

CHAPTER 8

KNOWLEDGE MANAGEMENT IN BUSINESS ORGANIZATION

Rashmi Sachan¹

**Assistant Professor, Department of Commerce,
Lucknow Public College of Professional Studies, Lucknow, U.P., India
sachanrashmilpcps@gmail.com**

Sweety Jain²

**Assistant Professor, Department of Commerce,
Lucknow Public College of Professional Studies, Lucknow, U.P., India
sweetyjainlpcps@gmail.com**

Saloni Agarwal³

**Assistant Professor, Department of Management,
Lucknow Public College of Professional Studies, Lucknow, U.P., India
saloni7agarwal7@gmail.com**

KEYWORDS:

Knowledge,
Strategy,
Organisation,
Productivity.

ABSTRACT:

Knowledge is the key to success, and it has also become a competitive advantage for business enterprises. The history of knowledge management started around the 1970s, when a few management theorists like Peter Drucker and Paul Strassman published some papers focused on the importance of information and knowledge as organizational resources. In 1990, Peter Drucker, A management theorist introduced the concept of knowledge worker and also defined that there is a difference between managing information and managing knowledge. He focused on the importance of knowledge in the success of an organization, by this act the term knowledge management gained popularity.

8.1. INTRODUCING KNOWLEDGE MANAGEMENT

In order to survive, every organization relies on the records or information available about past and present data of the business. Without knowledge retention, setting goals, decision making and learning from past failures will be challenging, with the

help of knowledge management strategy collecting, managing and disseminating the company's information with internal and external stakeholders is possible.

Knowledge management is an important aspect in today's corporate world since it helps an organization in collecting, arranging, communicating, and analyzing its information in an effective manner which is easily accessible to all the members of an organization whenever needed.

An organization can increase its productivity by using a combination of tools, methodologies, practices and processes known as knowledge management. Knowledge management is a new discipline that can be defined as the efficient handling of various resources and information within or outside the organization. It is a process of identifying, collecting, storing, and segregating the information that is received within the organization. Knowledge management's main objective in a company is to connect teams searching for enterprise content or information with knowledgeable individuals. Failure in assessing knowledge can do great harm to an organization, as so much valuable time is spent seeking relevant information rather than focusing on task completion. Knowledge management is a set of various techniques that are used to share the information that is available for achieving the objectives of a business and also in the decision-making process. It also helps in increasing the overall performance of any business and promoting research development and innovations.

Knowledge management should be outlined in terms of the individual business goals of each organization. Applying information to new, previously burdened, or unique circumstances is the core of knowledge management.

8.2 KNOWLEDGE, INFORMATION AND DATA

Before understanding the concept of knowledge management, we should also know the meaning of the terms- data, information and knowledge. Commonly these terms are used to form a hierarchy from data to information and then knowledge.

8.2.1 MEANING OF DATA

All the facts and figures which are received within an organization are called data. Data is in raw form so it becomes difficult to understand the data. Data is the core element that is helpful to gain the information and knowledge within any organization. Data is meaningless until it can be formed into a sensible structure.

8.2.2 MEANING OF INFORMATION

Any kind of data which creates any relevant meaning in the eye of the perceiver is called information. Any kind of data which has no meaning cannot be called information. Information must have any relevant meaning that fulfills the purpose of the perceiver.

8.2.3 MEANING OF KNOWLEDGE

Knowledge is an essential element in the progress of an individual. Just like that knowledge is also helpful in the growth of any organization in this competitive era. An organization can use the knowledge to add value in their product and also to be in competition. Knowledge is the information that is converted to form any rules.

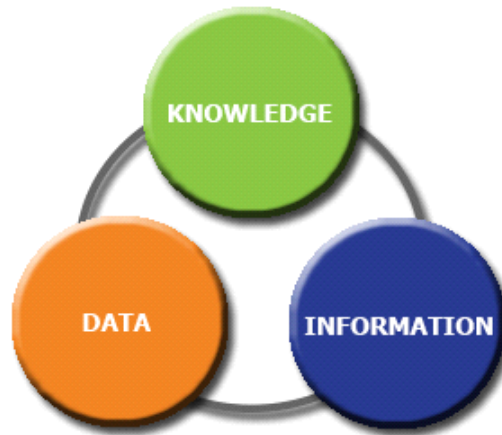


FIGURE 8.1

8.3. COMPARISON CHART BETWEEN DATA, INFORMATION AND KNOWLEDGE

TABLE 8.1 A COMPARISON CHART BETWEEN KNOWLEDGE, INFORMATION, AND DATA

	BASIS FOR COMPARISON	DATA	INFORMATION	KNOWLEDGE
1.	Meaning	Data is called as the individual facts that are available in raw form	Information is called as the refined data which creates some relevant meaning in the eye of perceiver	Knowledge is called the information that is useful.
2.	Dependency	Data are the foundation of the information and knowledge, so	Information's are dependent on the data provided/ received within the organization	Knowledge is fully dependent on the data and information received by an organization.

		that is independent		
3.	Formation of Conclusion	Data cannot frame any kind of conclusions.	Information also cannot frame any kind of conclusions.	Knowledge has the ability to frame Conclusions.
4.	Overload	Data can be overloaded	Information can also be overloaded.	Knowledge can never be overloaded.
5.	Quantifiable	Data is quantifiable	Information is also quantifiable	Knowledge is not quantifiable
6.	Transference	Data can be easily transferable	Information can also be transferable	Knowledge cannot be transferable without learning.

8.4 MODELS OF KNOWLEDGE MANAGEMENT-

There are numerous models and frameworks have been developed to implement and understand the knowledge management within an organization.

- **NONAKA AND TAKEUCHI'S SECI MODEL-** Nonaka model is also known as SECI Model. It is a theoretical framework developed by Ikujiro Nonaka and his colleagues to explain knowledge creation and transfer within the organization between 4 modes. It focuses on the importance of creating a knowledge friendly environment that enhances dialogue, interaction and continuous conversion of knowledge from explicit to tacit and vice-versa. the 4 modes are-
 - **TACIT TO TACIT (SOCIALIZATION)** - It is the first mode of the SECI model of Knowledge Management. Where knowledge is transferred tacit to tacit through shared experiences and direct interactions. Under this mode individuals exchange their tacit knowledge through imitation, observation, practice, informal interactions, communities of practice, apprenticeship and mentoring, on job training and cross functional collaboration.
 - **TACIT TO EXPLICIT (EXTERNALIZATION)-** It is the 2nd mode of SECI model, which involves articulation, explicit expressions of tacit knowledge, to allow easy sharing and access to the data. Under this mode individuals transform their tacit knowledge into explicit using documents, models, storytelling and metaphors, prototyping and modeling, conceptualization, and by using collaboration tools and technologies.

- **EXPLICIT TO EXPLICIT (COMBINATION)** - It is the 3rd mode of the SECI model. It allows for the integration and accumulation of explicit knowledge by allowing individuals to organize, categorize, summarize, synthesize, and facilitate cross functional collaboration of the information which can enhance the overall organizational base and derive new insights, better decision making and foster innovation and continuous improvement.
- **EXPLICIT TO TACIT (INTERNALIZATION)** - it is the 4th and final mode of the SECI model. Which allow individuals to acquire explicit knowledge and internalize it by facilitating learning by doing, experimentation, exploration, reflection and sense making, unconscious competence, self-directed learning and habituation. It fosters a learning culture based on their unique experience, perspectives and cognitive processes.
- **WIIG'S KM CYCLE:** Wiigs KM cycle was developed by *KARL WIIG*, a prominent figure in knowledge management. This model consists of 4 stages, i.e: Create, Acquire, Apply and protect. It also outlines a cyclical process that ensures knowledge is effectively managed and leveraged to drive organizational success.
 - **CREATE-** This stage focuses on generating new knowledge and ideas within the organization, through activities like innovation, idea generation, continuous learning, research and development. This stage ensures continuous flow of new ideas into the organization and supports the overall knowledge management efforts.
 - **ACQUIRE-** This is the second stage of Wiig's KM cycle that emphasizes obtaining external knowledge from various sources to support the organization's internal knowledge base. The key aspects of the acquire stage are- benchmarking, collaboration, partnerships, knowledge networks and brokers, industry reports and experts, professional network, monitoring and scanning. This stage allows the organization to stay up to date, stimulate innovation and enhance their competitiveness and growth.
 - **APPLY-** The process of Utilization of knowledge to solve organizational problems, take better and quick decisions, improve processes and drive innovations falls under the stage of application. It enhances the application of knowledge within the organization and help to harness the value of knowledge assets and create benefits.
 - **PROTECT-** This is the final stage which ensures longevity and integrity of knowledge assets by developing knowledge repository centers within the organization which helps to reduce the risk of knowledge loss and facilitate knowledge sharing.

- **DAVENPORT AND PRUSAK'S KM FRAMEWORK:** This model is proposed by *Thomas H. Davenport and Laurence Prusak*. It provides a comprehensive framework for understanding and managing knowledge across its lifecycle within an organization. This model includes components such as create, capture, organize, distribute, apply and update knowledge to drive organization success and competitive advantages. The first step, which is create involves identifying and generating new ideas and knowledge to various means such as collaboration, innovation, research and individual experiences. The next stage involves capturing and documenting explicit and tacit knowledge that exist within the organization and individual. The third stage of organizing and storing focuses on developing a structured knowledge repository management system and database to organize and categorize knowledge assets. The fourth stage of distribution and transferring of knowledge include mentoring, training programmes and digital platforms that allows knowledge sharing and collaboration. The Fifth stage of knowledge application focuses on the proper usage of knowledge to solve problems, enhance productivity and take better decisions to ensure that knowledge is transformed into tangible benefits for the organization. The last stage of continuous knowledge updation focuses on keeping current and relevant knowledge which can be done through regular review and revision of knowledge assets, updating best practices and incorporating lessons learned.
- **BUKOWITZ AND WILLIAMS' KM ROADMAP:** This model is developed by Rudy R Bukowitz and Patricia L. Williams. It provides a framework for implementing knowledge within the organization and provides a structured approach to strategic alignment of knowledge management with organizational goals. It focuses on the importance of assessing knowledge, developing strategy, acquiring and integrating knowledge and its application for a better performance aligned with desired outcome, continuous learning and refinement.
- **ZACK'S KM FRAMEWORK:** This model is developed by Michel H Zack. It emphasizes on the conversion of tacit knowledge to explicit knowledge to facilitate sharing, collaboration and organizational learning. The main components of this model are- individualization which believes that knowledge i.e tacit knowledge resides within an individual in the form of personal knowledge, experiences, insights and skills. In the Externalization stage tacit knowledge is converted into explicit knowledge so that it can be shared with others in form of documentation, discussion, storytelling and training sessions. This stage makes knowledge more understandable and accessible. The stage of combination focuses on combining explicit knowledge and categorizing, aggregating and organizing it into a structured format. it allows different individuals new, innovative ideas and insights. The

last step of internalization emphasizes on acquiring and internalizing explicit knowledge and making it a part of one's own experience. An individual absorbs explicit knowledge and integrates with it through learning and practice.

8.5 USEFULNESS OF KNOWLEDGE MANAGEMENT IN BUSINESS ORGANIZATION

Knowledge management provides information and resources to the team members which allows them to work better, increasing their efficiency and productivity. It also retains the information for future use. Let's see some major uses of knowledge management in business organizations.

- **QUICK AND BETTER DECISION MAKING:** The decision-making process has become more complex in today's corporate world than it was two years ago. With the help of Centralized knowledge management system, accurate and up to date information can be provided to the employees working at all levels. In turn, helping them to make better and quick decisions after considering the past data of the organization.
- **BOOST INNOVATION AND CULTURAL CHANGE:** Knowledge management plays a crucial role in promoting innovation and cultural change. It allows the organization to capture and store the information gained from past experiences which can be later analyzed to get an insight in the newly set goals, avoid the past mistake and take a step forward towards the innovation and change in organizational pattern as required.
- **GREATER ACCESS TO KNOWLEDGE AND INFORMATION:** Knowledge management facilitates the sharing of ideas and free flow of information across the organization among various departments. It enhances on having a centralized organized repository where all the information and resources related to the projects of organization are placed and is easily accessible to retrieve information by all the members of the organization.
- **HIGHER CUSTOMER SATISFACTION:** Knowledge management has a significant impact on customer satisfaction. It provides accurate customer support by providing detailed information about the product, FAQs, troubleshooting guides and other practices. It also helps them by providing self-service options where customers can find answers to their queries independently. Knowledge management also stores the information related to the purchase history, customer preferences and other interactions of the customer which can be used to provide customized services and tailor-made recommendations to them.

- **AVOIDS MONOTONOUS WORK:** Knowledge management is a discipline that gathers, categorizes, stores and analyzes information within an organization. Although knowledge management cannot eliminate all the repetitive work, it can minimize the impact of monotonous work. By using knowledge management tools organizations can automate the task of repetitive nature and diversify the human resource to more complex tasks.
- **EFFICIENT ORGANIZATIONAL KNOWLEDGE BASE:** With the help of knowledge management, an organization can capture and categorize the information collected from various sources within and outside the organization. It provides an environment of Information sharing and collaboration by individual employees according to their expertise, this inbuilt a culture of sharing in an organization. Knowledge management ensures quick retrieval, easy access, continuous updating and maintenance of organizational knowledge base.
- **INCREASED EMPLOYEE SATISFACTION:** Efficient knowledge management system enhances employee's satisfaction as employees can focus on more important tasks rather than wasting time in collecting information. All the relevant information if arranged in a proper manner will help employees in reaching the desired organizational goals with the limited time frame and allow employees to focus on more impactful and outcome driven tasks.
- **BUILDS TRUST AMONG TEAM MEMBERS:** The knowledge management system plays a vital role in building trust among the team members by facilitating open and transparent communication; members can develop mutual understanding and a sense of shared purpose. The employees can prove to be a valuable resource within the team by showcasing their individual expertise. It provides continuous learning and development opportunities for the team members by providing suitable training material, resources and best practices. This investment in individual and professional development fosters trust among the team members.

8.6. INFORMATION MANAGEMENT VS KNOWLEDGE MANAGEMENT

Information management and knowledge management both are closely related to each other and play a crucial role in the business organization. But there are also some distinct between information management and knowledge management describes below-

TABLE 8.2 DISTINCT BETWEEN INFORMATION MANAGEMENT AND KNOWLEDGE MANAGEMENT

S. NO.	BASIS FOR COMPARISON	INFORMATION MANAGEMENT	KNOWLEDGE MANAGEMENT
1.	Meaning	Information Management is the process of managing, processing and acquiring facts or data to assist the decision making of any organization,	Knowledge Management is the process of identifying, creating, organizing, sharing the knowledge and its various sources for the benefit of the organization.
2.	Nature	Explicit in nature	Tacit in nature
3.	Replication	Easy	Difficult
4.	Relation	All information is not knowledge	All knowledge is information.
5.	Sharing	Can be easily shared	Cannot be shared easily.
6.	Human interaction	Information management is technology driven, and does not need human interaction.	Knowledge Management requires human interaction and proper communication.

8.7 KNOWLEDGE AND KNOWLEDGE MANAGEMENT

Generally, the term Knowledge and knowledge management looks like similar concepts but there is a difference between them.

Knowledge refers to the expertise and understanding that is possessed by any individual. Knowledge can be defined as the expertise of understanding the various information retained from the data received in any organization, to solve the problems of organization and for decision making.

TYPES OF KNOWLEDGE- There are two types of knowledge

- **EXPLICIT KNOWLEDGE-** This kind of knowledge is structured in a form that it can be easily shared, stored, and communicated with anyone within the organization. Explicit knowledge can be shared via various mediums like-electronic media, training sessions, online platforms and presentations.
- **TACIT KNOWLEDGE-** This kind of knowledge is personal. It relies on an individual's intuitions, experiences and learning, so it is difficult to share the tacit knowledge. Organizations know the value of tacit knowledge; they can have the benefit in decision making, problem solving and innovation. For

example- the ability of a salesman to build rapport with his customers by providing the exact product/ service that the customer needed.

On the other hand, knowledge management is the process of collecting, analyzing, summarizing and organizing that knowledge to enhance the productivity and decision-making capacity of an organization.

8.8 KNOWLEDGE MANAGEMENT STRATEGY IN BUSINESS ORGANIZATION

A knowledge management strategy describes the tools, techniques and practices that can be opted by an organization to retain and manage the knowledge. Various components that are related to the knowledge management strategy are described as follows-

- **IDENTIFYING KNOWLEDGE-** To develop knowledge management strategy, it is important to identify the core competencies of an organization that create a difference between the other competitive organizations. Knowledge identification in business organizations includes customer knowledge, industry knowledge, market research, industry trends and innovations etc. these are the critical knowledge areas that are essential for the success of an organization.
- **CAPTURING KNOWLEDGE-** Capturing knowledge is the process of documenting the knowledge within the business organization. It includes the collection of different types of knowledge from the various sources to make the knowledge accessible to all. The knowledge can be captured through the documentation, interviews, surveys, brainstorming sessions, workshops, mentoring, technology tools etc. Just like to encourage the employees to share and details their experience and learning.
- **ORGANIZING AND STORING KNOWLEDGE-** In any business organization, organizing and storing knowledge plays a very crucial role. Storage of knowledge can be done through establishing centralized knowledge repositories where the knowledge asset can be easily stored, assessed and shared. To maintain the confidentiality and to protect sensitivity of the knowledge asset, proper security measures should be employed.
- **SHARING AND COLLABORATING KNOWLEDGE-** Sharing Knowledge and collaboration promoting effective utilization and transference of the knowledge among all the employees within an organization. It improves the performance and enhances the problem-solving skill of the employees. Also, it fosters a culture among the employees to share their knowledge, learning's, experiences with each other.

- **ACCESSING AND RETRIEVING KNOWLEDGE-** This knowledge management strategy provides easy and efficient accessibility to all the relevant knowledge when the employees need them. By using the knowledge accessing and retrieving mechanism employees can find and get knowledge assets more quickly that will lead to increased productivity and improved organization's performance.
- **TRANSFERRING KNOWLEDGE-** Knowledge transference is the process of transferring knowledge from one to another person or group within a business organization. It involves transferring knowledge assets, capturing, packaging, skill development, facilitating learning and growth of the organization. This enhances individual and group capabilities and enhances the overall performance and competitiveness of the business organization.
- **VALIDATING KNOWLEDGE-** In any organization, the implementation of knowledge validation practices ensures that the knowledge that the organization relies upon is accurate, trustworthy and reliable. It enhances the decision-making process of an organization and supports the overall effectiveness and success of any organization.
- **MEASURING AND EVALUATING KNOWLEDGE-** Surveys, feedback, expert review panels, knowledge audit and assessment, case studies and success stories are helpful in evaluating the overall state of the organization. This will help in foster innovation, promote a knowledge driven process, and help in driving continuous improvement within the business organization.
- **CONTINUING IMPROVING KNOWLEDGE-** To adapt to the changing environment and to remain competitive the continuous knowledge improvement plays an important role within an organization. It creates a learning culture that enhances the growth, increases efficiency and helps the organization to be in competition.
- **SUPPORTING LEADERSHIP-** leadership support plays a crucial role in the effectiveness and success of business organization. It is helpful in creating a positive work environment, achieving organizational success and employee motivation when the leaders of the organization actively provide guidance, support and foster a culture of engagement within the organization.

8.9. PROCESS OF KNOWLEDGE MANAGEMENT

Knowledge management is the process of gathering, storing, categorizing, analyzing and disseminating knowledge within an organization. It implies leveraging both explicit knowledge and tacit knowledge to enhance the decision making, increase employee productivity, allow competitive advantage, boost innovation, support customer

satisfaction, and inculcate a sense of coordination and collaboration among the employees. Let's take an overview of the process of knowledge management.



FIGURE 8.2 PROCESS OF KNOWLEDGE MANAGEMENT

- **DISCOVERY OF KNOWLEDGE:** The first step in the knowledge management process is discovery of useful information using surveys, interviews, knowledge audits and data mining tools that can prove to be of great help to your organization for the purpose of operations, communication, strategy and relationship development. Knowledge can be discovered accidentally or deliberately by team members.
- **CAPTURING OF KNOWLEDGE:** Knowledge capturing is considered the second step in the knowledge management process; it involves storing of information and converting knowledge into a format that can be shared and utilized within the organization. Explicit knowledge is an orderly, documented, coded and easily accessible type of knowledge that can be captured through guidelines, procedures, manuals, knowledge repositories, content creation and regular sessions or meetings. Tacit Knowledge is deeply embedded in an individual's skills, insights and experiences and it can be captured in interviews, a community of practice, mentoring, apprenticeship and job shadowing.

- **ORGANIZING OF KNOWLEDGE:** Knowledge needs to be organized and structured for its easy retrieval and access. Organizing knowledge involves arranging, structuring and categorizing knowledge by using techniques like tagging, metadata assignment and taxonomy development. Knowledge should be organized in a user- centric way keeping in mind the context, needs and preference of the intended user.
- **SUMMARIZING OF KNOWLEDGE:** Summarizing knowledge involves compressing and storing the main points, essential information and insights from various knowledge sources. It aims to concise a lengthy knowledge asset into an easily understandable format. This also includes condensing, simplifying, structuring, highlighting the key insights and contextualizing the summary according to different users while retaining the integrity of the knowledge.
- **ANALYZING KNOWLEDGE:** Analysis helps the organization to understand the relevance and applicability of the information gathered through various sources. Analysis of knowledge can be done through knowledge mapping data mining text analysis comparative analysis quantitative and qualitative analysis impact assessment expert validation knowledge metrics and feedback. The organization can uncover hidden facts, make informed decisions, identify opportunities, enhance intellectual capital, support Innovation and problem-solving and effectively use knowledge for attaining organizational goals.
- **SYNTHESIZING KNOWLEDGE:** At this level, the result of the analysis is combined together to derive various concepts, patterns and behavior. It involves reviewing and selecting knowledge from various sources such as reports, articles, research papers and internal documents. Integrating the knowledge in a logical structure that represents dependencies and relationships between different components. It also identifies any contradictions, gaps and inconsistencies to address these issues by seeking additional information and ensuring its accuracy and reliability.
- **DECISION MAKING:** At the stage of the knowledge management process the knowledge collected, analyzed and synthesized is used for decision making. This involves making informed choices and taking actions in alignment with organizational goals and objectives.

By effectively managing knowledge, an organization can foster a culture of learning and gain competitive advantage. It enables faster decision making, reduces repetition of work, promotes collaboration and teamwork, and it also facilitates transfer of information from experienced employees to new ones.

A well-implemented knowledge management process benefits the organization by enhancing its business operations and the overall capacity.

8.10 KNOWLEDGE MANAGEMENT FAILURE IN BUSINESS ORGANIZATION

When any organization fails to share, capture and utilization of knowledge, this inability is called Knowledge management failure. There are various reasons for failure of Knowledge Management. That inability results in decreased competitiveness and lost opportunities. Here are some factors describing the knowledge management failure-

- **LOWER EMPLOYEE ENGAGEMENT-** Lower employee engagement in the storing of knowledge for future becomes a major reason for the failure of knowledge management. In any organization, the employees are engaged with various kinds of jobs, so it is possible that they cannot get the benefit of documenting/ storing their knowledge for the future.
- **IMPROPER TECHNOLOGY AND TOOLS-** It is important in any organization to keep technology updated. Improper technology can limit the knowledge sharing ability. If the employees have a lack of knowledge sharing platforms, tools and technologies, it becomes a challenge to foster a culture of sharing knowledge within the organization.
- **POOR CULTURE OF SHARING KNOWLEDGE-** Any organization with a culture of poor knowledge sharing, the employees hoard the knowledge for their personal gain and for the security of their jobs. The reason behind not sharing knowledge by the employees of any organization includes lack of trust, fear of repercussions, lack of incentives etc.
- **LACK OF TRAINING AND AWARENESS-** Without proper training and awareness about the need and importance of knowledge management in a business organization employees will not fully understand how to implement it and not realize the value of sharing their knowledge for the benefit of the organization. Lack of training and awareness also results in failure of transfer of knowledge from old employees to new ones.
- **RELUCTANT TO ADOPT CHANGES-** The employees are accustomed to the traditional methods of working and may avoid adopting any new technologies and processes related to knowledge management. Knowledge management requires time and effort to implement. Employees may perceive this as additional work because of which they may resist the changes.
- **INADEQUATE INCENTIVES & RECOGNITION-** Without proper incentives schemes and recognition the employees feel less motivated to actively participate in the organization's goal, the activities of knowledge

management are not included in the performance metrics for evaluation. Therefore the employees may not perceive it as important for their career growth and advancement.

- **LACK OF OBJECTIVITY AND STRATEGY-** Without definite objectives any organization cannot access and evaluate knowledge objectivity. This may create barriers in determining what knowledge is relevant, important, valuable, reliable and valid for the organization. Lack of objectivity may hinder in identification and prioritization of valuable knowledge.

8.11 KNOWLEDGE ACQUISITION

Knowledge acquisition refers to the process of acquiring new knowledge through various channels to enhance organizational intellectual capital. It involves storing, sourcing and assimilating knowledge to meet the organizations needs and enhance performance. Knowledge Acquisition can be done through various sources such as:

- **INTERNAL SOURCES:** It refers to the expertise and knowledge present within the organization. It also involves gathering of knowledge from experienced employees , subject experts and other personnel through mentorship programs , knowledge sharing platforms , interviews , communities of practices , knowledge transfer, continuous training and learning,
- **EXTERNAL SOURCES:** Under external sources, the knowledge can be gathered from outside the organization like research and academic institutions, professional associations and networks, government agencies and reports, market research and competitive analysis, online communities and forums , knowledge partnerships , feedback and user inputs etc. (Kumar & Kalva, 2012)

8.12 KNOWLEDGE MANAGEMENT SKILLS AND CAREERS

Knowledge managers must have certain skills in order to contribute effectively to the organization. Following are the list of required skills:

- **COMMUNICATION:** A knowledge manager must have a good communication skill in order to effectively share their knowledge with the people in the organization and take feedback.
- **WRITING:** A knowledge manager should be able to write ideas, content, report etc. effectively so that the message/knowledge can be documented and shared for better results.

- **CONFLICT MANAGEMENT:** It is the skill to manage disputes. A knowledge manager should have the skill to identify the source of conflict and resolve it completely in order to maintain healthy relations with others.
- **PRESENTATION:** Knowledge managers have to present information to many people. The presentation should be clear and effective so that it is impressive and easy to understand.

8.13 COURSES IN KNOWLEDGE MANAGEMENT

- Ph.D. Knowledge Management Systems
- Ph.D. in Management Systems Engineering
- MBA in Data Science
- M.S. in Knowledge and Technology Management
- M.S. in Data Mining
- P.G. Diploma/ P.G. Certificate/MS in Business Intelligence Systems and Data Mining
- Graduate Certificate in Data Mining

8.14 INSTITUTES OFFERING COURSES IN KNOWLEDGE MANAGEMENT

IN INDIA:

- Indian Institute of Knowledge Management
- Christ University
- International Institute for Corporate Sustainability and Responsibility

OUTSIDE INDIA:

- University of Southampton
- Hong Kong Polytechnic University

8.15 CAREER SCOPE IN KNOWLEDGE MANAGEMENT

- **CONTENT MANAGER-** He has to strategize structure and re-use the relevant data related to the field.
- **KNOWLEDGE MANAGER-** Their main work is to create awareness, promotion of culture, sharing of knowledge and many more.
- **KNOWLEDGE ASSISTANTS-** They are responsible for developing different tools and systems for the employees of the organization like data analytics
- **KNOWLEDGE ENGINEERS-** Engineers are required for various system solutions of knowledge management by creating portals, databases etc.

- **CHIEF KNOWLEDGE OFFICER-** They are responsible for making strategies, and executing knowledge management. They handle operations, influence changes, manage staff etc.

Some other career scopes are:

- Data Manager
- Knowledge Analyst
- Knowledge Leader
- Knowledge Coordinator
- Documentation/Configuration Manager
- Knowledge Project Manager
- Knowledge Architect
- Information Officer
- Knowledge engineer
- Knowledge coordinator
- Business intelligence analyst

8.16 CONCLUSION

In conclusion, this chapter on knowledge management in business organization provides a comprehensive view of the principles, practices and strategies involved in effectively and efficiently managing organizational knowledge.

Throughout this chapter the critical role of knowledge in today's fast-paced and competitive business landscape is highlighted and emphasis has been laid on the need for organizations to harness and leverage their intellectual assets.

The chapter covers various aspects of knowledge management including knowledge identification, organizing, analysis, categorizing, storing, dissemination and its application. It brings forth the transformative power of knowledge by emphasizing on building a knowledge sharing culture and maintaining a central repository system in the organization.

It discusses the failure and pitfalls faced by organizations on their way of implementing knowledge management strategies.

This chapter serves as a valuable resource for professionals, managers, and executives. It explains to us that knowledge is not only limited to individuals but it is an organizational resource therefore it must be captured, nurtured and utilized for collective purpose in the best possible manner.

It also discusses the various courses and career opportunities evolved due to development in knowledge management. Thus it unlocks the full potential of an organization's intellectual capital and provides a holistic perspective on the topic.

8.17 REFERENCES

- Erfani, S. Z., Akhgar, B., & Ramin, F. (2010). A novel knowledge management implementation model for the mobile telecommunication industry. *World Applied Sciences Journal*, 11(1), 29–37. ISSN 1818–4952, IDOSI Publications, 2010.
- Liebowitz, J., & Megbolugbe, I. (2003). A set of frameworks to aid the project manager in conceptualizing and implementing knowledge management initiatives. *International Journal of Project Management*, 21(3), 189–198.
- Milton, N., & Young, T. (2007). Masterclass KM implementation. *Inside Knowledge. Feature*, 10(5). Posted 31 Jan 2007.
- Teece, D. J., Pisano, G., & Shuen, A. (2000). Dynamic capabilities and strategic management. In G. Dosi, R. R. Nelson, & S. G. Winter (Eds.), *The nature and dynamics of organizational capabilities* (pp. 334–362). Oxford: Oxford University Press.
- Wiig, K. M. (1999). Introducing knowledge management into the enterprise. In J. Liebowitz (Ed.), *Knowledge management handbook* (pp. 3.1 - 3.41). Boca Raton: CRC Press.
- Wong, K. Y., & Aspinwall, E. (2004). Knowledge management implementation frameworks: A review. *Knowledge and Process Management*, 11(2), 93–104.
- Rigby, D. (2009). *Management Tools 2009: An Executive's Guide*, http://www.bain.com/management_tools/home.asp
- Kumar, A.Arun and Kalva, Uday Kumar (2012) “Knowledge Management: A Conceptual Understanding”, *International Journal of Research in Commerce, IT & Management (IJARSH) VOLUME NO. 2, ISSUE NO. 8 (AUGUST) ISSN 2231-5756*, pp: 135-142.
- Dr. D.C. Johri, et.al (2013) “Knowledge Management – Its Sources & Contribution in Modern Business Organizations”, *Science Technology & Management Journal by AISECT University*, March ISSN: 2778- 4187, pp: 1-4
- Mårtensson, Maria (2000), A critical review of knowledge management as a management tool, *Journal of Knowledge Management*, Volume 4, Number 3, pp. 204-216(13)
- Abuaddous, H. Y., Al Sokkar, A. A., and Abualodous, B. I. (2018). The impact of knowledge management on organizational performance. *Int. J. Adv. Comput. Sci. Appl.* 9, 204–208.

- Abubakar, A. M., Elrehail, H., Alatailat, M. A., and Elçi, A. (2019). Knowledge management, decision-making style and organizational performance. *J. Innov. Knowl.* 4, 104–114. doi: 10.1016/j.jik.2017.07.003
- Alaarj, S., Abidin-Mohamed, Z., and Bustamam, U. S. B. A. (2016). Mediating role of trust on the effects of knowledge management capabilities on organizational performance. *Procedia Soc. Behav. Sci.* 235, 729–738. doi: 10.1016/j.sbspro.2016.11.074
- Bamel, U. K., and Bamel, N. (2018). Organizational resources, KM process capability and strategic flexibility: a dynamic resource-capability perspective. *J. Knowl. Manag.* 22, 1555–1572. doi: 10.1108/jkm-10-2017-0460

