RESPOND ATTRACT CREATE LAST

1. **PRODUCE**
   Apply the right combination of knowledge & systems
2. **RESPOND**
   Constantly monitor & respond to the; market place through an empowered work force within a decentralized structure.

3. **ATTRACT**
   Attract people who have a thirst for knowledge people who clearly demonstrate that they love to learn & share their knowledge opening with other.
4. **CREATE**

- Provide a strong learning environment for the thirsty knowledge worker.
- Allow the everyone to learn through experiences with customer's competition etc.

5. **LAST**
   Secure long-term commitments from knowledge professional. These people are key drivers behind your organizations.

3. PRINICIPLES OF KNOWLEDGE MANAGEMENT

Knowledge is self-organizing

↓

Knowledge travels via language

↓

Knowledge is stored in a central repository

↓

There is no one solution

↓

Can't impose rules & system

↓

No-one is in change

↓

Knowledge is accessible & shared

1. **KNOWLEDGE IS SELF-ORGANIZING**
   The self that knowledge organizes around is organizational or group identifies and purpose.
2. **KNOWLEDGE TRAVAELS VIA LANGUAGE**

- Without a language to describe our experience, we can't communicate what we know.
- Expanding organization knowledge i.e. we must develop the languages we use to describe our work experience.

3. **KNOWLEDGE IS STORED IN A CENTRAL REPOSITORY**

- This principle makes it clear that everything does into one central repository.
- Knowledge repository should be allowed teams and users to create their own knowledge spaces.

4. **THERE ISNOONE SOLUTION**

   Knowledge is always changing for the moment the best approach to managing it is one that keeps things moving along while keeping options open.

5. **CAN'T IMPOSE RULES AND SYSTEMS**

- If knowledge is truly self-organizing the most important way to advance it is to remove the barriers to self-organization.
- In a supportive environment, knowledge will take care of itself

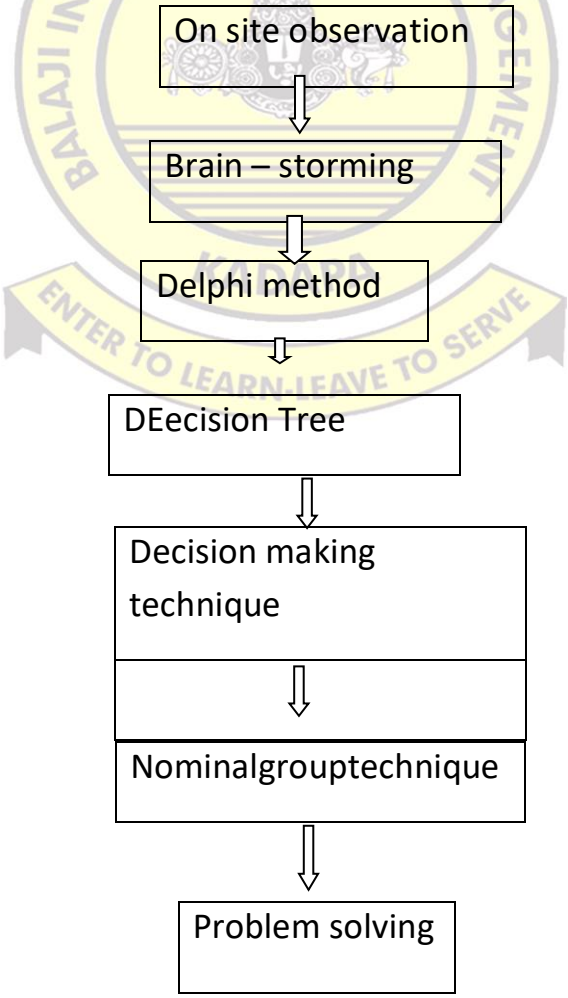
6. **NO-ONE IS INCHARGE**

   Knowledge is a social process that means one person can take responsibility for collections knowledge.

7. **KNOWLEDGE IS ACCENSIBLE & SHARED**

- Knowledge is more valuable when its accessible to a wide audience. Privacy and confidentiality present most organization from sharing all knowledge.
- A primary goal of knowledge management is to facilitate the sharing of knowledge.

4. TECHNIQUES OF KNOWLEDGE MANAGEMENT



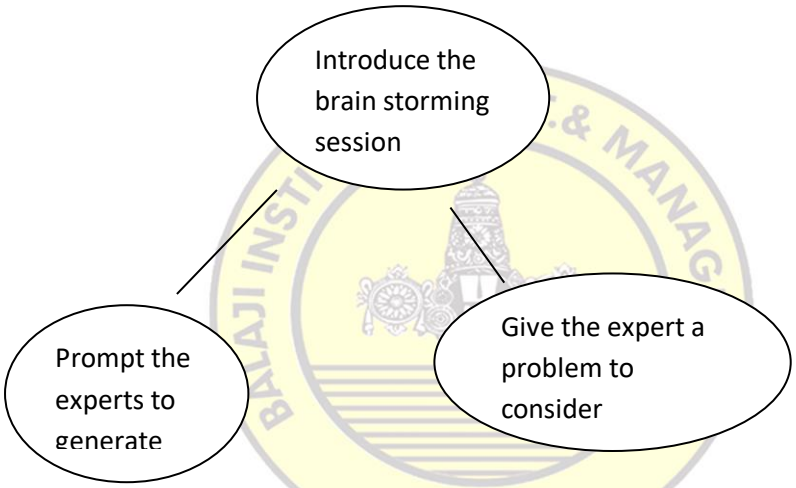
1. **ON-SITE OBSERAVTION**

- On-site observation gives live exposure to the engineer through participant observation while working of site.
- Observation places the knowledge developer closer to the actual steps and procedures used by the expert to solve the problem

2. **BRAIN STROMING**

- In brain storming concept the first look is n ideas generation followed by idea evaluation.
- The primary goal of brain storming is to thin up creative solutions to problem.

2.1GENERAL PROCEDURE IN BRAIN STROMING



A. INTRODUCE THE BRAIN STROMING SESSION

In brain storming session the experts will explain about the brain storming concept and the role of each participant the rules of the game.

B. GIVE THE EAXPERTS A PROBLEM TO CONSIDER

The knowledge developer must give them time to think it through and participant should be a good listener and show enthusiasm.

C. PROMPT THE EXPERTS TO GENERATE IDEAS

- The experts can do this either by calling out their ideas or by establishing some order in which each expert will have a torn to speak.
- The knowledge developer must keep pace with the expert.

2.2RULE FOR BRAIN STROMING

- Record all ideas i.e. on a piece of flipchart paper.
- There is no criticism.
- Everyone must be encouraged to participate.
- Individually rank ideas
- Decide as a group which idea will be enacted first.
- Quantity is more desirable then quality

3. THE DELPHI METHOD

- In Delphi method experts prepare a series of questionnaires.
- In any company this method is used to solve difficult problems
- Questionnaire is sent to the group members and they record their answers in writing.

NOTE- the group members don't meet face to face.

- This concepts used for demand forecast present market trends identify future problems etc.

4. DECISION TREE

- It is a graphic tool to evaluate each alternative solution in the decision making.
- Managers/leaders make decision based on the information and qualified data provided in the decision tree.

Possible solution	**potential events**
1. Hire the employees	Expense
	More difficulty in supervising
	More business
2. Have current employees	more business
Work over time	frustrate employees
3. Don't increase business	might loss

5.DECISION MAKING TECHNIQUE

- The process of identifying and selecting a course of action to solve a specific problem.
- Management is the practice of consciously and continually shaping formal organizations and the arit of decision making is central to doing that.
- More important decisions such as the location of a new retail outlet require a non-programmed decision a specific solution created through a less structured process of decision-making and problem solving.
- Managers must learn to analyze the certainty, risk and uncertainty associated with alternative course of action.

6. NOMINAL GROUP TECHNIQUE

- In some problem domains more than one expert might be available as a source of knowledge for building the KM system
- In this technique the panel of experts becomes nominal group whose meeting is structured in order to effectively pool individual judgment.

STEPS INVOLVED NOMINAL GROUP DEACISION MAKING

- Creative group decision-makingMembers clarify and evaluate them
- Ideas are a recorded vote on ideas
- Individual members list out their ideas on the specific problem
- Large no. of creative alternatives
- Individual work and decision making.

7.PROBLEM SOLVING

- Problem solving is an important and it is this skill that determines whether a problem is solved properly or not.
- It does not merely involve collections and gathering information with the assumption that the problem will be solved.
- Problem solving is an important skill required data all level top senior middle supervisory and for different categories like as engineering non-engineering.
- Problem solving is a continuous function for all human beings and is an important in organizational life as in society.

- Problem solving is nervier easy but these skills can be significantly developed.

6.DATA INFORMATION-KNOWLEDGE-WISDOM REALTIONSHIP

A. DATA

- Data raw facts
- The term data is related to the Latin word DOTOM which means something given.
- Data itself usually does not indicate a particular meaning and it does not add a positive negative or neutral meaning to the values itself.
- Example – an Engineering writes 5 down in a note book.

B. INFORMATION

- The word information is related to the Latin verb informance which means to instruct or more directly to inform.
- Information is usually the answer to a question and data that area processed to be useful.
- Example – the engineer writes down vehicle requires 5 d sables of fuel to go 100 miles.

KNOWLEDGE

- Knowledge is a deterministic process.
- Knowledge acquisition involves complex cognitive process like perception communication and reasoning.
- Knowledge is a combination of information experience and insight that may benefit the individual or the organization.
- Knowledge implies know-how and understanding.
- Example – the engineer writes down the vehicle requires more fuel than what the statistical average is.

WISDOM

- Wisdom is the ability to think and act using knowing and this processes supported by intellect and capacity for logic.
- Wisdom is what you know what you understand and what you comprehend along with both implicit and explicit relationships of provided data information and knowledge.
- Wisdom also includes clear understanding of cause and effect of a concept.

- Wisdom is knowledge applied action wisdom allows for policies process and procedures to be modified, so they reflect the strategic vision functional alignment best practices and operational objectives of the company.
- Example – the engineer reports to a supervisor if we want to make the vehicle competitive we need to improve the fuel consumption ratio to travelled distance.

DIKW – PYRAMID

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UNIT-2

ESSENTIALS OF KNOWALEDGE MANAGEMENT

1.BASIC TYPES OF KNOWLEDGE MANAGEMENT

TACIT EXPLICIT

1.TACIT KNOWLEDGE

- Tacit knowledge developed form direct experience and action difficult to articulate highly programmatic and situation specific.
- Tacit knowledge underlines many competitive capability
- It is often called tacit knowledge includes relationships norms values and standards operating procedure. Because tacit knowledge is much harder to detail copy and distribute it can be sustainable source of information.
- TACIT means HIDEDEN tacit knowledge is knowledge hidden from the consciousness of the knower.
- Concept of tacit knowledge was introduced by the Hungarian philosopher chemist MICHAEL PLANYI (1891-1976) in his book the tacit dimension.
- Tacit knowledge is about know-how, know-what, know-why, and know-who.
- Usually shared through highly interactive conversation and shared experience.
- Tacit knowledge is described as know-how.

Exmples

A. HOW TO SPEAK A LANGUAGE

- It is notoriously (used to emphasize that a quality or fact) difficult to write down the rules of a language.

B.LEADERSHIP

- There is no process or training that can be guaranteed to make you a leader.
- Leadership extends from experience.

2.EXPLICIT KNOWLEDGE

- Explicit knowledge can be expresed in words and number and can be easily communicated and shared in the form of hard. Data scientific formula and universal principles.
- Explicit knowledge can be more easily transferred or shared.
- Explicit knowledge is abstract and removed from direct experience.
- Explicit knowledge may be object oriented or rule based.
- Explicit knowledge is reproducible.

EXAMPLE OF EXPLICIT KNOWLEDGE

- Contracts of potential customers in the data base.
- Documented word procedures and policies.
- Feedback from customers over's the phone.

2. ORGANISATIONAL KNOWLEDGE MANAGEMENT

- Organizations are increasingly investing in knowledge management initiatives to promote the sharing application and creation of knowledge for competitive advantage.
- Many large companies' public institutions and nonprofit organizations have resources dedicated to internal KM efforts often as a part of their business strategy. IT or HUMAN RESOURACAE DEVELOPMENT department.
- Organizational knowledge management efforts typically focus on organizational advantage, innovation integration and continuous improvement of the organization.
- The originations should termini specific methods to exchange knowledge in house and to maintain this knowledge.
- When addressing changing needs and trends the organization shall consider its current knowledge and determine how to acquire or access by necessary additional knowledge amend required up-dated.

3.ORGANISATIONAL KNOWLEDGE TYPES

Embrained knowledge	Embodied knowledge
Encultured knowledge	Embedded knowledge

1. **EMBRAINED KNOWLEDGE**

- Embrained knowledge is a form of abstract or theoretical knowledge
- It is practical high-level knowledge where objective are met through perceptual recognition and
- Embrained knowledge is dependent upon conceptual skills and cognitive abilities determined by the personal setup of the brain (Collins 1993,p.7) and on conceptual skill (blocker, 1995).
- Embroiled knowledge is a simplistic way-the set of concepts stored in an individual brain that is constantly updated based on experiences.

2. **EMBODIED KNOWLEDGE**

- Embodied knowledge is a type of knowledge where the body knows how to act (for example how to ride a bicycle)
- Embodied knowledge is explain about you should be doing
    - (Which is not always the same as what it says in your job description)
- It is acquired slowly and gradually through a process of socialization.

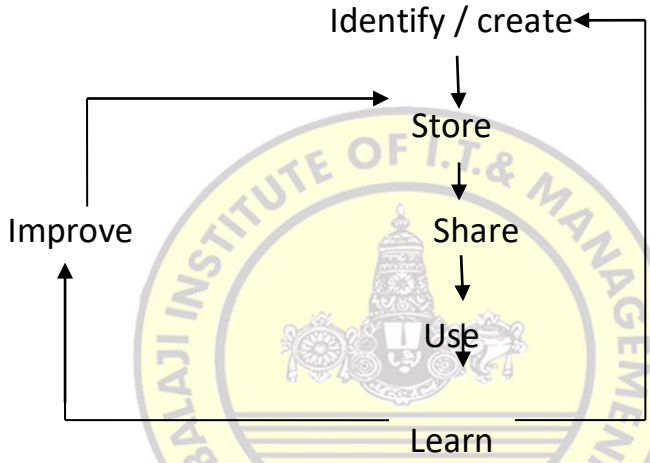
3. **ENCULTURED KNOWLEDGE**

- Enculutured knowledge is a collective tacit knowledge which can be transferred only through inter personal contact or socialization.
- Enculture knowledge may also be referred to the process of achieving shared understanding through socialization and acculturation.
- Enculutured knowledge refers to the process of achieving shared understandings.
- Uncultured knowledge is constantly evolving and cannot be taught by formal means like memos letters data bases etc.
- Uncultured knowledge is collective tacit knowledge which can be transferred only through interpersonal contact.

4. **EMBEDDED KNOWLEDGE**

- Embedded knowledge refers to the knowledge that is locked in processes products culture, routines structures (Horvath 2000, gamble and Blackwell 2001)
- Embedded knowledge is found in rules processes manuals ethics etc.
- The challenges in managing embedded knowledge vary considerably and will often differ from embodied tacit knowledge.

4.KNOWLEDGE LIFE-CYCLE



1. **KNOWLEDGE CREATION/IDENTIFY OR CREATE**

- Knowledge is created either as explicit or tacit knowledge
- It involves eliciting codified and encapsulated knowledge assets. (example – documents in electronic and print format stored in a knowledge repository)
- Tacit knowledge is created in minds of people.
- As a part of this phase, we focus on the system justification scoping the evaluation, determining feasibility.

2. **KNOWLEDGE STORAGE**

- Knowledge is stores and organized in a repository the decision on how and where lies with the organization.
- More tacit forms of knowledge may be stores in the form of knowledge audits maps models etc.
- The repertory can't be a random collection of knowledge assets regardless of their individuals collective value.

3. **KNOWLEDGE SHARE**

- Knowledge is shared and accessed by people.
- They can either search or navigate to the knowledge items.
- A competent and co-operative expert is essential to the success of knowledge capture.

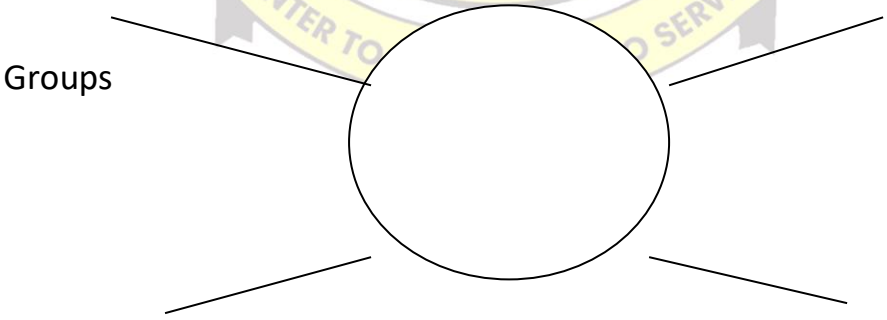
4. **USE**

- This is end goal of knowledge practice.
- The KM does not have any value if knowledge created is not utilized to its potential
- The intervention of an expert may be required to apply the knowledge correctly and efficiently.

5. **LEARN**

- This stage involves deconstructing the knowledge blocks integrations, connecting, combining and internalizing knowledge.
- Some of more common activities that assist in the learn stage include bench marking best practices and lessons learned and knowledge gap analysis.
- The searcher returns to the identify and create phase wheel additional knowledge assets are identified or created based on the gaps found.

5.ORGANIZATIONAL KNOWLEDGE SOURCES



1. **INDIVIDUALS /PERSONAL**
   - It is personal often tacit knowledge/know-how of some sort.
   - It can also be explicit but it must be individual in nature example – a private note book.

2. GROUPS / COMMUNITY

- Knowledge held in groups but not shared with the rest of the organization.
- Companies usually consists of communities (must often informally (reacted) which are linked together by common proactive.)
- Knowledge held in groups but not shared with the rest of the organization. Companies usually consist of communities (most often informally created) which are linked together by common practice.
- These communities of practice (Lave & Wenger 1991) 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

- This my be understood by many or very few members of the organization.
- All times structural knowledge maybe remnant of past otherwise long forgotten lessons. Embedded knowledge found in processes, culture, etc.
- This may be understood by many or very few members of the organization. E.g. the knowledge embedded in the routines used by the army may not be known by the soldiers who follow these routines.
- At times, structural knowledge may be the remnant of past, otherwise long forgotten lessons, where the knowledge of this lesson exists exclusively in the process itself.

4. EXTRA-ORGANISATIONAL

- Knowledge resources existing outside the organization which could be used to enhance the performance of the organization.
- They include explicit elements like publication as well as tacit elements found in communities. Variations include the extent to which the knowledge is spread within the organization, as well as the actual make-up of this knowledge.
- Hatch (2010) defines it as: "When group knowledge from several subunits or groups is combined and used to create new knowledge, the resulting tacit and explicit knowledge can be called organizational knowledge.

6.ORGANISATIONAL PROCESS,

Internal sources External sources

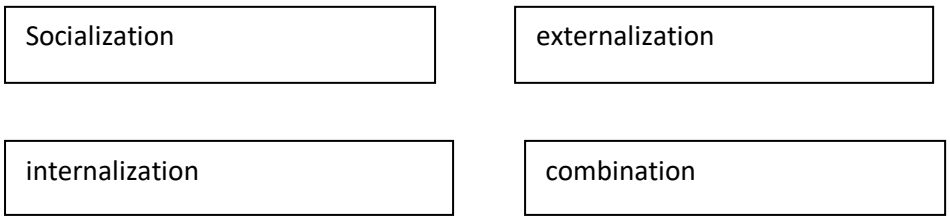
1. Internal sources

- Internal sources (e.g., intellectual property; knowledge gained from experience; lessons learned from failures and successful projects;
- capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products, and services);
- knowledge can be internally generated as a consequence of exploration processes.

2.External sources

- External sources (e.g., standards; academia; conferences; gathering knowledge from customers or external providers) The external search for knowledge can provide access to knowledge and technologies that the firm does not currently possess.
- Provide all the relevant information regarding internal knowledge assets: This includes identifying what the firm has, what it does not have, and the costs associated with building new knowledge.
- Help in the evaluation process: help evaluate the potential value and difficulty to integrate of the knowledge that the firm expects to acquire.
- Encourage knowledge sharing & integration: On the one hand it could involve working with top management so as to devise the best procedures and systems relating to knowledge transfer.
- on the other, it could involve introducing incentives, systems, managing organizational culture change, etc. that facilitate, support, and encourage knowledge sharing.
- Gather, integrate, and share relevant external knowledge and information: Managing the knowledge transfer process so as to ensure that the knowledge is relevant and that it is available whenever and wherever necessary.
- Analyzation of data and information so as to provide the building blocks of new knowledge.

7..KNOWLEDGE CONVERSION



1. **SOCIALISATION**

- This involves the conversion of tacit knowledge to explicit through sharing of experiences.
- Ideas through formal forums like meetings, conference and informally through various interactions amongst employees or knowledge workers.
- an organization can identify key or important people within department or division maintain pointers to them through e-mails with in internet or intranet.

2. **EXTENALISATION**

- In externalization the articulation (able to express anything) of knowledge into to gable form them elicitation (process of getting information)
- In this tacit converted to explicit knowledge
- These are changed or converted into reports And documents and maintained in database and also usge.
- In this people captured ideas thoughts through discussion in both ways like face-face and on-line.

3. **INTERNALIZATION**

- In this explicit knowledge changed into tacit knowledge
- An individual underhand or reading like a text book and it is converted into a tacit form and subsequent shared with the organizational employees.

4. **COMBINATION**

- It involves transfer of knowledge within an organization in this explicit knowledge involves.
- In this information technology is most helpful because explicit knowledge is in different forms like documents, e-mails etc.
- It is used for further research and generation of articles.

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UNIT-3

IMPLEMENTATION OF KNOWLEDGE MANAGEMNET

1.2 DISCUSSION ROAD BLOCKS TO SUCCESS

- A knowledge sharing culture in an organization that is badly role modeled by those highest in the organization hierarchy can hinder knowledge management.
- Asking for a large budget before creating a compelling value proposition.
- Knowledge management contributes towards streamlining the ideas, problems, projects and deployment driving towards productivity.
- The information is placed in a reusable repository for the benefit of any future need based on similar kinds of experiences.
- However, the organization faces various challenges in implementing its knowledge management practices.

Some of the common challenges/barriers resulting are listed below:

Lack of knowledge sharing

- There is no use in launching a tool if there is no drive to share the knowledge.
- Overcoming organizational culture challenges and developing a culture that embraces learning, sharing, changing, improving can't be done with technology.

Data accuracy

- Valuable data generated by a particular group within an organization may need to bevalidated before being transformed into normalized or consistent content.
- So, keeping content fresh by eliminating wrong or old versions is a constant challenge.

Data relevancy

- Knowledge that lacks relevancy simply adds complexity, cost and risk to an organization.
- Data must support and directly answer questions being asked by the user, and requires the appropriate meta-data to be able to find and reference.

Decision making

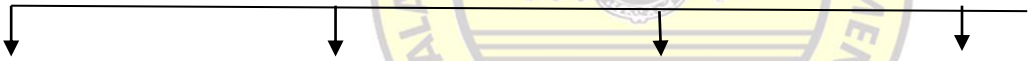
- Does the KM solution include a statistical or rule based model for the work flow?
- This decision will determine what drives your knowledge sharing initiative and who will be responsible for maintaining the community.

Following six emerging knowledge management strategies that bet practices companies are using to address their knowledge management heeds life,

- Knowledge management as a business strategy
- Transfer of knowledge and best practices
- Personal responsibility for knowledge
- Intellectual assets management.
- Innovation and knowledge creation

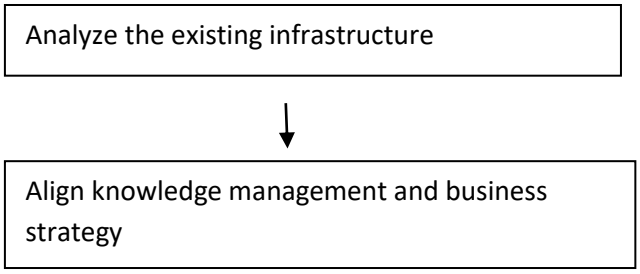
2. 10 STEP ROAD MAP OF AMRIT TIWANA

Four phases that the 10 steps of the road map comprise.

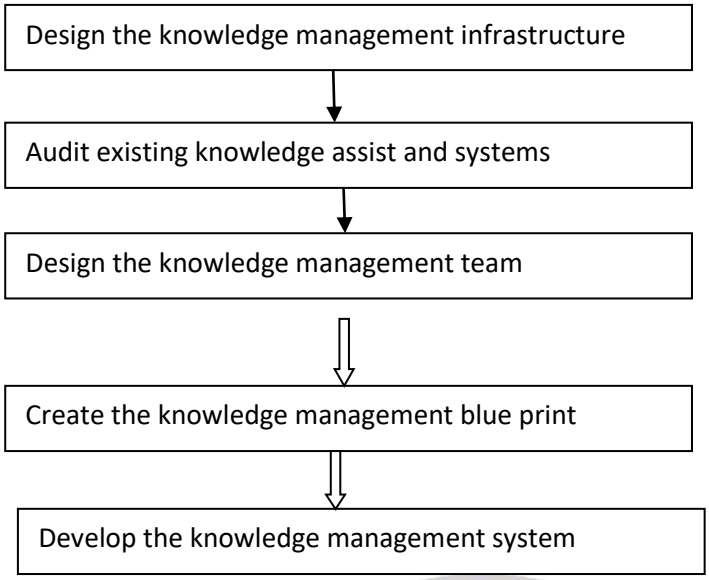


Infrastructure **KM system analysis Design & development** **system development** **ROI & performance Evaluation**

PHASE-1



PHASE – 2



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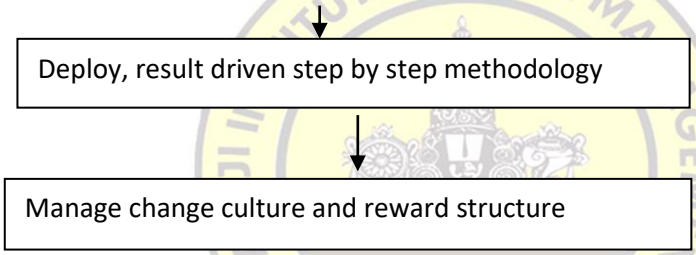

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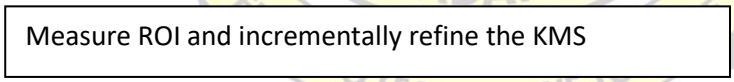

PHASE – 1 ANALYSING EXISTING INFRASTUCTURE

- In this first step you gain an understanding of various components that constitute the km strategy and technology frame work.
- Integrating existing intranets extranets and group work into your knowledge system
- Considering the option of using knowledge servers for enterprise integration and performing a preliminary analysis of business needs that math up with relevant knowledge service choice.

- Understanding the limitations of implemented tools and identifying existing gaps in your company's existing technology model. Although leveraging existing infrastructure is the logically, scientifically.
- Rationally, theoretically,common-sensically. and financially right approach, it also stands a better chance of generating stronger management support for your KM project because of the perceptionthat you are not completely abandoning the "old" existing investments

STEP – 2 KNOWLEDGE MANAGEMENT AND BUSINESS STRATEGY

- Business strategy is usually at a high level SWOT analysis and create knowledge maps for company it main competitions and industry as a whole can be created.
- Analyze knowledge gaps and identify key results areas (KRAS) how knowledge management can fill those gaps. Do a cost benefit analysis to prioritize filling such gaps.
- Determine the right diagnostic questions to ask KM project should be accepted internally.
- Diagnose and validate your strategy KM line a use it to drive the rest of the design process.

STEP – 3 DESIGN KNOWLEDGE MANAGEMENT

- For deploying knowledge management you must select infrastructural components that constitute the KM system architecture.
- Integrating these components to create the KM system model requires thinking inters of an info structure, rather than an infrastructure.
- Identify and understand components of the collaborative intelligence layer like artificial intelligence data ware house etc.
- You must also create profiling mechanism for push and pull based knowledge delivery while balancing cost versus value added for each additional enabling components.

STEP – 4 KNOWLEDGE AUDIT AND ANALYSIS

- In the fourth step you audit and analyze knowledge but first you must understand why a knowledge audit is needed.
- Indentify evaluate and rate critical process knowledge on an 8 points assemble a preliminary knowledge audit team. Identify you company's k-spot.

- This team performs a preliminary assessment of knowledgeassets within your company to identify those that are both critical and weak

STEP – 5 DESIGNING THE KNOWLEDGE MANAGEMENT TEAM

- Identify key stake holders: IT, management and end user manage their expectations identify sources of requisite expertise.
- Balance the knowledge management team's constitutions organizationally strategically and technologically, balance technical and managerial expertise that forms a part of this team. Resolving team size issues.
- We examine the issues of correctly sizing the KM team, managing diverse and often divergent stakeholder expectations, and using techniques for both identifying critical failure points in such team.

STEP – 6 CREATING KNOWLEDGE MANAGEMENT SYSTEM BLUE PRINT

- Understand and select the components required by company like integrative repositories content centers knowledge directories etc.
- Understand and execute repository life cycle management system position and scope the knowledge management system to a feasible level where benefits exceed costs.

STEP – 7 DEVELOP THE KNOWLEDGE MANAGEMENT SYSTEM

- To create a working system converts company intranet to a front end for your system.
- Create platform independence leverage the intranet enable universal authorship and optimize video and audio straitening.
- Develop and integrate the application layer with the intelligence layer and the transport layer.
- Integrate and enhance the repository layer.

STEP – 8 RESULT DRIVEN STEP BY STEP METHODOLOGY

- In this step one must decides how help she can selects cumulative release with the pay offs first.

STEP – 9 MANAGEMENT CHANGE CULTURE AND REWARD AND STRUCTURE

- Encouraging use and gaining employee support requires new reward structures that motivate employees to use the system and contribute to its adoption.

- The most erroneous assumption that many companies make is that the intrinsic value of an innovation such as a KM system will lead to its enthusiastic adoption and use.
- Knowledge sharing cannot be mandated: Your employees are not like troops, they arelike volunteers.
- Encouraging use and gaining employee support requires new rewardstructures that motivate employees to use the system and contribute to its enthusiasticadoption.

STEP – 10 MEASURE ROI

- Measuring return on knowledge investment must account for both financial and competitive impacts of knowledge management on your business.
- This stage guides you through the process of selecting an appropriate set of metrics and arriving of a lean but powerful composite.
- The tenth step-measuring ROI-must account for both financial and competitive impactsof KM on your business.
- This step guides you through the process of selecting anappropriate set of metrics and arriving at a lean but powerful composite. We will also evaluate manyways in which realoptions data can be tracked.
- We also see how successful companieshave approached metrics, what errors they have made in the past, and how you can learn from their mistakes

3. INFORMATION ARCHITECTURE

Introduction:

Information Architecture Basics:

- Information architecture (IA) focuses on organizing, structuring, and labeling content in an effective and sustainable way.
- The goal is to help users find information and complete tasks.
- Information architecture is the study of organizing information so people can find what they're looking for.
- It's a nascent profession that pulls ideas from Web design, library science, architecture, cultural anthropology and literary theory (see Diagram A).
- Information architects order knowledge on corporate Web sites and intranets.
- The heart of information architecture is designing organization systems (deciding how content is grouped)

- creating consistent labeling schemes (deciding what to call the content groups) and crafting different navigational paths through a body of texts (deciding how users will search and browse the content groups).
- But both information architecture and KM share a basic underlying goal: to promote greater efficiency and productivity through content management. Both are concerned with creating platforms that encourage community interaction and knowledge discovery.
- Information architects specialize in developing information sharing designs that do just that.
- At the beginning of an intranet project, for example, they are called on to determine the scope and purpose of an enterprise portal.
- Beyond setting out a Web site's goals, they inventory a Web site's content and functional requirements.

3.2 Def:

Information architecture (IA) is the structural design of shared information environments; the art and science oforganizingandlabeling websites,intranets, onlinecommunities and software t o support usability and find ability; and an emerging community of practice focused on bringing principles of design and architecture to the digital landscape.

4.A THREE WAY BALANCING ACT

- The information architecture basically encompasses the applications level aspects (example: business intelligence system, market research system) that map the information needs on the firms specific business needs.
- Essential this level is like a blue print of a building that takes into consideration the data architecture system architecture and computer architecture.
- Many organizations become so distracted and discourage by their first web appreciations they fail to explore the products in related categories.
- Information architecture will play an integral role working closely with business managers software engineers to select acquire integrate and average this sophisticated suite of application.
- Intranets and portals are just tools.
- Getting workers to communicate effectively is the real challenge. The best way to encourage the creation and reuse of knowledge is to examine corporate information in its totality.

- That is, successful information architecture depends on three variables: users, content of the information resources and business context.
- An effective portal or intranet links users and content, against the backdrop of an organization's business strategy and corporate culture.
- While some commentators call for "user-centered" design, the information-seeking behavior of specific audiences must be balanced against the content of the resources to be organized and an organization's business model.
- A successful portal construction project is all about creating knowledge structures that help connect workers and provide context for information retrieval.
- Only by understanding how specific types of information relate to your business goals can KM efforts achieve real business value.

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1. **Introduction to KM**: Definition, scope and significance of Knowledge Management, Principles of Knowledge Management, Techniques of Knowledge Management, Data-Information-knowledge-Wisdom relationship
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UNIT-4

KNOWLEDGE MANAGEMENT AND INFORMATION TECHNOLOGY

1. ROLE OF INFORMATION TECHNOLOGY IN KNOWLEDGE MANAGEMENT SYSTEMS

- Information technology can provide many benefits. These benefits include fostering better communications and knowledge exchanges among the key parties.
- Some organizations begin their experience with computers by getting external assistance, sometimes from a donated source.
- The main role of IT is to help people locate each other and communicate to achieve complex knowledge transfer.
- Many organizations are employing IT to facilitate sharing and integration of knowledge.
- There are various information system tools that support the creation of an effective knowledge management system.
- Effective use of IT is to communicate knowledge requires an organization to share an interpretive context.
- The main role of information technology is to help people locate each other and communicate to achieve complex knowledge transfer.
- There is an ongoing lively debate about the role that information technology can play for knowledge management.
- On the one hand, information technology is used pervasively in organizations, and thus qualifies as a natural medium for the flow of knowledge
- It is always required to study the organizonaltional culture, objectives, strategies, knowledge gaps before making any decission on the tool to delploy.
- After a through study at the end it may happen that we end up in a IT solution (which is best for the organization) but with out proper analysis one should not jump into implementing IT solutions in the name of KM.
- This is one of the biggest reasons for faliure of KM program in organizations.

SOME INFORMATION SYSTEMS TOOLS LIKE,

A. E-LEARNING SYSTEMS

- E-learning was identified as a tool for the support of the knowledge creation process and learning process also.

- For support of knowledge creation consists of e-learning systems which are computerized systems in which the learning interaction with learning materials instructions and peers are mediated through technology.

B. INTERNAL AND EXTERNAL MEMORIES

- Internal memory refers to the stocks of knowledge that reside within the individuals or groups of individuals in an organization.
- It consists of individual's skills as well as the organizational culture.
- External memory contains codified and explicit organizational knowledge and includes formal policies and procedures and manual and computer files.

C. CASE-BASED REASONING SYSTEM

- Case based reasoning system is designed with the expectations that the domain will change that new cases will be added over time and that the initial set of attributes will be less than precise.
- A case based reasoning system then uses past cases to aid in solving new problems through an intricate process of pattern matching.

2. E-COMMERCE AND KNOWLEDGE MANAGEMENT

- E-commerce companies are depending on knowledge management systems for growth, customer acquisition and retention and to manage variable costs.
- With better knowledge management tools, e-commerce companies can expand their businesses.
- The competitiveness of companies active in areas with a high rate of change depends heavily they acquire maintain exchange and access their knowledge and whether they can deliver the right information to the right individual or business at the right time whenever they are,
- Due to globalization and the impact of the internet many organizations are increasingly geographically dispersed and organized around virtual teams.
- Such organization need knowledge management and organizations need knowledge management and organizational memory tools a that encourage uses to understand each other's changing contextual knowledge and faster collaboration while capturing representing and interpreting while capturing representing and interpreting the knowledge resources of their organization.
- The growth of a wide range of e-commerce services both to individuals and between businesses is contributing to the increases international trading of products and services.

- On to web will identify and publicize the ontology based technology required for the promotion of knowledge management and e-commerce.
- In the EC market place large amount of data can be gathered easily and by analyzing these data in a timely manner organizations can learn a but their clients and generate useful knowledge for planning and decision making.
- EC has many external as well as internal applications including both CRM and PRM.
- To better perform its EC tasks organizations need knowledge which is provided by KM?
- E-COMMERCE has established without doubt the pivotal role that logistics will play in its success.
- The ability to find interrogate and exchange knowledge is fundamental for B2B & B2C e-commerce.

E-commerce businesses may employ some or all of the following:

- Online shopping web sites for retail sales direct to consumers
- Providing or participating in online marketplaces, which process third-party business-to consumer or consumer-to-consumer sales
- Business-to-business buying and selling
- Gathering and using demographic data through web contacts and social media
- Business-to-business electronic data interchange
- Marketing to prospective and established customers by e-mail or fax (for example, with newsletters)
- Engaging in pretail for launching new products and services
- KM tools are all technologies and resources that enable the knowledge transfer, generation, and codification It does not mean that all KM tools are computer-based applications
- knowledge can be transferred via phone calls From effective knowledge management, the organization can build suitable e-business strategy, as well as control the organization changes, evaluate and estimate the cost/benefit/risk of the project (e-business strategy);
- CKO can lead the e-business strategy project as a project manager. Managing knowledge should be based on technology platforms to provide the sharing and exchange processes. T
- therefore knowledge management is a combination of human resources, technology resources, and information

3.BENCH MARKING AND KNOWLEDGE MANAGEMENT

3.1 BENCH MARKING Definition:

- Benchmarking is the process of comparing one's business processes and performance metrics to industry bests or best practices from other companies. Dimensions typically measured are quality, time and cost. In the process of best practice benchmarking, management identifies the best firms in their industry, or in another industry where similar processes exist, and compares the results and processes of those studied to one's own results and processes

3.2 BENCH MARKING AND KNOWLEDGE MANAGEMENT

- Bench marking is a tool to assess the competencies of organizations against the best in class.
- Bench marking should include quantitative and qualitative measure of and it's emphasize should be on continuous quality improvement.
- It can help to set realistic quantifiable goals based on superior knowledge service practices.
- A knowledge centre can use benchmarking to measure and compare their processes with those in other knowledge centres.
- Performance monitoring is continuous process those with an interest in an organizations business will wish to compare result over time in order to reveal trends in business performance.
- The knowledge management and bench marking service provides with an understanding of present strengths gaps and opportunities for intervention in order to introduce a fully operative KM framework standard steps in bench marking process like,
- Prepare bench mark by deciding what to bench mark form your team. Understand and define the processes and purposes involved.
- Collect and share information obtained from surveys site visits including third parties.
- Implement monitor plans based on continues feedback on all facts of the process.
- Analyze adapt and improves processes and products based on comparison.

- The purpose of doing a knowledge management bench mark study is to define the best practices for harnessing the accumulated intellectual accomplishments of an organizations employees and managers.
- Top management continuously demonstrating strong support for the KMs in order to change the organizations culture.
- Using communicate for practice to collect and exchange information.
- This is an effective process thatcontributes to knowledge management
- providesa methodology for individual and organisationallearning and helps to adjust organisationalcompetition strategies to their environment'sconditions

3.2Elements for Effective Bench Marking:

i. Overall Impact on Customer Satisfaction:

Benchmarking is about external focus and it is essential that all exercises seek to enhance the delivery of quality levels to the end customer.

ii. The Extent of Contribution to Raising Competitive Standards:

Benchmarking is a strategic competitive tool and as such it seeks to achieve standards of performance in the market place and to raise the internal standards of effectiveness, making them more competitive.

iii. Opportunity to Create the Learning Organisation:

Benchmarking makes organisations seek to establish standards way beyond meeting basic requirements and to work towards a continuous surge for new ideas, new methods and new ways of working.

iv. Inspirations from Best-in-Class Companies:

Benchmarking gives organizations the impetus and the desire to follow those organisations which are top of the league and which pioneer new change and new innovations.

v. Strengthening Weaker Processes:

Benchmarking helps organisations focus on weaknesses and strengthen them. It also enables them to protect areas of strength and ensure that they sustain high levels of competitiveness.

vi. Enhancing Knowledge Pool:

Benchmarking is a practice which encourages individuals to learn continuously and to ensure that their knowledge, skills and areas of expertise are never obsolete.

vii. Bringing in State-of-the-Art Practices:

Benchmarking, if introduced in a direct fashion, will always ensure that organisations are not lagging behind and they are always pioneering the latest practices that the market demands.

viii. Keeping the Organization Externally Focused:

Benchmarking reminds people to focus continuously and constantly on the end customer and on market demands, and as such, it changes the culture from internal focus to an external one.

ix. Extending Employees' Creative Contributions:

Benchmarking encourages people to work smarter rather than harder, through constantly asking questions related to the practices, their jobs and tasks and to ask why the outputs are lower or higher than those of competitors and other organisations.

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UNIT-V

Future of Knowledge Management and Industry perspective

1.Knowledge Management in Manufacturing and service industry:

Industry:

- **Industry** is the production of goods or related services within an economy. The major source of revenue of a group or company is the indicator of its relevant **industry**. When a large group has multiple sources of revenue generation, it is considered to be working in different **industries**.

Industry perspective:

- Industry supporters of the program cite many advantages, ranging from device design experience to understanding regulatory considerations to learning to work in multidisciplinary settings.
- We believe this program provides a very good understanding of the full life cycle needs for medical device design, manufacturing, regulatory, funding, and marketing.
- Bridging the gap between basic research and commercialization is an important need, and the MBID program appears well-suited to address this need.

Manufacturing industry

- Manufacturing industry refers to those industries which involve in the manufacturing and processing of items and indulge in either creation of new commodities or in value addition.
- The manufacturing industry accounts for a significant share of the industrial sector in developed countries. The final products can either serve as a finished good for sale to customers or as intermediate goods used in the production process.

1.2 Knowledge Management in Manufacturing

- Identifying the missing links in the knowledge chain becomes more difficult when much of a company's manufacturing is outsourced.
- With respondents split on whether off shoring and outsourcing benefits product and process innovation, there is little evidence that companies are successfully harnessing the knowledge of their external partners.

- Manufacturing companies must have a good knowledge of their products and processes to be competitive.
- This is increasingly important as products become more complex. There are many recent developments in product representation, but these do not currently address manufacturing process issues, or integrate with techniques such as key characteristics and Variation Risk Management

- World class manufacturing (WCM) and KM have some similarities which includes; people oriented, results oriented, leadership, effective communication, teamwork and meeting beyond customer satisfaction
- World class manufacturing (WCM) and KM have some similarities which includes; people oriented, results oriented, leadership, effective communication, teamwork and meeting beyond customer satisfaction
- World class manufacturing (WCM) and KM have some similarities which includes; people oriented, results oriented, leadership, effective communication, teamwork and meeting beyond customer satisfaction and satisfaction
- Taylor has listed the various expected benefits of KM as improve decision making, improve customer service, improve productivity, and enhance employee skills.
- A lot of successful cases of KM implementation also indicates the various tangible and intangible benefits of KM, like reduction in manufacturing cost, increase revenue, open new market, speed innovation, improve and accelerate learning, enhance team collaboration and coordination, improve the ability of the organization to manage change, retain tacit knowledge, increase employee retention rate
- We develop a knowledge management perspective in production management appropriate for the manufacturing industry.
- It is anticipated to serve as a foundation for wider applications of knowledge management in other sectors of the manufacturing industry.
- We also argue for more than simply gathering data to be utilized and managed in the form of tacit and explicit knowledge

1.3 Examples of KM in Manufacturing include:

- Application of new technologies that help improve content findability and the lifecycle of content through the organization
- Bringing structure to huge amounts of critical data stuffed into fileshares and SharePoint sites with no rhyme or reason, so that the knowledge in those

documents can be of value to quality and manufacturing knowledge works, rather than sitting untouched

- Knowledge capture services offered by organizations to identify and capture knowledge from senior experts heading toward retirement
- Implementing Communities of Practice that help teams address very specific business objectives
- Identifying insights from large amounts of manufacturing data

There are several ways KM can address critical needs in Manufacturing. Two of these are outlined below:

A.Communities of Practice (CoP)

- Communities of Practice are a proven KM methodology whereby business teams identify specific role, topic or interest-based business areas and help team members to focus on drivers (problem areas) and outcomes (ideal end-state objectives) and the behaviors required to meet those outcomes.
- Tools such as SharePoint, Jive, and Slacker provide enabling capabilities. What's necessary to make CoPs effective (unlike just handing over a SharePoint site) is the focus on behaviors, training and configuration of the capabilities to support very specific outcomes.
- CoPs are often used in Quality and Manufacturing to support manufacturing problem-solving topics, Quality teams looking to improve adherence to regulatory processes, and to drive innovation by creating ideation communities.

B.Structuring Unstructured Content

- There is so much knowledge bound in so many documents stored in so many fileshare folders and SharePoint sites, that the information is essentially useless. People cannot find content, or don't know if it is the right content.
- KM activities help by focusing teams on the creation of taxonomies and ontologies that define knowledge.
- Those taxonomies can be managed by tools like Smartlogic and its Semaphore tools so that these unstructured content buckets can be queried and the structured

taxonomies/ontologies can be used to identify key terms that describe the individual files.

- With that in place, content can be migrated to structured content repositories like SharePoint.
- This process vastly improves findability, provides the ability to put knowledge within a user context, and provides the ability to place content into a lifecycle for proper information management and compliance.
- By applying Knowledge Management methodologies, processes, tools and models, manufacturing teams become more empowered to innovate, address critical areas, and capture and share knowledge more effectively.

2.Knowledge Management in service industry

2.1Introduction about Service industry

- Service industry is the one sector of industry involves the provision of services to other businesses as well as to final consumers.
- Activities are mainly concerned with providing services rather than tangible objects for the benefit of the end users and/or other industries.
- It includes insurance banking and finance, provision of gas and electricity and water, health care, transport, communications, entertainment, retailing and wholesaling, and central and local government
- The economy is developing rapidly and the significant change on economic structure is progressing.
- Therefore, the importance of service industry in economic system has been increasing steadily so to become one of principal drivers for most developed countries' economy.

2.2Knowledge Management in service industry

- Knowledge management is a repository of all the information about a product or a platform in one place.
- So, the bottom line is if any user has a question, they know where to go to find the answer. Here are a few reasons why knowledge management improves the quality of service of a company -

- When customers are looking for help to solve the issue they're facing with the SaaS application, they want to be able to find the answers easily.
- The customer would have started to go down the "frustrated path" and you want to steer them away from it not nudge them further down into a "war path."
- Consolidating all the information about your product in a knowledge base makes it easier for not just your customers but also your support agents to find answers to any query.
- Knowledge management helps reducingtime to find information and sharing decision making.
- Most importantly, effective knowledge management is now recognized to be 'the key driver of new knowledge and new ideas' to the innovation process, to new innovative products, services and solutions.

So it is very easy to see how effective knowledge management will greatly contribute to improved excellence, which is to:

- dramatically reduce costs
- provide potential to expand and grow
- increase our value and/or profitability
- improve our products and services
- respond faster
- Knowledge simply underpins everything we do.
- But the benefits of knowledge management for improved excellence, is simply 'one side of the coin'. There is more.
- Effective knowledge management, especially accelerated knowledge creation, is the driver for innovation. Increasingly, products and services are becoming 'smarter' and more knowledge based.

2. Future of Knowledge Management

- Knowledge management plays important role in the work of librarians, especially in managing codified or recorded knowledge.
- The use and sharing of knowledge can improve the quality of service as well as the creation and maintenance of a learning culture.
- Research merging knowledge management and strategic planning should be conducted, for example applying knowledge management systems to strategic planning, and developing new strategic planning models in combination with

knowledge management models. This can improve the quality of library strategic planning.

- The development of information systems is opening a lot of new possibilities to develop knowledge management.
- The number of ways people can communicate has increased. Social media, which has become part of life, opens a lot of new possibilities to transfer information and knowledge.
- Designers of knowledge management systems can introduce levels of security for different types of knowledge that reside within the organisation The knowledge management space is on the verge of a new era in computing and information management. That knowledge is power.
- But in today's workplace, there's a growing gap between how knowledge is traditionally obtained and the amount of information that exists throughout an organization.
- Powerlessness is a demotivator for employees, and with Big Data encroaching on the workplace, it is becoming a growing concern.
- This paves the way for technology to improve our access to collective knowledge, leading to a more efficient, connected and empowered workforce.
- Culturally, we're faced with this deficit because of the way we teach and the way we train.
- People are different, and have different levels of experience and knowledge. They need, therefore, different avenues to explore data to gain more knowledge.
- No two people have the same level of knowledge and experience, and so each will follow a different path to acquiring more. Employees do not need to do one single thing for 10 years to have it be second nature.
- They don't need process flows. Knowledge is acquired from the combination of information and data that is at our fingertips, and relevant to our context.
- This is the future of knowledge management and access.
- There are an increasing number of organizations around the world who have developed and implemented very successful initiatives, but successful KM is nowhere near mainstream yet.
- KM practitioners regularly state that as many as 75% of KM initiatives have produced mediocre results or failed
- According to the experts, the future of knowledge management lies in a better integration into the common business processes, a concentration on the

human-organization-interface and a better match of IT-aspects to human factors whereas IT-aspects rank low on this agenda.

- There are no broadly agreed theoretical approaches though something can be gained from the related organizational learning field;
- in general much more interdisciplinary and empirical research is needed.
- There are also almost no broadly agreed practical approaches besides communities of practice.

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