

Future Inclination in Management - Knowledge Management

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ABSTRACT:

In today's scenario of management, organization is working on target. They design Management by Objectives and according to that guide line they take work done by all employees. For accomplishing their targets they have work very fast. So new trends are coming for utilizing their core strength, management is using some different strategies like knowledge Management, outsourcing, virtual management, Business Process outsourcing, knowledge process outsourcing, mergers and acquisition and so on. These strategies are improving organizational capacity. So here we are focusing Knowledge Management.

Knowledge Management refers to a range of practice used by organizations to identify, create, represent and distribute knowledge for reuse, awareness and learning across the organization. Knowledge Management considers strategies and structures for maximizing the return on intellectual and information resources. The goal is to capture the tacit knowledge required by a business process and encourage knowledge workers to share and communicate knowledge with peers. (Bowersox, DJ. 1994).

Knowledge management (KM) comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences. Such insights and experiences comprise knowledge, either embodied in individuals or embedded in organizations as processes or practices. Many large companies and non-profit organizations have resources dedicated to internal KM efforts, often as a part of their business strategies, information technology, or human resource management departments. Several consulting companies also exist that provide strategy and advice regarding KM to these organizations.

Keywords: Knowledge Management, Substance, mental object.

I. INTRODUCTION

Now in this 21st century the organization is developing by every way. They are very much keen about product quality, customer's satisfaction, career planning, and salary satisfaction of employees, after sells service, knowledge about competitors. For satisfying every aspects management has to observe every small thing which is very important and essential for strengthen the business. Organization is using different types of tools for utilizing their skills 100%. Management is now using those tools like Business Process Outsourcing, Knowledge Process Outsourcing, Virtual organization, Contractual dealings, hiring experts for various functions etc are the various business techniques are useful and employees on role of organization is doing the core business. In today's business HR manager is also thinking and working for business expansion. With the help of all these methodologies organization can save money, energy, and time etc. They are concentrating their attention on their core skill & business strategies. (Sodhi, MS. 2001).

DEFINITION

a.) Knowledge management is the process of gathering a firm's collective expertise wherever it resides-in databases, on paper, or in people's heads- and distributing it to where it can help produce the biggest payoff.

b.) Knowledge Management is the art of creating value from an organization's intangible assets.

c.) Knowledge - Knowledge is the full utilization of information and data, coupled with the potential of people's skills, competencies, ideas, intuitions, commitments and motivations.

The insights, understandings, and practical know-how that we all possess - is the fundamental resource that allows us to function intelligently. Here we will see how knowledge Management is working in an organization



Figure -1 Knowledge Management in an organization

Why should apply Knowledge Management?

Knowledge Management serve customers and remain in business companies must: reduce their cycle times, operate with minimum fixed assets and overhead (people, inventory and facilities), shorten product development time, improve customer service, empower employees, innovate and deliver high quality products, enhance flexibility and adaption, capture information, create knowledge, share and learn. None of this is possible without a continual focus on the creation, updating, availability, quality and use of knowledge by all employees and teams, at work and in the marketplace. (Vollmann, TE, Berry, WL and Whybark, DC. 198 8).

Two knowledge-related aspects are vital for viability and success at any level:

- a. **Knowledge assets** - must be nurtured, preserved, and used to the largest extent possible by both individuals and organizations.
 - b. **Knowledge-related processes** - to create, build, compile, organize, transform, transfer, pool, apply, and safeguard knowledge- must be carefully and explicitly managed in all affected areas.
- Knowledge must be managed effectively to ensure that the basic objectives for existence are attained to the greatest extent possible.

Knowledge management in organizations must be considered from three perspectives with different horizons and purposes:

- a. **Business Perspective** -- focusing on why, where, and to what extent the organization must invest in or exploit knowledge. Strategies, products and services, alliances, acquisitions, or divestments should be considered from knowledge-related points of view.
- b. **Management Perspective** -- focusing on determining, organizing, directing, facilitating, and monitoring knowledge related practices and activities required to achieve the desired business strategies and objectives.
- c. **Hands-On Operational Perspective** -- focusing on applying the expertise to conduct explicit knowledge-related work and tasks.

Historically, knowledge has always been managed, at least implicitly. However, effective and active knowledge management requires new perspectives and techniques and touches on almost all facets of an organization.

For Knowledge Management there seem to be two tracks of activities - and two levels.

a. **Management of Information**-In today world all are using information technology. So many intellectuals are involved in construction of information management systems, reengineering, group ware etc. To them knowledge = Objects that

can be identified and handled in information systems.

b. Management of People-Researchers and practitioners in this field has their education in philosophy, psychology, sociology or business/management. They are primarily involved in assessing, changing and improving human individual skills and/or behavior. To them knowledge = Processes, a complex set of dynamic skills, knowhow etc, that is constantly changing. Level: Individual Perspective.

The focus in research and practice is on the individual.

i) Level: Individual Perspective. The focus in research and practice is on the individual.

ii) Level: Organizational Perspective. The focus in research and practice is on the organization.

Advantages for KM systems are:

1. Sharing of valuable organizational information throughout organizational hierarchy.
2. Can avoid re-inventing the wheel, reducing redundant work.
3. May reduce training time for new employees
4. Retention of Intellectual Property after the employee leaves if such knowledge can be codified.
5. Time management.



What is Information and what is data

We begin with data, which is just a meaningless point in space and time, without reference to either space or time. It is like an event out of context, a letter out of context, a word out of context. The key concept here being "out of context." And, since it is out of context, it is without a meaningful relation to anything else. When we encounter a piece of data, if it gets our attention at all, our first action is usually to attempt to find a way to attribute meaning to it. We do this by associating it with other things. The collection of data is not information. The pieces of data may represent information, yet whether or not it is information depends on the understanding of the one perceiving the data. It would also tend to say that it depends on the knowledge of the interpreter. The collection of data is dependent on the associations. Information is quite simply an understanding of the relationships between pieces of data, or between pieces of data and other information. (Dhamodaran Lingappan, 2016).

While information entails an understanding of the relations between data, it

generally does not provide a foundation for why the data is what it is, nor an indication as to how the data is likely to change over time. Information has a tendency to be relatively static in time and linear in nature. Information is a relationship between data and, quite simply, is what it is, with great dependence on context for its meaning and with little implication for the future.

Beyond relation there is pattern, where pattern is more than simply a relation of relations. Pattern embodies both a consistency and completeness of relations which, to an extent, creates its own context. Pattern also serves as an Archetype with both an implied repeatability and predictability.

When a pattern relation exists amidst the data and information, the pattern has the potential to represent knowledge. It only becomes knowledge, however, when one is able to realize and understand the patterns and their implications. The patterns representing knowledge have a tendency to be more self contextualizing. That is, the pattern tends, to a great extent, to create its own context rather than being context dependent to the

same extent that information is. A pattern which represents knowledge also provides, when the pattern is understood, a high level of reliability or predictability as to how the pattern will evolve over time, for patterns are seldom static. Patterns which represent knowledge have completeness to them that information simply does not contain.

Summary the following associations can reasonably be made:

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

Utilization of Knowledge Management by Organization

Organisations are facing ever-increasing challenges, brought on by marketplace pressures or the nature of the workplace. Many organisations are now looking to knowledge management (KM) to address these challenges. Such initiatives are often started with the development of a knowledge management strategy. To be successful, a KM strategy must do more than just outline high-level goals such as 'become a knowledge-enabled organisation'. Instead, the strategy must identify the key needs and issues within the organisation, and provide a framework for addressing these. This article provides an approach for developing a KM strategy that focuses strongly on an initial needs analysis. Taking this approach ensures that any activities and initiatives are firmly grounded in the real needs and challenges confronting the organisation.

The need for knowledge management

There are a number of common situations that are widely recognised as benefiting from knowledge management approaches. While they are not the only issues that can be tackled with KM techniques, it is useful to explore a number of these situations in order to provide a context for the development of a KM strategy. Beyond these typical situations, each organisation will have unique issues and problems to be overcome.

Role of Knowledge Management in different work place

Call centres have increasingly become the main 'public face' for many organisations. This role is made more challenging by the expectations of customers that they can get the answers they

need within minutes of ringing up. Other challenges confront call centres, including

- a. high-pressure, closely-monitored environment
- b. high staff turnover
- c. costly and lengthy training for new staff

In this environment, the need for knowledge management is clear and immediate. Failure to address these issues impacts upon sales, public reputation or legal exposure.

Front-line staff

Beyond the call centre, many organisations have a wide range of front-line staff that interacts with customers or members of the public. They may operate in the field, such as sales staff or maintenance crews; or be located at branches or behind front desks. In large organisations, this front-line staff is often very dispersed geographically, with limited communication channels to head office. Typically, there are also few mechanisms for sharing information between staff working in the same business area but different locations. The challenge in the front-line environment is to ensure consistency, accuracy and repeatability.

Business managers

The volume of information available to business management has increased greatly. Known as 'information overload' the challenge is now to filter out the key information needed to support business decisions. The pace of organisational change is also increasing, as are the demands on the 'people skills' of management staff. In this environment, there is a need for sound decision making. These decisions are enabled by accurate, complete and relevant information. Knowledge management can play a key role in supporting the information needs of management staff. It can also assist with the mentoring and coaching skills needed by modern managers.

Aging workforce

The public sector is particularly confronted by the impacts of an aging workforce. Increasingly, private sector organisations are also recognising that this issue needs to be addressed if the continuity of business operations are to be maintained. Long-serving staff have a depth of knowledge that is relied upon by other staff, particularly in environments where little effort has been put into capturing or managing knowledge at an organisational level.

In this situation, the loss of these key staff can have a major impact upon the level of knowledge within the organisation. Knowledge

management can assist by putting in place a structured mechanism for capturing or transferring this knowledge when staff retire.

Supporting innovation

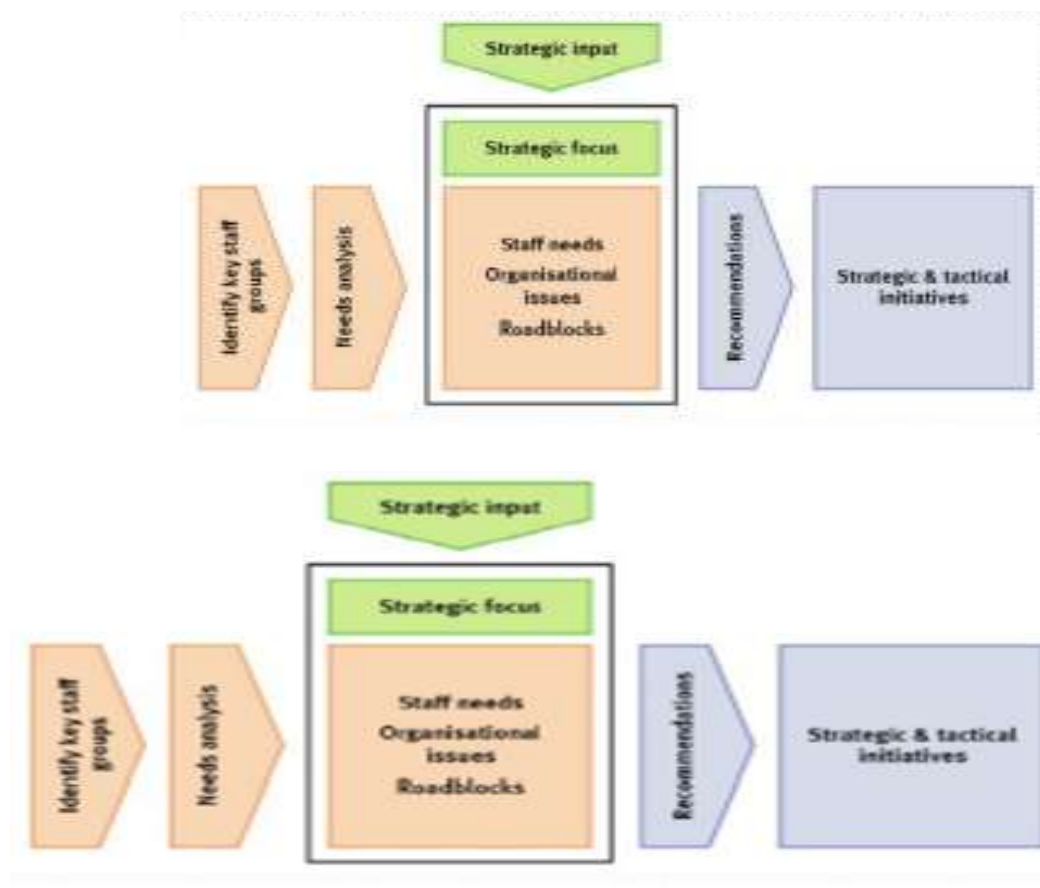
Many organizations have now recognised the importance of innovation in ensuring long-term growth (and even survival). This is particularly true in fast-moving industry sectors such as IT, consulting, telecommunications and pharmaceuticals. Most organizations, however, are constructed to ensure consistency, repeatability and efficiency of current processes and products. Innovation does not tend to sit comfortably with this type of focus, and organizations often need to look to unfamiliar techniques to encourage and drive innovation. There has been considerable work in the knowledge management field regarding the process of innovation, and how to nurture it in a business environment.

Organisational environment

Every organization has a unique environment, defined by factors such as:

- Purpose and activities of the organization
- Overall strategic direction
- Organisational culture
- Size of the organization
- Geographic spread
- Staff skills and experience
- Available resources
- Marketplace factors

For this reason, each organization has a unique set of needs and issues to be addressed by knowledge management. It is easy to jump into 'solutions mode', recommending approaches such as communities of practice, storytelling, content management systems, and much more. While these approaches may have widespread success in other organizations, they will only succeed in the current environment if they meet actual staff needs. Kreskinocak, P and Tayur, S. 2001.



These can be classified into two main approaches:

- a. Top-down

The overall strategic direction of the organisation is used to identify the focus of the knowledge management initiative. This is reflected

in a series of activities designed to meet this broad goal.

b. Bottom-up

Research is conducted into the activities of staff involved in key business processes. The findings of this research highlights key staff needs and issues, which are then, tackled through a range of knowledge management initiatives.

This focuses strongly on the needs analysis activities with staff, to drive a primarily bottom-up strategy, as follows:

- a. Identify the key staff groups within the organisation. These groups deliver the greatest business value, or are involved in the most important business activities.
- b. Conduct comprehensive and holistic needs analysis activities with selected staff groups, to identify key needs and issues.
- c. Supplement this research with input from senior management and organisational strategy documents, to determine an overall strategic focus.
- d. Based on these findings, develop recommendations for addressing the issues and needs identified.
- e. Implement a series of strategic and tactical initiatives, based on the recommendations. These will select suitable knowledge management techniques and approaches.

Benefits of this approach

Historically, many knowledge management strategies have focused solely on the top-down approach, identifying high-level objectives such as 'become a knowledge-enabled organisation'. (Chopra, S and Meindl, P. 2001).

With little understanding, of the key issues and needs of staff throughout the organisation, these initiatives found it difficult to engage staff in the required cultural and process changes.

As a result, many of these initiatives had little long-term impact on the organisation, despite initial efforts. Recognising these issues, this approach focuses much more strongly on the initial needs analysis activities. The approach to developing a KM strategy outlined in this article provides a number of major benefits:

There are seven levers of knowledge which are useful for knowledge management in organization

1. Customer Knowledge

2. Stakeholder Knowledge
3. Business Environment Insights
4. Organizational Memory
5. Knowledge in Processes
6. Knowledge in Products and services
7. Knowledge in People.

Knowledge Management Practices

1. Creating and Discovering –
 - a) Creativity Techniques
 - b) Data Mining
 - c) Text Mining
 - d) Environmental Scanning
 - e) Knowledge Elicitation
 - f) Business Simulation
 - g) Content Analysis.
2. Sharing and Learning
 - a)Communities of Practices
 - b) Learning Networks
 - c) Sharing Best Practices
 - d) After Action Reviews
 - e) Structured Dialogue
 - f) Share Fairs
 - g) Cross Functional Teams
 - h) Decision Diaries
3. Organising and Managing
 - a. Knowledge Centres
 - b. Expertise Profiling
 - c. Knowledge Mapping
 - d. Information Audits/Inventory
 - e. Information Resource Management
 - f. Measuring Intellectual Capital

So in the conclusion we can say that knowledge Management is very important tool to gather a data and convert that in to knowledge. The upcoming generation should learn to manage with limited control and incomplete information.

II. CONCLUSION: -

Knowledge Management is growing rapidly. Knowledge Management is after all nothing but a utilization of information. More and more organization have built knowledge repositories, supporting such knowledge verities as customer knowledge, product development knowledge, customer service knowledge, human resources management knowledge and so on.

There are very important areas for Knowledge Management that is knowledge creation, knowledge sharing and knowledge capture. The internet facilitates its development and growth via fast timely sharing of knowledge. By sharing knowledge, an organization creates exponential benefits from the knowledge as people

learn from it. Knowledge Management had a positive impact on business processes.

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