BALAJI INSTITUTE OF I.T AND MANAGEMENT KADAPA

KNOWLEDGE MANAGEMENT(HR-FIN)

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MASTER OF BUSINESS ADMINISTRATION

M- Mastery-Skilled in handling a task

B- Business-Getting value and profit

A- Administration- Getting task done through guiding of people

(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 .
4. **Knowledge Management and Information Technology**: Role Information Technology in Knowledge Management Systems, E-commerce and Knowledge Management, Bench marking and Knowledge Management
5. **Future of Knowledge Management and Industry perspective**: Knowledge Management in Manufacturing and service industry, future of Knowledge Management.

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UNIT -1

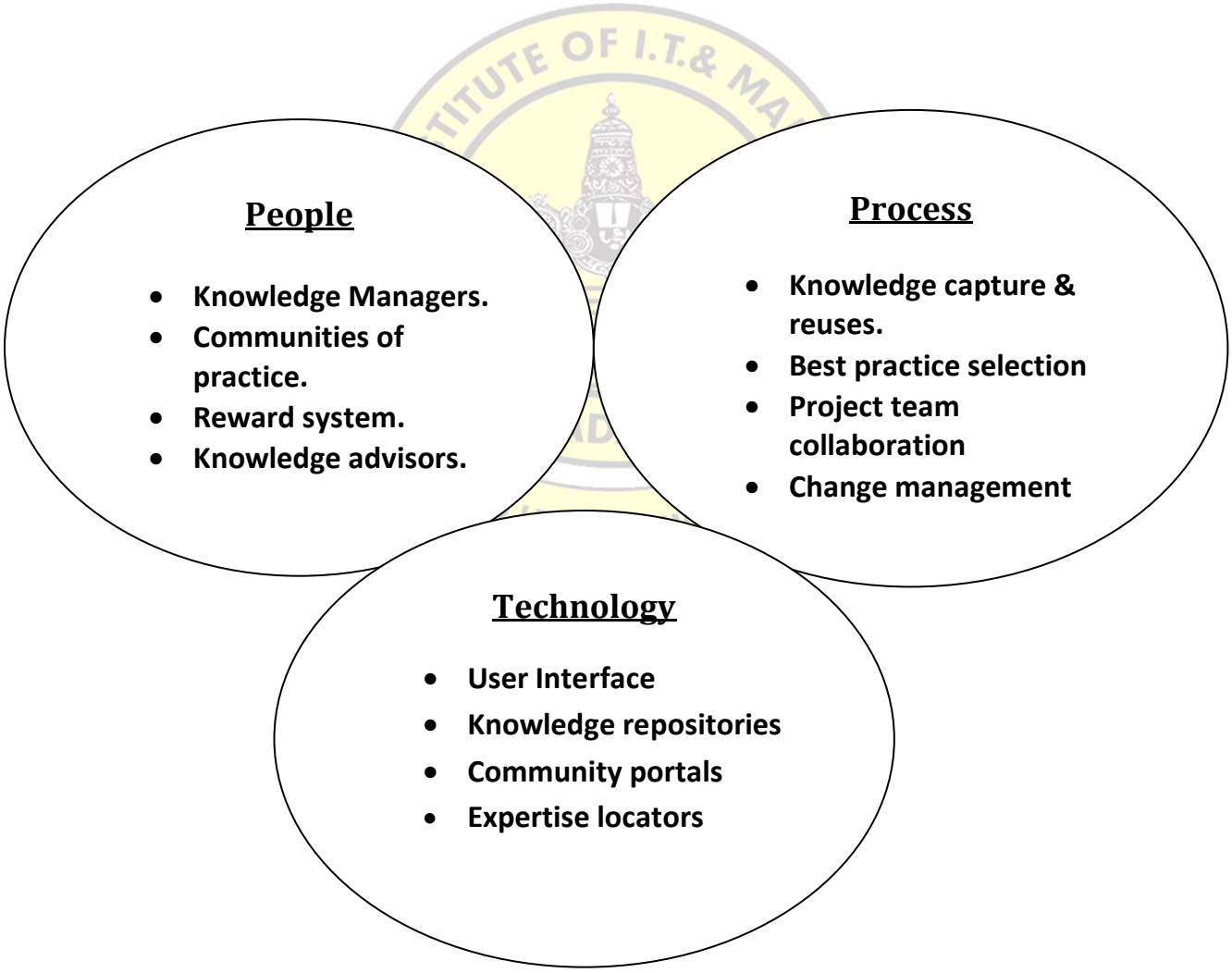
INTRODUCTION TO KNOWLEDGE MANAGEMENT

1. DEFINITION

It refers to multi-disciplinary approach to achieve organizational objectives by making the best use of knowledge.

Knowledge management is the process of creating, sharing, using and managing the knowledge and information of an organization.

1.2 INTRODUCTION ABOUT KNOWLEDGE MANAGEMENT



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. KM is a new

word for the consumer in today's market. The goal of knowledge management process is to improve the **organization's ability** to execute its core processes more efficiently. Knowledge management expresses a deliberate, systematic and synchronized approach to ensure the full utilization of the company's knowledge base, paired with the potential of individual skills, competencies, thoughts, innovations, and ideas to create a more efficient and effective company.

Knowledge management as a continuous cycle of three processes:

1. Knowledge creation and improvement
2. Knowledge distribution and circulation
3. Knowledge addition and application

Examples of different knowledge management systems include:

Feedback database - A company may have a database of feedback from customers, employees. It shares this feedback with their design and R& D departments. All members of the organization would be able to enter feedback into the database, an integrated approach, It would be taken to understanding the shared information.

Shared project files - An employee team can work collaboratively on a project. It has a system of shared files and information that allows everyone in the team to upload and comment on that work.

2. SCOPE & SIGNIFICANCE OF KNOWLEDGE MANAGEMENT

2.1 scope of knowledge management

In recent years the KM concept has taken centre stage. 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 recent years the KM concept has been taken as centre stage in the organizations. It is essential, that organizations capture & preserve the knowledge of senior employee or senior colleagues, so that younger employees utilizes this opportunity to run organization smoothly & more efficiently. To identify fields where the knowledge management system should be necessary to establish & their priorities.

Knowledge Management (KM) lies in the below mentioned key areas:

Globalization of Business – Today's Organizations are more universal i.e., they are operating in multiple sites, multilingual, and multicultural in nature.

Learner Organizations − Organizations are adapting to a lean strategy(Corporate Strategy) where they understand customer value and focus on key processes to increase it continuously. The ultimate goal is to provide perfect value to the customer through a perfect valuable process that has zero waste.

Technological Advances − The world is more connected with the advent of websites, smart phones and other latest gadgets. Advancements in technology has not only helped in better connectivity but also changed expectations. Companies are expected to have online presence round the clock providing required information as per the customer needs.

2.2 SIGNIFICANCE OF KNOWLEDGE MANAGEMENT

KM can be used for creating customer value, operational excellence and involves strategic commitment to improve the organizational effectiveness as well as improve its opportunity enhancement. The goal of KM proves to improve the organizational ability to execute its core processes more efficiently. Companies start implementation of KM systems with small projects & expand on the other areas. KM helps to connect employees to each other. By sharing and communicating information through a KM system, staff members learn who is an expert on what and how they can collaborate on projects.

In this study of smart business, Botkin (1999) suggests 6 top attributes of knowledge products & services.

I. **Learn** – If we use more them, we can get more & they can get, too.
II. **Improve with use** – products & services are enhanced rather than depleted(reduced) when used, & they grow up instead of usual growth.
III. **Anticipate (expect or predict)** – Knowing what you want, we give the more priority to them, to reach the goal.
IV. **Interactive** – There is 2 way communications between you & them(company).
V. **Remember**:- They record & recall past actions to develop a profile.
VI. **Customize**: - They offer unique configuration to your individual specification in real time at no additional cost.

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 and 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. The manager can take the right decision using such knowledge. Thus, it reduces risk.

e) Goal achievement: Effective knowledge management facilitates to reduce the cost. It should also increase the speed of the response of employees as a direct result of better knowledge. People are developing in their competences and confidence in an organization with the effective knowledge management.

There are several reasons why knowledge management is important.

- It ensures all relevant information and resources can be accessed by employees when they need it.
- Important knowledge is kept within the business even after employees move on from the business.
- It avoids duplicated efforts.
- It ensures your organization effectively takes advantage of existing expertise.
- It standardized processes and procedures for knowledge management.

4. PRINICIPLES OF KNOWLEDGE MANAGEMENT

1. KM must align with the business: Knowledge Management should not be introduced for its own sake. It should be introduced because it solves business problems and helps the organization to perform better**.**

2. Knowledge is messy:- knowledge is connected to everything else, we can't isolate (to keep something separate). In the knowledge universe, we can't pay attention to just one factor.

3. Knowledge is shared: A primary goal of knowledge management is to facilitate the sharing of knowledge.

4**. Knowledge is retained:** Knowledge is retained through organizational retention policies. Unused knowledge should be removed through adopting new/up-dated knowledge.

5. Knowledge travels via language: - Without a language to describe our experience, we can't communicate what we know expanding organizational knowledge ,it means that we must develop the language we use to describe our work experience.

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

7. You can't impose rules and regulations: - knowledge management is a self-organizing system. It should not be changed by any rules and regulations / system which is prepared by others.

4. TECHNIQUES OF KNOWLEDGE MANAGEMENT

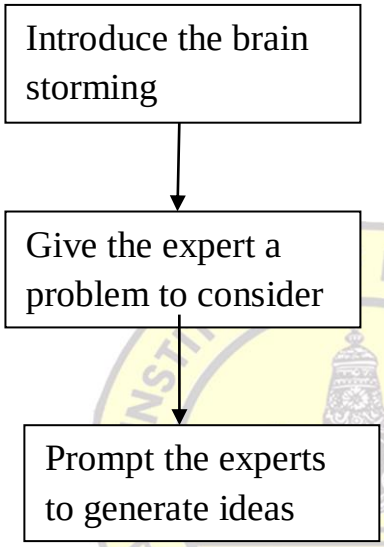
1. On-site observation
2. Brain storming
3. The Delphi method
4. Decision tree
5. Decision making technique
6. Nominal group technique

1. ON-SITE OBSERAVTION: It gives live exposure to the engineer through participant observation while working of site. the knowledge developer closer to the actual steps and procedures used by the expert to solve the problem. Observation of behavior enables the knowledge developer to seek knowledge within the working world of the expert. Process of observing, interpreting, and recording problem-solving behavior while it takes place by experts. In addition, the knowledge developer asks the expert questions about the problem solving process. The protocol of observation is more listening than talking. Dose not argue with the expert while performing a task. Avoid giving advices to expert while observing.

2. BRAIN STORMING: In brain storming concept the first look is ideas generation followed by idea evaluation. The primary goal of brain storming is to thin up creative solutions to problem. Two or more experts (Invitees) into a session in which discussion are carried out.

All possible solutions are considered equally. Anything related to the topic can be brought up, and everything is valued. Questions can be raised for clarification, but no evaluation is made at that moment. In the evaluation phase, the knowledge developer explains each idea and treats any comments or criticism accordingly.

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, the role of each participant, and the rules of the game. Explain what it is & what it is not designed to Accomplish the role of each participant, the "rules of the game", & the expected outcome.

B.GIVE THE EXPERTS 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. The problem approved by the organization is in the expert's domain of expertise.

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 turn to speak. The knowledge developer must keep pace with the expert.

2.2RULE FOR BRAIN STROMING

1. Record all ideas i.e. on a piece of flipchart paper.
2. There is no criticism.
3. Everyone must be encouraged to participate.

4. Individually rank ideas
5. Decide as a group which idea will be enacted first.
6. Quantity is more desirable then quality
7. Evaluation, judgment (or) defense of ideas during the brainstorming session.
8. Begin the brainstorming process again as necessary.

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 on the paper. It is a survey of experts- **Series** of questionnaires are used to solve difficult problems.

After receiving the questionnaires, replies are sent to all members for their feedback, project market truly and to identify the future problem. Responses are usually anonymous and collected responses synchronously either by e-mail, or online survey.This method is a powerful and efficient way of drawing on distributed expertise at low cost, time, and convenience.

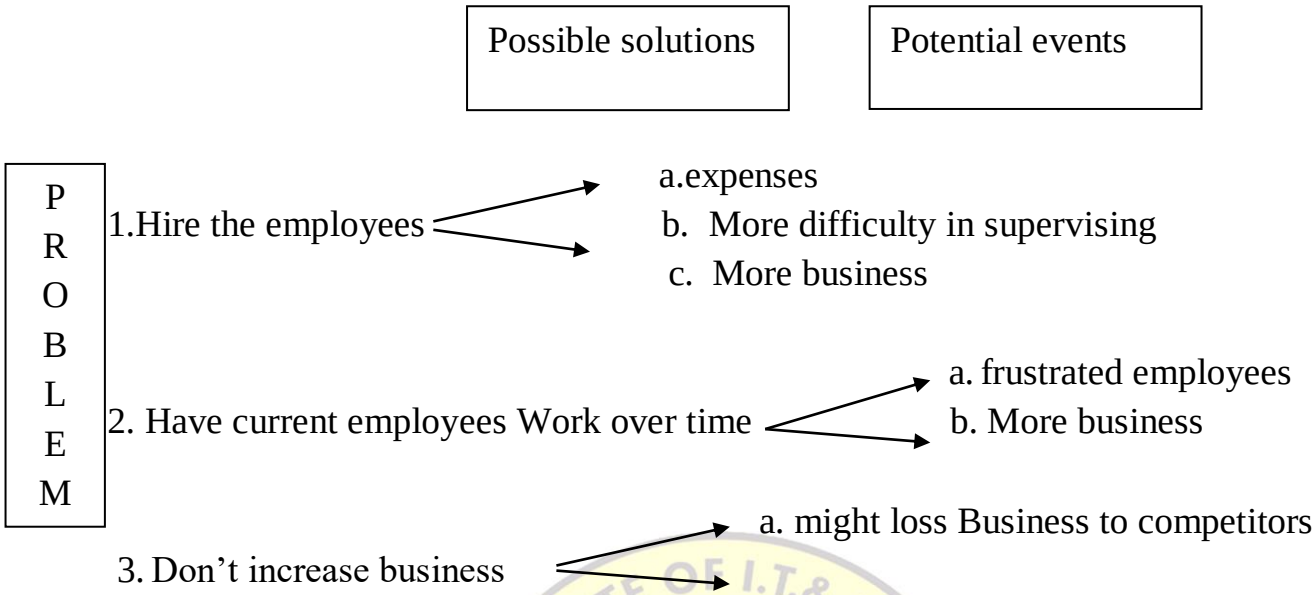
NOTE:

- The group members don't meet face to face.
- This concepts used for demand forecast of present market trends and identify the 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

The main points of the decision tree are.

- ❖ Using the information acquired in preparing to make a decision.
- ❖ Recognizing the sequential nature of the decision making process.
- ❖ Decision tree enables managers to introduce a degree of quantifiability.



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. We all make decision of course. 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: it is an idea-writing (or) idea generation 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 In Nominal Group Decision Making are :

A. Creative group decision-making.
B. Individual work and decision making.
C. Individual members list out their ideas on a specific problem.
D. Ideas are a recorded.
E. Members clarify and evaluate them.
F. Vote on ideas.
G. Large number of creative alternatives.(this would be a flow chart I think)

7.PROBLEM SOLVING: Problem solving is an important technique and it is skill that determines whether a problem is solved properly or not. Problem solving is a continuous function for all human beings and is an important in organizational life as in society.

6.DATA -INFORMATION-KNOWLEDGE-WISDOM RElaTIONSHIP

1. DATA: 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 know a positive or negative or neutral meaning to the values itself.

Data lies at the lowest layer in knowledge chain & acts as the raw material for the knowledge process. Data refers to the unformatted, un-structured material freely available around us which by itself does not provide any meaning.

2. INFORMATION: The processed data is known as 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 Data which is processed to be useful. From a collection of data we can derive meaningful information .

Information: data that are processed to be useful; it provides answers to **who, what, where & when questions.**

Data +context = information (or) Information = interpreted data

3. 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.

Knowledge = interpreted information

Example – the engineer writes down the vehicle requires more fuel than what the statistical average is.

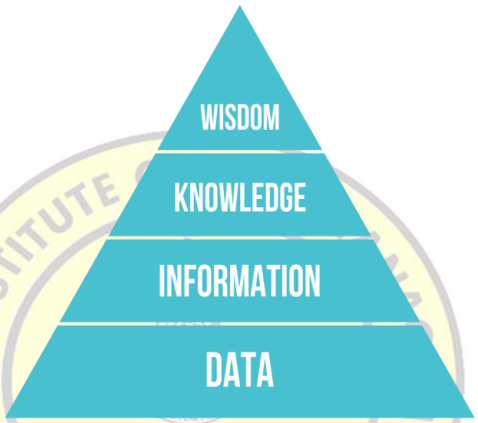
4.WISDOM: Wisdom is what you know, what you understand and what you comprehend along with both **implicit and explicit** relationships of provided data, information and knowledge. Wisdom is also includes clear understanding of **cause and effect of a concept**. Wisdom is knowledge applied action, it allows for policies, process and procedures to be modified, so these modifications reflect the strategic vision, functional alignment, best

practices and operational objectives of the company. Wisdom is a state of the **human mind** characterized by profound understanding and deep insight.

Examples of Data, Information

Blood pressure of a patient is known as Data. By checking the blood pressure of the patient we can say that the patient is having high blood pressure. This is information. Please note that we are able to conclude or get a meaningful conclusion from the blood pressure readings, so we call this information.

DIKW – PYRAMID



CASE STUDY:

HOLISTIC KM AT THE DEPARTMENT OF HEALTH:

This is a good example of how a KM strategy embraces several inter-related dimensions including people, processes, technology, content and also top-down, bottom-up and middle-out approaches.
Organization: Department of Health, UK
Keywords: KM Strategy

DESCRIPTION:
In 2001 the UK's Department of Health (DoH) had 5,000 staff in over 50 office locations as well as home workers. It installed its first intranet in 1996, which was followed in 1998 by an electronic record management system (MEDS) and later by the UK's first implementation of the ministerial briefing system, the knowledge network. These developments provided a solid base on which to embark on its own KM initiative.A major departmental review in 2001 underlined the need for better knowledge management. It highlighted the fact that knowledge

underpinned the work of the department, but that there were issues of accessibility, quality, relevance and usability. Consultants were appointed and a KM strategy developed.

OVERALL APPROACH

Consultants Fujitsu/ICL applied a four-part KM consultancy framework used with other clients:

1. Understand KM drivers and how they related to organizational strategy.
2. Develop of a Knowledge Strategy.
3. Design and plan a KM implementation programme.
4. Map the benefits and measure the results.

Development of the strategy started with the creation of a clear vision that articulates the role of information and knowledge. There was also an assessment of the strengths and weaknesses of processes, practices and ICT. Also identified were the skills, roles, processes and technologies needed to implement the vision. Finally the gap between capabilities and vision provided a basis for planning the implementation programme.The approach adopted was evolutionary, building on existing department initiatives and using tools already in use and applying " practical, manageable changes".

MAIN ACTIVITIES

Karen Lewis, a section head, identified three crucial aspects of changing the DOH from what it was to the desired 'KM-enabled' organization:

1. Recognize that KM is not just delivering more IT.
2. Convey the notion that KM is not a passing fad, but a way of improving effectiveness.
3. KM is not " done to people" but actively engages them in the process.

Activities in the KM programmed followed four main strands:

- ✓ Leadership and accountability: gaining senior management support, identifying roles, responsibilities from both top-down and bottom-up; aligning KM activity to directly support departmental initiatives.
- ✓ People and change management – motivating employees (a key focus), establishing appropriate knowledge sharing behaviors; for example KM principles were incorporated into a new e-induction package.
- ✓ Content and processes- reviewing how knowledge is managed over its life cycle; application of knowledge harvesting techniques. A key element of this was developing a lessons learned knowledge base.
- ✓ Information infrastructure – improving support and tools that give people access to information, need specific attention to interfaces with external partners.The approach adopted was evolutionary, building on existing department initiatives and using tools

already in use. The aim of continuous improvement is addressed through a set of "practical, manageable changes".

RESULTS:

1. A realistic KM Strategy that was applied in an evolutionary fashion and built upon on existing foundations.
2. Front-line staff has easier access to knowledge and are able to deal with queries more directly, rather than diverting the time of busy specialists or policy advisors.
3. The department's knowledge base is continually enriched by user's feedback and updating.
4. A flexible and customizable approach that gives attention to what works and what doesn't in different work groups and contexts.

LESSONS:

Obtain senior-management support at an early stage. Overt endorsement helps.
Avoid over-use of KM jargon- staffs needs to know about the benefits to them, not KM theory. Identify and work with complementary pre-existing initiatives. Find and work a broad base of stakeholders (actual or potential).Take a phased approach-look for 'quick wins' but as part of a longer-term plan. Don't see (or promote) IT as the solution, but as a tool.

UNIT-I

External Questions: (Old Question papers)

1. Define organizational knowledge. Explain the characteristics and components of organizational knowledge?
2. Define knowledge management. Discuss briefly the scope, significance and techniques of knowledge management?
3. Discuss the scope and significance of knowledge management?
4. Explain the principles of knowledge management?
5. What is knowledge? What is the difference between data, information and knowledge?
6. Discuss the pros and cons of various knowledge management tools and techniques used in an organization?

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UNIT-2

ESSENTIALS OF KNOWALEDGE MANAGEMENT

Knowledge management is the explicit & systematic management of vital knowledge & it is associated processes of creation, organization, diffusion, use etc. As organizations grow, they are challenged by rapidly changing economic forces that necessitates the development of fasters & more accurate responses. Knowledge leads people in the effective usage of information, so that they can make more successful decision in addition to enhanced customer interactions. Some organizations that have managed their knowledge in a professional, practice and systematic manner have become more innovative agile(able to move quickly and easily) & successful. Knowledge is stored in the individual brain (or) encoded in organizational process. Knowledge is the base for the driver of the current global economy. Knowledge is more relevant to sustained business than capital, labour (or) land.

1. BASIC TYPES OF KNOWLEDGE MANAGEMENT

1. Tacit knowledge
2. Explicit knowledge

1. TACIT KNOWLEDGE: TACIT means HIDDEN .Tacit knowledge also referred to as procedural knowledge, it refers to the knowledge that a being needs to act& react in its environment.. It can't be easily documented (or) explained. **Tacit knowledge is non-structured, intangible, ideas, values cannot be recorded and represents experiences etc**. It is found in the human minds. It includes cultural beliefs, values, attitudes, mental models, etc. as well as skills, capabilities and expertise**. "We know more than what we can tell".** Tacit knowledge developed from direct experience and action difficult to articulate highly programmatic and situation specific. It is a particular challenge for knowledge management. Tacit knowledge is essential to success in competition, because it's difficult to copy it for competitors.

Examples

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. It's well accepted that learning a language requires immersion (using the language for long periods of time).

B. LEADERSHIP: Complex social skills such as leadership are difficult to teach. There's no process or training that can be guaranteed to make you a leader. Leadership extends from experience.

C. Innovation

Innovation is an illusive skill. Some individuals struggle with innovation for many decades with little success. Other individuals seem to innovate effortlessly for a period of time.

2. EXPLICIT KNOWLEDGE: It is sometimes referred to as '**know-what'.**It is semi-structured & represents tangible (or) recorded knowledge. This kind of knowledge is appeared in **Documents, E-mail, Voice Mail, Multimedia** etc. One of the key categories of knowledge is known 'explicit knowledge'. It exits in formalized and codified form and found in databases, memos, notes, documents, etc. One of the key advantages of explicit knowledge is stored in information systems. That is available 24/7 and is free from the limitations of time and space. It can be expressed in words and numbers and can be easily communicated and shared in the form of hard copies. It can be **more easily transferred or shared**. It is abstract and removed from direct experience. Explicit knowledge may be object oriented or rule based. It is reproducible.

EXAMPLE OF EXPLICIT KNOWLEDGE

1.**Contacts of potential customers in the data base**: It is a great asset to the companies having been most potential customers. The database may include contact information like the person's name, address, phone number, and e-mail address. **The database may also include past purchases and future needs.**

2. **Documented work, procedures and policies:** documentation is retained records of employment and company actions and events as required by legal mandates and company policy. Policies, procedures are designed to influence and determine all major decisions and actions. All activities take place within the boundaries set by them.

3. **Feedback from customers:** Customer feedback is one of the most reliable sources for tangible (real and not imaginary) data that can be used in taking business decisions. Customer feedback can act as a secret driver to motivate employees.

2. ORGANISATIONAL KNOWLEDGE MANAGEMENT

In today's competitive business environment, most organizations are struggling to meet the even-increasing demands put upon them by their customers, competitors, investors & regulations. Knowledge will help to create sustainable competitive advantage for organizations which have the right approach. A holistic approach to manage the knowledge of an organization is very critical to the value proposition. By leveraging organization knowledge organization can dramatically improve their ability to compete & provide products (or) services that generate the greatest return on investment. Organizations are increasingly investing in knowledge management initiatives to promote the sharing application and creation of knowledge for competitive advantage. Many large companies' like public institutions and nonprofit organizations have resources dedicated to internal KM efforts often as a part of their business strategy. It typically focus on **organizational advantage, innovation, integration and continuous improvement of the organization**. Whenever new knowledge is required to the organizations, they need to search new ways to acquire new knowledge for changing needs and trends to implement in companies with up-dation.

3. ORGANIZATIONAL KNOWLEDGE TYPES:

A) Social knowledge: It emerges (appeared in) through social situations & tends to control behaviors in a business environment. The accumulation of social knowledge results in a corporate culture. This knowledge is transformed into the steering of social processes.

B) Axiomatic knowledge: It is a self evident or true knowledge. Companies should believe to having been true knowledge in every employee. An individual gets recognition through to have proved by their knowledge in the organization.

C) Embrained knowledge: Embrained knowledge (individual-explicit) is a form of abstract or theoretical knowledge. It is practical, high-level knowledge, where objectives are met through perpetual recognition and revamping. It is dependent upon conceptual skills and cognitive abilities determined by the 'personal setup' of the brain and on conceptual skills which enable recognition of underlying patterns (Venzin et. al., 1998). It is a simplistic way-the set of concepts stored in an individual brain that is constantly updated based on experiences.

D)Embedded Knowledge: It is also **capable of supporting complex patterns of interaction in the absence of written rules**. It is important to note, embedded knowledge can exist in explicit sources (i.e. a rule can be written manually), Embedded knowledge is found in: rules, processes, manuals, organizational culture, codes of conduct, ethics, products, laws, principles etc. it is not able to be seen in while doing something.

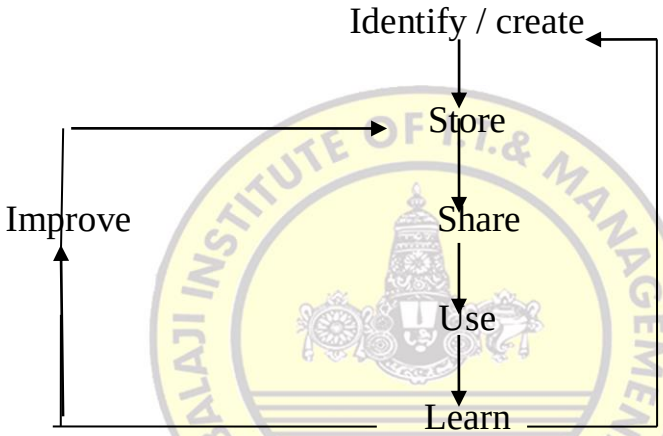
An author Vorwerk has proposed four broad categories or types of knowledge as the basis for defining embedded knowledge as-

Type	Also called	Examples
1. Know-What	Declarative	Explicit information, rules, principles based on language mostly
2. Know-How	Procedural	Actions, responses, ways, options, often tacit or embodied knowledge
3. Know Why	Causal	Causes and effects, symptoms, Issues.
4. Know About	contextual	Familiarity with people, situations, contexts and even cultures.

E) Embodied knowledge: It relates to routines, habits, tasks and information about our bodies understand without conscious thought. Embodied knowledge is action oriented and is likely to be only partly explicit; Ryles (1949) called it 'knowledge- how' and James (1950), 'knowledge of acquaintance'

F) **Encultured knowledge:** Encultured knowledge may also be referred to the process of achieving shared understandings through socialization and acculturation. This knowledge is social and could not exist without the existence of the social groups. It is constantly evolving and therefore cannot be taught by formal means such as memos, letter, databases, etc.

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 stored and organized in a repository. More tacit forms of knowledge may be stores in the form of knowledge audits maps, models etc.The repository can't be a random collection of knowledge assets regardless of their individual's 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 is not utilized & properly 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:

An organization's competitive survival & on-going sustenance (maintenance) would primarily depend on their ability to continuously redefine & adapt their goals, purposes and way of doing things. This can be achieved by learning (or) extracting knowledge from the various data & information pools intrinsic as well as extrinsic to an organization.

1.STRUCTED KNOWLEDGE SOURCES:

It derived from structured data & information sources like database, data marts, data ware houses & knowledge base. These sources generally refer to the codified forms of organizational knowledge. Depending on the IT/IS framework within an organization, these data may be present on multiple computing platforms & may be managed by varying & often incompatible management software.

2. UNSTRUCTURED KNOWLEDGE SOURCES:

It derived from unstructured sources like text documents, graphics, presentations, websites & tacit knowledge that a knowledge worker possesses. A large percentage of organizational knowledge is not in electronic form. It exists in files, notes, policy documents & manuals.

OTHER ORGANIZATIONAL KNOWLEDGE SOURCES

1. Individual
2. Groups
3. structural
4. extra organizational

1. **INDIVIDUAL** - It is personal & tacit knowledge/ some sort of know-how concept. It can also be explicit but it must be individual in nature. Without interest nobody can share his tacit knowledge to develop the organization like personal skill knowledge book.

2. GROUPS / COMMUNITY - Companies usually have communities (must often informally)which are linked together by common proactive. Knowledge held in groups but not shared with the rest of the organization. These communities 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 may be understood by many or very few members of the organization. All times structural knowledge maybe remnant of past, otherwise 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.ORGANIZATIONAL KNOWLEDGE PROCESSES:

The knowledge processes & function play a very crucial role in leveraging the IC of an organization.

1. **KNOWLEDGE CREATION**

2. KNOWLEDGE ACQUITION/ CAPTURE

3. KNOWLEDGE ORGANIZATION

4. KNOWLEDGE SHARING

5. KNOWLEDGE RENEWAL

1. **KNOWLEDGE CREATION**:

People + experience Transfer + Act = New Knowledge

Organizational Information

One of the fundamental questions that would arise in the minds of the reasons would be

“it knowledge created (or) is it discovered”. In the normal course of individuals (or) an organizations work, knowledge is created, discovered, transformed & shared. Organizational knowledge can & does take many forms like

1. Competitor Knowledge
2. Customer Knowledge
3. Supplier Knowledge
4. Product knowledge etc.

2. **KNOWLEDGE ACQUITION/ CAPTURE**:In today's internet age, enormous amount of data is available to individuals as well as organizations at the click of a mouse.

3. **KNOWLEDGE ORGANIZATION**:It refers to the design & development of a knowledge base (or) knowledge repositories & the associated conceptual access structure in order to ensure & easier retrieved creation & sharing of knowledge for user communities. It refers to the descriptions of documents, their contents, features & purposes. It encompasses every type & method of indexing, abstracting, classification records, bibliography etc. All issues of knowledge organization currently focus on the problem of how to organize on-line resources.

4. **KNOWLEDGE SHARING**: The educational needs & skills of practitioners need to undergo rapid changes to accommodate increasing specialization of knowledge & the fast pace of technological development. Knowledge is an object that can be articulated in words (or) can be made explicit through language. This facilitates the distribution and analysis & gathering of new knowledge.

5. **KNOWLEDGE RENEWAL**: The processes used to create, communicate & apply knowledge results in the generation of new knowledge & resultant expansion of the organization's knowledge base.

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 amongest employees or knowledge workers. An organization can identify key or important people within the department or division to maintain pointers to them through e-mails with in internet or intranet.

2.EXTENALISATION: In this the articulation (able to express anything) of knowledge into the gable formation. 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 understand 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. It involves the explicit knowledge. 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.

CASE STUDY

DESCRIPTION:

Jerry Jenkins, CEO of Texas Instruments in 1994 proclaimed:

"If only we knew what we knew. We cannot tolerate having world-class performance right next to mediocre performance simply because we don't have a method to implement best practices."

This set in motion a programme to share best practices across its 13 semiconductor fabrication plants. It started by benchmarking. TI's operations with other manufacturing companies, seeking ways of reducing cycle time. But as trainers went around. TI's own plants they often discovered even better practices. This led to the creation of the TI-BEST (TI Business Excellence Standard) Programme by TI's Quality Leadership Team.

OVERALL APPROACH:

The overall approach with each business unit was a 4-stage process, and is not atypical from the emanating from any benchmarking / improvement process:

1. Define business excellence for your business, i.e. describe a best practice is what is "best for me". The current state is compared against the 'standard' found during benchmarking to indicate areas for improvement.

2. Assess progress – use a quality model such as EFQM (European Foundation for Quality Management).
3. Identify improvement opportunities –each TI unit lists its best practices and creates a prioritized list of improvements.
4. Develop an action plan – to share its best practices and eliminate weaknesses.
MAIN ACTIVITIES:
1. Best practices knowledge base – database was created that held over 500 practices. Team facilitators supported requests. They also encouraged people to talk directly to best practice practitioners.
2. Facilitator network – world-wide there were 138 facilitators. Their role was to promulgate best practice and support demand from users. Each facilitators spent 10%- 50% of their time on these activities.
3. Share Fairs – one day events designed to share knowledge across the manufacturing plants. The first share Fair was held in June 1996 to which 500 people attended. The event comprised of exhibits and seminars, plus of course, informal networking.
4. Special recognition – such as the "not invented here, but I did it anyway" award.
5. ICT infrastructure – Lotus Notes was the main platform. It held the knowledge base, in which each best practice was categorized. But it also provided discussions forums and intelligent agents linking a best practices database to external resources.
Supporting these activities was an office of Best practices. This team of 15-people identified, captured and catalogue best practices.
They Offered the following services:
1. Continual supply of best practices and external benchmarking studies; these help business units assess their performance vs. the best
2. Tools and techniques for best practice capture and sharing: newsletters, forums, database, emails
3. Communication of latest techniques and trends.
4. Training for facilitators.

RESULTS:
TI's 13 semiconductor wafer fabrication plants dramatically reduced cycle times and performance variability. Construction of a new plant was avoided, thus savings of $1.5 billion. Hence the slogan:
" One free fab plant"
LESSONS: The best practices team had to overcome some initial reticence. Before TI-BEST implementation, sharing was not seen as a priority. There was a focus on financial performance. Hence the team needed to build a sharing culture and show how it was everyone's responsibility. The key lessons they drew from their experience are:

1. Without a strange ‘call to action’, little will happen – hence the visible support of the CEO was vital.
2. To change the culture, change the metries – find where sharing is working and recreate the conditions.
3. Focus on “solving problems” not “sharing knowledge”
4. it’s not about technology – but people sharing face-to-face.

External Questions: (Old Question papers)

1. Define knowledge management. Explain the basic types of knowledge?
2. Define knowledge management. Explain the organizational sources of knowledge?
3. Describe the knowledge management system life cycle?

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(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
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5. **Future of Knowledge Management and Industry perspective**: Knowledge Management in Manufacturing and service industry, future of Knowledge Management.

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- Knowledge Management, Tapan K Panda: Excel.
- Knowledge Management systems, Barnes: Cengage.
- The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.
- Knowledge Management,Sislop: Oxford University Press,.
- Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind
- Knowledge management, A Thothathri Raman, Excel books

UNIT-3

IMPLEMENTATION OF KNOWLEDGE MANAGEMNET

1.2 DISCUSSION ON ROAD BLOCKS TO SUCCESS

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. The building blocks of knowledge management represent activities that are directly knowledge-related. Many knowledge problems occur because of organizations negligence. For example, if the research results of the Market Research Department are not available to Product Development, this knowledge cannot be used in the process of product development. If the steps of an important problem-solving process are not documented, they may disappear from the organization's memory, making successful repetition of the process impossible.

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

1.Data accuracy

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

2.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.

I.Causal Failure Factors:

A. Lack of performance indicators and measurable benefits.
B. Inadequate management support.
C. Improper planning, design, coordination, and evaluation.
D. Inadequate skill of knowledge managers and workers.
E. Problems with organizational culture.
F. Improper organizational structure

II.Resultant Failure Factors:

1. Lack of widespread contribution.
2. Lack of relevance, quality, and usability.
3. Overemphasis on formal learning, systematization (the act of organizing something according to a system), and determinant needs.
4. Improper implementation of technology.
5. Improper budgeting and excessive costs.
6. Lack of responsibility and ownership.
7. Loss of knowledge from staff defection and retirement.

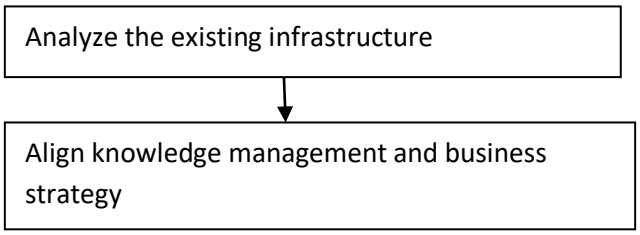
Following six emerging knowledge management strategies that bet practices companies are using to address their knowledge management needs life:

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

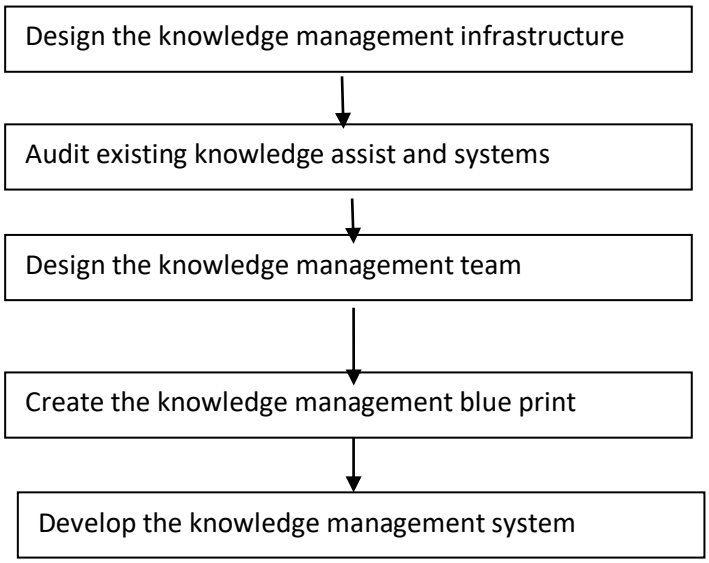
2. 10 STEP ROAD MAP OF AMRIT TIWANA

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

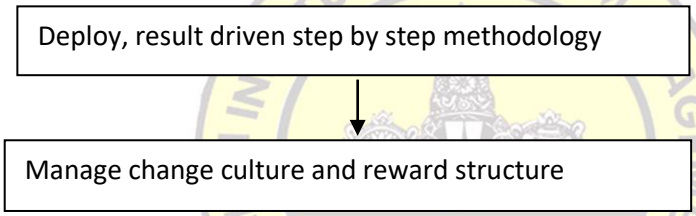
PHASE-1



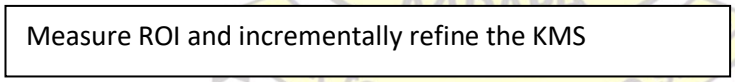
PHASE – 2



PHASE – 3



PHASE – 4



PHASE – 1

Step 1.Analyze The Existing Infrastructure: To know the role of company's existing networks, intranets, extranets in knowledge management. To know knowledge management technology framework and its components. Considering the option of using knowledge servers for enterprise integration and performing a preliminary analysis of business needs that match up with relevant knowledge service choices .Integrating existing intranets, extranets and group work into your knowledge system. Understanding the limitations of implemented tools and identifying existing gaps in your company's existing technology model.

Step – 2 Knowledge Management And Business Strategy: Business strategy is usually at a high level. Developing systems is always at a low level: specifications and features are needed, not abstractions or visions. SWOT analysis will help how to overcome competitions in a company. 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.

PHASE – 2

Step – 3 Design Knowledge Management: KM systems use a seven –layer architecture and the technology required to build each layer is readily available. Integrating these components to create the KM system model requires in terms of **infostructure** rather than an infrastructure. We will also identify and understand components of the collaborative intelligence layer: artificial intelligence, data warehouses, genetic algorithms, neural networks, expert reasoning systems, rule based, and case-based reasoning

Step – 4 Knowledge Audit And Analysis: A KM project must begin with what the company already knows. In the fourth step, first we must understand why knowledge audit is needed. This team performs a preliminary assessment of knowledge assets within your company to identify that are both critical and weak.

Step – 5 Designing The Knowledge Management Team: To design an effective KM team ,we have to Identify key stakeholders both within and outside your company like IT, management, end users. We have to manage their expectations. Identify sources of expertise that are needed to design, build, and deploy the system successfully while balancing the technical and managerial requirements. Resolve team sizing issues.

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. 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 streaming. Develop the access and authentication layer. Secure data, control access , & distribute control. Develop and integrate the application layer with the intelligence layer and the transport layer. Integrate and enhance the repository layer.

Phase – 3

Step – 8 Deploy, 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& gaining employee support requires integration of business process with management system use &new reward structures that motivate employees to use the system and contribute to its infusion (the act of adding one thing to another to make it stronger or better). The most erroneous assumption (Ex:Employers sometimes make erroneous assumptions) (Meaning: wrong or incorrect) that many companies make the intrinsic (essential) value of an innovation such as a KM system will lead to its enthusiastic adoption and use. Employees are not like troops, they are like volunteers.

Phase – 4

Step – 10 Measure ROI: 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 impacts of KM on your business. We also see how successful companies have approached metrics, what errors they have made in the past, and how you can learn from their mistakes.

3.INFORMATION ARCHITECTURE: A THREE-WAY BALANCING ACT OF KM .

Information architecture (IA) is the structural design of shared information environments. "As quickly and clearly as possible, the Home page needs to answer the four questions when any one enter a new site for the first time:

- ✓ What is this?
- ✓ What do they have here?
- ✓ What can I do here?
- ✓ Why should I be here - and not somewhere else?".

When people get together to discuss experiences with Enterprise - wide applications to support websites and intranets. Many organizations become so distracted and discouraged by their first web application, they fail to explore the products in related categories. Within the next five years, all large web sites and intranets will leverage software applications from a wide variety of categories. We will not choose between automated classification software and a collaborative filtering engine. Information architects will play an integral role, working closely with business managers, content managers, and software engineers to

select, acquire, integrate, and leverage this sophisticated suite of applications. None of these people can do this work well alone.

Argus Centre for information architecture (ACIA) lists the following as IA components:

Automated classification: Software that leverages human-defined rules or pattern matching algorithms to automatically assign index terms to documents.

Synonyms: Automated categorization, automated indexing, automated tagging.

Examples: interwoven metatagger,Autonomy categorizer, inktomi search CCE, inXight categorizer, mohominemohoclassifier

Automated category generation:software that leverages pattern-matching algorithms to automatically generate categories or taxonomies.

Examples: semio taxonomy, Autonomy portal- in-a- box

Search engines : Software that provides full text indexing and searching capabilities.

Example: inktomi search, verity, Google site search, Oingo Direct search

Thesaurus management: Tools that provide support for the development and maintenance of controlled vocabularies and thesaurus.

Examples: multiTes, Lexico, Oracle interMedia, verity

Collaborative filtering

Definition: Tools that leverage user preferences, patterns and purchasing behavior to customizeorganization and navigation systems.

Examples: macromedia like Minds, befree's BSELECT

Content management:software that manages workflow from content authoring to editing and publishing.

Examples: interwoven teamsite, vignette, boardvision, open market content server, Ncompass,documentum

Analytics:software that analyses online and offline sources of customer behaviour data to enable improved customer interactions, at call centers in marketing campaigns, and on websites.

Synonyms: e-marketing, e-business intelligence, eCRM, data mining, web mining

Example: personify, accrue, net genesis, digimine

Database management: tools for managing and providing access to structured data such as Fact and figures.

example: Oracle, Microsoft SQL server

CASE STUDY

This case describes the use of storytelling and related techniques to learn and share lessons from a wide range of projects. This cage highlights the value of structured face-to-face workshops in furthering British Council's slogan of " learn, share, and connect worldwide".

ORGANIZATION: British Council, UK
KEYWORDS: Project Knowledge, storytelling, narrative.
DESCRIPTION
The British Council helps to share British expertise worldwide through activities such as cultural exchanges, running courses and supporting collaborative science. With some 7,000 people in over 100 countries it is quite a challenge to share knowledge.The Council's formal knowledge management programme started in December 2002 with the appointment of a director of KM. Over the following year a knowledge audit was conducted and a strategy approved " to deliver excellent services to customers by effectively sharing and utilizing our collective knowledge".

MAIN ACTIVITIES:
A number of KM projects were initiated including:

- Working with business units to develop their own KM strategies.
- Building cross-departmental Communities of Practice.
- Conducting social network analyses to support virtual teams.
- Using narratives for project debriefings.

It is this latter activity that is the focus of this case study.

External Questions: (Old Question papers)

UNIT-III

1. Discuss the roadblocks for successful implementation of KM programme?
2. Discuss in detail ten step KM road map of Amit Tiwana?

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- Knowledge Management,Sislop: Oxford University Press,.
- Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind
- Knowledge management, A Thothathri Raman, Excel books

UNIT-4

KNOWLEDGE MANAGEMENT AND INFORMATION TECHNOLOGY

1.Role Information Technology in Knowledge Management Systems

Mostly companies created IT systems. Information technology gives benefits to companies in the form of knowledge development in employess.These benefits include fostering better communications and knowledge exchanges among the key parties. It plays as a facilitator in KM. it facilitates documents management, data storage, access of information, dissemination, exchange and sharing of ideas. IT is a tool used to increase the efficiency and capability of Knowledge Management. Information technology plays a vital role to share the knowledge for the people through common storage point with this, companies reuse knowledge to reach economic growth. Knowledge Management is not start with Technology. It will start with business objectives, processes & importance and also necessity of knowledge.

SOME INFORMATION SYSTEMS TOOLS LIKE,

1.E-LEARNING SYSTEMS: E-learning was identified as a tool for the support of the knowledge development process. E learning training is provided by computer or any other technological device. We can gather any information through this training program from anywhere anytime. With help of technology we gather the information from different sources. We can gather the knowledge from different people & from different locations and we can utilize that knowledge in our company to get the development. it is possible in the work location also. We can adopt different methods in our company with the help of e-Learning system.

2.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.

3.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

Electronic Commerce is plays a important role. every person is don't have to time to go to do their business or shopping in present days. E-commerce clearly became an integral part of business spreading across the all areas in the world. e-commerce is became very vast & Complex and rapidly expanding. knowledge management is essential tool to do with the E-Commerce. Through knowledge management improve it in all aspects of organization development and as well as we can increase the productivity of employees. Any person can start their businesses anywhere throughout the world, because right now the word **globalization** came into the picture. Many companies think about their sustainable growth, but not the complete profits, only for that reason the concept E-Commerce came into the picture.

E-Commerce is nothing but the online business. In E-Commerce Tacit knowledge & explicit knowledge plays a vital role . Knowledge management plays a vital role in success of e-commerce in present days & in future also. It is happen through the digitalization . After 5 years or 10 years we didn't see most of the companies are not open their outlets physically, they will start their business through E-Commerce(or)online businesses with help of knowledge management implementation. Right now The E-Commerce business online sites are getting the success, for example **Amazon, letsbuy.com snapdeal.com etc** are the many E-Commerce sites which are running successfully.

Knowledge economy through e-commerce shall help in an effective service delivery for better customer support. If knowledge economy is taken as a whole, it will definitely improve the service quality of an organization and will help in its development and growth in today. There is a need to share knowledge and distribute it through e-commerce. As it provides a means for service delivery irrespective of geographical boundaries. With the clear mapping of the factors of e-commerce and knowledge economy in the risk assessment process, an organization will get a clear view of what areas are there which need a lot of attention for the betterment of the security at the organizational level. 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 organizations can learn & 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 provide some or all of the following:

- Online shopping web sites for retail sales to direct consumers.
- Business-to-business, buying and selling.
- Gathering and using demographic data through web contacts and social media.
- Marketing to prospective customers and established customers by e-mail or fax (for example, with newsletters).
- Engaging in pretail for launching new products and services.

3.Bench marking and Knowledge Management:

Benchmarking is used to measure the quality of an organization policies, procedures, products, strategies etc. The primary objective of benchmarking is continuous improvement through observing the activities of their competitors. Benchmarking and knowledge management are useful tools itself, but together they greatly benefit from each other. Benchmarking is extremely useful in developing knowledge management in organizations. On the other side, managing knowledge and effective knowledge management is very important for doing benchmarking studies. Any company management can explain what is the importance of knowledge management function in organization,& how to get the success of our development.

They will explain in numerical terms and also it shows that the knowledge worker or maybe the employee who is having a lot of talent, who became the active and dedicated to his work with the total quality management through benchmarking. Benchmarking can help the employees to get the realistic and quantifiable goals with the help of gaining superior knowledge and their service practices, so benchmarking can help to increase the knowledge service performance and improve its work processes in the point of product development. Through benchmarking we can get the cost reduction, improve the customer service, customer satisfaction and improve the system efficiency. These improvements can help the knowledge service to attract the new customers and we can retain the old one. Some employees didn't share their knowledge because they are not getting the rewards and recognition.

Knowledge management will help in identify the gaps where it arises in which department and benchmarking provide the information to fill the gaps to get the development. So knowledge management and benchmarking both are interrelated. if any one of the concept is not there other concept is also not work properly. All companies are interested to implement the knowledge management systems in their organizations to get the more benefits.

Benchmarking is also very important concept because it explains about the quality of standards of that particular company. it is a very dependent on the availability of Information and knowledge, so without knowledge management there is no scope to maintain the benchmarking. Knowledge distribution is important for benchmarking simultaneously benchmarking is also useful in creation of new knowledge. Benchmarking is a continuous learning process there is no endpoint. It is running 365 days to get the organization development. It is very difficult to carry are to run or to maintain benchmarking without knowledge management.

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 that contributes to knowledge management providesa methodology for individual and organisationallearning and helps to adjust organisationalcompetition strategies to their environment'sconditions

Benchmarking helps employees to understand how **one key point of a company's procedures or products can be the main key to major success, just as one employee's contributions can lead to a big win.**

Case study:

Knowledge management initiatives IBM

In November 2017 US- based International Business Machines Corporation IBM was inducted into the Global most admired knowledge Enterprises(MAKE) Hall of frame Apanel comprising executives from Global Fortune 500 companies and km experts shows the winners of the 2007 MAKE awards.
IBM was one of 21 minutes THE OTHERS included ACCENTURE, British petroleum GE, HP,Honda Motor .teleos, which administers the MAKE program set "these organisations have been recognized as Global leaders in effectively transforming enterprise knowledge into West creating ideas products and solutions.

They are building portfolios of intellectual capital and intangible assets which will enable them to Outer from their competitors now and in the future.

IBM had won the KM world awards in 2005 too in the KM reality category

The winners for choosing from among 120 nominees by a panel comprising analyst vendors and employees of the came world magazine

External Questions: (Old Question papers)

UNIT-IV

1. Discuss the role of technology in knowledge management?.
2. Define bench marking. Explain association between bench marking and knowledge management?.

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(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 .
4. **Knowledge Management and Information Technology**: Role Information Technology in Knowledge Management Systems, E-commerce and Knowledge Management, Bench marking and Knowledge Management
5. **Future of Knowledge Management and Industry perspective**: Knowledge Management in Manufacturing and service industry, future of Knowledge Management.

Text books:

- Knowledge Management, Sudhir Warier: Vikas Publishing House.
- Web Warehousing & Knowledge Management,Mattison: Tata McGraw-Hill.

References:

- Knowledge management: An Evolutionary view, Becerra Fernandez: PHI.
- Knowledge Management,Fernando: Pearson.
- Knowledge Management, B.Rathan Reddy: Himalaya.
- Knowledge Management, Tapan K Panda: Excel.
- Knowledge Management systems, Barnes: Cengage.
- The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.
- Knowledge Management,Sislop: Oxford University Press,.
- Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind
- Knowledge management, A Thothathri Raman, Excel books

UNIT-V

Future of Knowledge Management and Industry perspective

1.Knowledge Management In Manufacturing And Service Industry:

1.1 Knowledge Management in Manufacturing:

To gain a competitive edge in today's marketplace, an organization must embrace new ideas, processes and requires constant improvement. Manufacturing Excellence is an imperative tool that leads an organization to the path of competitiveness. Manufacturing firms also have realized in the importance of knowledge management practices and have adopted them, even though not explicitly in the name of knowledge management strategy. Without the integration of people and information technology/information systems (IT/IS), it is very hard to achieve any significant improvement in organizational performance.

Identifying the missing links in the knowledge chain becomes more difficult when many company's manufacturing work is outsourced. Companies have to impose knowledge management in perspective of production management appropriate for the manufacturing industry. knowledge management to serve the knowledge as a foundation in other sectors of the manufacturing industry. 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. 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.

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

Service industry is providing services to other businesses as well as to final consumers. 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 etc.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.

Consolidating all the information about your product in a knowledge base makes it easier not just for your customers but also your support agents to find answers to any query. Knowledge management helps reducing time to find information and sharing decision making. 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.

3.Future of Knowledge Management:

Through knowledge we can improve the quality of service as well as the creation and maintenance of a learning culture. The development of information systems gives a lot of new possibilities to develop knowledge management.People are different, and have different levels of experience and knowledge. They need different ways to explore data to gain more knowledge. two people don't have the same level of knowledge and experience, they will select different ways to reach their goals with help of knowledge management.

Many organizations implemented KM Around The World . Measuring your knowledge management efforts is critical to future-proofing your strategy, but it's also important to know how your organization's KM capabilities stack up to industry standards. Knowledge management has changed dramatically over the last decade, and even now. The next generation of knowledge management platforms need to take into account the various methods through which we share our skills, knowledge and experience.

We need the ability to capture or create knowledge in every form, like from documents ,process flows, interviews, Q&A, video and audio recordings, our various social activities and other indicators. While no single system or methodology for capturing knowledge assets can be applied to every organization. experienced consultants and knowledge management practitioners have used best practices that you can apply to any existing or

new environment. The future of KM is one where people &advanced technology will continue to work together , to enable knowledge integration across different domains with considerably higher pay offs. 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

Case Study:

Knowledge sharing initiatives at the World Bank

In October 1996, when James wolfensohn ,the newly appointed president of the World bank, announced that the organisation to transform itself into "knowledge Bank", there were mixed reactions .Some were excited about knowledge management and its potential in helping the World bank achieve its objectives. others consider it a waste of time and resources and felt the bank should stick to its original mission of eliminating poverty

However by the earlys 2000s, the World bank had already emerged as one of the foremost knowledge organisations in the world.

It was one of the few non-commercial organisations to invest in knowledge management in a major way , and analysts were surprised at its success in this area in a very short time.

In early 2000, the World bank was recognised as one of the top five top knowledge management organisations in the US by the American productivity and quality Centre (AP QC).

In June 2000, bank featured in the list of the 10 top most admired knowledge Enterprises (MAKE) in a survey conducted by KNOW network.

By harnessing the vast amount of knowledge present across the organisation and making it Readily available to all employee and clients, the World bank created a global knowledge community. knowledge moved seamlessly across the world to make the work involved in pottery elimination and economic development (the banks primary objectives) faster and more effective.

External Questions: (Old Question papers)

UNIT-V

1. Explain the application of knowledge management in service industry with examples?
2. Discuss future perspective of knowledge management?
3. Explain the applications of knowledge management in manufacturing with examples?

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