

Knowledge Management in Organization and its Impact on Organization

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Abstract :

Knowledge is human resources which has ability to consolidate the valuable results of human thinking and civilization through different times. It is a totality of understanding of nature and its features for improved quality of life of human society. It is said that when a person dies, a library is lost. Knowledge Management (KM) enhances lots of change in organization. Systematic sharing of knowledge is the first step to Learning Organization. From the beginning of humans' interaction with world – they are identifying world around them and managing the acquired knowledge. They are sharing their knowledge through language. A continuous effort is always there for managing the acquired knowledge to utilize it in betterment of society. In any organization managing of knowledge is an essential for the growth and survival. This study will present trends in the change or impact in organization as when the organization is accepting the culture of KM.

Keywords : Knowledge, Knowledge Management, Corporate Knowledge; Learning Management System

1. Introduction

The words management and knowledge at first sight appear uneasy partners because knowledge is largely cognitive and highly personal, while management involves organizational processes. Knowledge is a crucial organizational resource that gives market leverage. Sharing of knowledge is the right way of getting started of Learning Organization. Organizations which are keen to increase their productivity, maintain profitability and boost staff morale, KM is becoming the back bone. It gives an organization a distinct competitive advantage as it helps in project promotions too. Today, organizations endowed with diverse human capital face a stupendous task in synergizing the sum total of knowledge and skill-sets available with its employees. A team working on a particular project for a client has certain intellectual asset that needs to be leveraged properly at various branches of the company that may be dispersed worldwide. In case the team leader or a member leaves the company, or is unavailable due to some reasons, the tempo of the work should not slacken in the time-critical nature of projects. The development of KM in recent years has become the key concern for librarians and libraries.

As the KM becomes a prime culture in many industries, the concept of library in industry is also changed. KM related documentation in industrial/corporate library has become important. Thus Electronic Resource (E-Resources) electronic indexes, databases, and e-journals, e-books have begun to swallow greater proportions of libraries' acquisitions budgets. There is a drastic change in collection in library when KM is treated as a subject. Only change in collection does not necessarily represent actual usage patterns of library in relation to the development for KM in industrial/corporate library.

2. Methodology

The study is based on Online Survey and secondary sources mostly from books and journals. Sent online survey sheet to 150 librarians. Concentrate on corporate library where KM activities are likely to be in full swing. Received response from 45 librarians. The study deals with strategic aspects of KM. This

paper can be termed as concept paper prepared with the intention to generate awareness towards KM and professionalism of library and information services management. Various observations and discussions and professional experience are taken consideration to recollect the concept of KM.

3. Corporate knowledge

“Know what they know” is an important criteria for organizational KM. This will enable them to make maximum use of existing knowledge. Corporate Knowledge = Corporate Information base + Experience Base. Knowledge assets distributed right across the organization resides in many different places such as :

- Databases
- Knowledge bases
- Filing cabinets and
- Peoples' heads

This knowledge is all too often one part of an enterprise repeats work of another part simply because it is impossible to keep track of, and make use of, knowledge in other parts.

4. Managing Knowledge in Industry : The Process

4.1 Pre-requisites for Knowledge Management

Four types of encouragement are there for binding of knowledge to help talent development in the professionals in any organization.

1. Training Programs.
2. Reimbursement of fees of professionals for higher studies.
3. Provision of well-stocked library.
4. Allowances to become the members of professionals' societies.

Organizations need to know

- What their corporate knowledge assets are;
- How to manage and make use of these assets to get maximum return.

The requirements of KM are :

1. Good and systematic documentation.
2. Proper selection of knowledge to meet specific organizational goals.
3. Further Education and Training for renewal and fostering of an organizational culture which promotes uninhibited debate.
4. Sharing of Ideas - Real time information sharing creates an environment where data becomes more available with the added benefits of increased data security, data integrity, system performance, and organizational efficiency. A system of good information sharing may be described as multiple mirroring. Through its use the time aspects of information sharing, near real time information sharing suddenly becomes feasible. For security point of view storage based information sharing is best.
5. Utilizing collective knowledge.
6. Encourages innovative and creative thinking among all employees without any discrimination on the basis of gender, age, and experience.
7. Knowledge needs to be packaged by filtering, editing and organizing pieces of relevant information.

4.2 Knowledge Management Process : Identifying the root

Most organizational KM covers the following Process :

4.2.1 *Identifying what knowledge assets a company possesses*

First we have think over the following :

- Where is the knowledge asset?
- What does it contain?
- What is its use?
- What form is it in?
- How accessible is it?

4.2.2 *Analyzing how the knowledge can add value*

Knowledge is one of the valuable assets in any organization. To analyze the same we should proceed with the following :

- What are the opportunities for using the knowledge asset?
- What would be the effect of its use?
- What are the current obstacles to its use?
- What would be its increased value to the company?

4.2.3 *Specifying what actions are necessary to achieve better usability & added value*

A systematic action plan is to be taken care of.

- How to plan the actions to use the knowledge asset?
- How to enact actions?
- How to monitor actions?

4.2.4 *Reviewing the use of the knowledge to ensure added value*

When we have already found out knowledge, reviewing its value is essential. This can be done according to the requirements of organization.

- Did the use of it produce the desired added value?
- How can the knowledge asset be maintained for this use?

4.2.5 *Did the use create new opportunities?*

Use of knowledge assets is bound to create new opportunities. If not we have to analyze the same.

4.2.6 *The Initiative to be taken for KM in organization*

From my study and observation through visit to organizations, I found some of the initiatives typically worked on include :

4.2.6.1 Best Practice Records or SOS (Standard Operating System) : Best practice on evolution of processes, methodologies and practices of different functions across departments in the organization, leading to maturing of the individual process, thus optimizing them for the appropriate results. It is found that if such records are regularly updated and maintained it helps identify best practices for performing the basic as well as critical activities, which can be leveraged for company-wide process improvements.

4.2.6.2 Internal Cadre Development : It aims to progress the intellectual capital build -up, both

at the individual and organizational level, through a structured approaches. By applying amateur process of skills analysis, technology development analysis and a gap analysis is to be derived. It provides for a complete training and competence development plan, in all spheres of professional and personal growth.

4.2.6.3 Vertical Knowledge Focus : The focus of certain industry vertical segments ensures that the information and knowledge on these verticals is preserved, in the form of experiences, case studies, documents, and actual accounts of solving practical difficulties.

4.2.6.4 Client Survey Information : Information and data from the customers form an important element of the KM chain. Regular client survey should be done with regards to significant parameters of customer satisfaction, and the information hence collected can be collated and analyzed. The cumulative data bank and reports then help in formulating further follow-ups through internal audits, root cause analysis etc. The system also facilitates the sharing of experiences based on success story models as well as lessons learned.

4.2.6.5 Process Improvement : A team comprises Software Engineering Process Group (SEPG), Tool Group, Process Work group is to facilitate the collection and dissemination of the knowledge base gathered in different work groups. Such groups are responsible for coordinating process improvement, defect prevention and technology forecasting activities. These process improvements identified are then inculcated into the system and absorbed into regular operating procedurals.

4.2.6.6 Knowledge Repository: The system can enable organization-wide management, application and reuse of valuable tacit and explicit knowledge. Total Productive Maintenance (TPM) is one process where everyone has to contribute skills and knowledge for development. It works very fruitful to many organizations.

4.2.6.7 Technology Change Management: It provides for technological evolution road map and growth path for the different technologies that are still evolving.

4.2.6.8 In search of Excellence: KM practices help the Organization reach consistently higher standards of excellence. Group such Centers of Excellence, Competency Centers and Technology Cells add to the company's knowledge base through research and development efforts in the technology learning and development areas. At the same time, these groups also base their activities on the lessons and experiences acquired by them collectively. The best practices and knowledge evolved in the process are available to the rest of the company for reuse.

4.2.6.9 External Relationship : Organizations can develop relationships with other “Knowledge based” Companies to leverage their technology research, product knowledge and domain knowledge, thus strengthening their knowledge base. It helps an faster learning cycle and a more cemented relationship with those who are influencing the future paradigms of a knowledge Industry.

4.2.7 Major Activities of Knowledge Management Process in full fledge

The KM process consists of four major activities :

1. In any organization we have to identify the existing knowledge (Knowledge Identification): Capture tacit knowledge in explicit form, thereby moving knowledge from the individual and making it available across the enterprise.
2. Organize activities that classify and categorize knowledge for storage and retrieval

purposes. This includes maintenance of knowledge data as well as the indices, maps, and process those manage it.

3. Access activities through which knowledge is disseminated or requested by users.
4. Use application of knowledge to work activities, decisions and opportunities. Use is recursive i. e., it generates feedback that affects other activities, and this feedback may be injected into the KM process through any of the other four activities.

5. Need of Knowledge Management in Industry

It is established that 42% of the Corporate Knowledge lies in human brain. 22% in papers and files 22% in computer and 12% in network.

Business is translating knowledge into software code and related service provided by people that help customers. For following reasons.

- To exchange of ideas
- To increase productivity, services, selling, deliver and more revenue, cost saving
- To prepare a Knowledge Community

Many innovative companies appreciated the value of knowledge to enhance their products and customer service. Knowledge capital may be lost from an organization through employees' attrition, high turnover rates, cost saving measures and improper documentation. The followings are the need of KM in Industry

1. Marketplaces are increasingly competitive and the rate of innovation is rising, so that knowledge must evolve and be assimilated at an ever faster rate.
2. Reductions in staffing create a need to replace informal knowledge with formal methods.
3. Competitive pressures reduce the size of the work force that holds valuable business knowledge.
4. The amount of time available to experience and acquire knowledge has diminished.
5. Early retirements and increasing mobility of the work force lead to loss of knowledge.
6. There is a need to manage increasing complexity as small operating companies are trans-national sourcing operations.
7. Changes in strategic direction may result in the loss of knowledge in a specific area.

6. Steps of Knowledge Management in Organization

The most important issue for companies is to ensure that they focus on the synergy of data and information processing capacity of information technologies, and the creative and innovative capacity of their human members. Advanced information technologies can increasingly accomplish 'programmable' tasks traditionally done by humans. If a procedure can be programmed, it can be delegated to information technology in one form or another. Information and control systems in organizations are intended to achieve the 'programming' for optimization and efficiency. However, checks and balances need to be built into the organizational processes to ensure that such 'programs' are continuously updated in alignment with the dynamically changing external environment.

KM activities can be further grouped into three sub-process of KM

- Knowledge creation (Cross process),
- Knowledge Sharing (Capture, organization and access-form)
- Knowledge application (Cross process)

6.1 Five Important Steps for Knowledge Management in organization

- KM Survey: to identify the critical activities where improvement in performance can have a significant impact & evaluating the use of knowledge in the current activities of the function.
- Commence the creation of knowledge repositories and setup & team to ensure that the knowledge base developed is validated by available experts.
- Finalize knowledge acquisition methods and group-ware and work-flow tools to facilitate the dissemination of knowledge network.
- Develop and refine a knowledge performance index for the activity and measure improvement on an ongoing basis.
- Establish collaboration working and knowledge sharing mechanism and train all practitioners in the tools, techniques, and process.

6.2 Points followed by organization for Knowledge Management

The following points are followed by most of the organizations while implementing KM :

1. Everyone on the KM team uses computer – mediated communications.
2. All their team dialogue takes place in the team electronic work space, and not through private e-mail, even when that dialogue is informal
3. A culture is formed online which reinforces knowledge sharing and continuous communication.
4. Team members are encouraged to learn from each other and from outside the team.
5. The Structure of that electronic workspace remains tuned to the emerging structure of the knowledge that the team is handling.

6.3 Best steps for Knowledge Management in Industry

I found the steps (most of them are adopted by Ford, Hewlett Packard, TCS etc.) best for KM in organization are

1. Creation of knowledge team – people from all disciplines to develop the methods.
2. Develop knowledge bases – best practices, expert directories, market intelligence etc.
3. Active process management – of knowledge creation, gathering storing etc.
4. Knowledge Centers – focal points for knowledge skills and facilitating knowledge flow.
5. Collaborate Technologies – intranet or group ware for rapid information access.
6. Intellectual Capital teams – to identify and audit intangible assets such as knowledge Webs.
7. Share Ware – Occasions and locations that encourage knowledge exchange.
8. A Knowledge Leader or Champion (Someone who actively drives the knowledge agenda forward, creates enthusiasm and commitment) should be responsible.
9. Top Management Support – a CEO who recognizes the value of knowledge and who actively supports the knowledge team in its work.
10. A clear value proposition – identification of the link between knowledge and the bottom line business benefit; new measure of performance appropriate rewards,
11. A compelling vision and architecture – frameworks that drive the agenda forward.
12. Creation of a culture that supports innovation, learning and knowledge sharing. This is usually supported by appropriate reward mechanisms.
13. A technical infrastructure that supports knowledge work – from simple knowledge support tools to intranet and ultimately more sophisticated group ware and decision support.
14. Simulation, data mining and good document management also have a role.
15. Systematic knowledge processes, supported by specialists in information management (librarians) but with close partnership between users and providers of information.

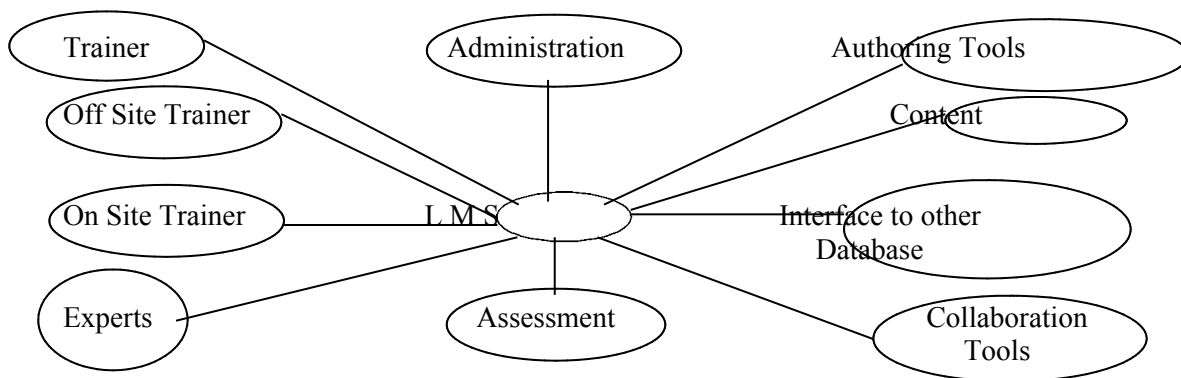
7. Knowledge Management in Industry and Manager

It is found that in industry KM is focused to CRM (Customer Relationship Management) & BI (Business Intelligence). CRM can exploit the need of existing customer. BI may help the need of organization WBT (Web Based Training) is giving facility for online-learning. Learning management systems is needed to interface with authoring tools for content creation. Content creation by itself is a vast area. Steps of content creation

1. Content Assembling
2. Content Delivering
3. Content Tracking.

Primary functions of Learning Management System (LMS) are :

1. To begin with the user interface.
2. Uploading and Maintaining Content
3. Determining Learning Mode
4. Delivering Content
5. Tracking – updating content



LMS = Learning Management Systems

Cultural and behavioral aspect of KM is to determine the effectiveness with which knowledge is created, shared and applied to drive business value.

7.1 How Knowledge Management help the Manager

Knowledge Management help Manager in the following ways :

1. Savings and Efficiencies : Processes are performed more effectively, eliminating the need to continuously think of new ways to perform a task.
2. New Opportunity : New market / new Opportunity are identified.
3. Change and Innovation : The Organization can identify and respond to change and to change itself.
4. Leveraging HR : the organization makes more efficient use of its HR.
5. Process Velocity : Knowledge Management enables organization to reduce cycle time and shorten processes because delays caused by reinventing solution are eliminated. Detailed knowledge to the processes enables workers to optimize

6. Continuity : Knowledge Management gives organization with high turn over an effective mechanism to pass knowledge from experienced workers to new workers, thereby preserving continuity.

8 Knowledge Management in Industry

The benefits of KM in Organization are three-fold :

- Strategic : A Clear knowledge strategy helps the organization to create unique value for customers and the organization.
- Operational : KM improves operational efficiency by making, available the right knowledge at the right time.
- Learning : It promotes organizational learning and makes learning a natural process.

Problems associated with finding out these knowledge assets and being able to use them in an efficient and cost-effective manner are :

1. Enterprises need:
 - to have an enterprise-wide vocabulary to ensure that the knowledge is correctly understood;
 - to be able to identify, model and explicitly represent their knowledge;
 - to share and re-use their knowledge among differing applications for various types of users, this implies being able to share existing knowledge sources and also future ones.
2. Requires knowledge engineering methods
3. Requires knowledge engineering tools

8.1 The difficulties

1. Knowledge work is fundamentally different in character from physical labor.
2. The knowledge worker is almost completely immersed in a computing environment. This new reality dramatically alters the methods by which we must manage, learn, represent knowledge, interact, solve problems, and act.
3. We can't solve the problems of information age business or gain a competitive advantage simply by throwing more information and people at the problems. And you can't solve knowledge-based problems with approaches borrowed from the product-oriented, print-based economy. Those solutions are reactive and inappropriate.
4. Applying technology blindly to knowledge-related business problems is a mistake, too, but the computerized business environment provides opportunities and new methods for representing "knowledge" and leveraging its value. It's not an issue of finding the right computer interface—although that would help, too. We simply have not defined in a rigorous, clear, widely accepted way the fundamental characteristics of "knowledge" in the computing environment
5. The way of the subject approached by the Vendors and the Press.
6. KM in industry is still relatively young field.
7. Very complex and multifaceted. Most of the organization offers restricted access to their employees. But free flow of knowledge and unrestricted access may improve it much.
 - 7a if people working in the organization do not work towards the same goal,
 - 7b if there lack of full time commitment from the employees

8.1.1 Suggestion to overcome difficulties

First the organization must create a knowledge-sharing environment. The second enigma is how can

senior executives give value to the knowledge in their organization to show tangible benefits. The third obstacle is the belief that KM is the same as Information Management. The fourth fallacy that many organizations have not fully realized that KM works best when the CEO and all others down the line are actively using the KM systems designed for their organization. The last major concern is the misnomer of labeling almost every tool as KM tool.

8.2 Advantages of Knowledge Management in organization

8.2.1 The major advantages of Knowledge Management application

- It leverages the information to improve organizational innovation, productivity, responsiveness and competency. We can get perfect flow of information.
- It pro-actively manages all internal and external information to create competitive advantages that are linked to core business objectives and goals.
- It helps to harness the knowledge assets in an organization through accumulated information and expertise.
- Save time through fast and easy access to available knowledge thus accelerates productivity.
- Gain competitive advantage through proper use of corporate knowledge.
- Discover and explore information linkages and additional knowledge.
- Protect key knowledge assets by securing proprietary knowledge.
- To increase responsiveness by constantly managing, updating and integrating new knowledge. KM encompasses everything the organization does to make knowledge available to the business. Such as embedding key information in systems and processes, applying incentives to motivate employees and forging alliances to infuse the business with new knowledge.
- Improve teamwork through appropriate sharing and dissemination of knowledge.
- KM basically addresses most of relevant factors effectively, because it directly connects to : Reduce operating costs & Shorten time-to-market. KM repository of past projects can easily reflect the credibility of that which help to gain confidence of client in the position of delivery.
- Be able to deliver products and services that are beyond present capabilities.
- Improve customer service and customer relations.
- Implement strategy and enterprise intent better.
- Increase revenues by leveraging the corporate knowledge for advantage. .
- Retain employees.
- Maximize reuse of existing knowledge. KM gives a chance to re-use solutions across projects / initiatives.
- Provides a common platform to retain, share and protect organization's knowledge base.
- Provides quick access to organization's knowledge base through a dedicated web based search engine.
- Enables deployment of organization's knowledge base across the enterprise.
- Allows selective dissemination of organization's knowledge base.
- Enables users to search (web based) for a subject expert within the organization.
- Sharing of best practices can save millions of resource in an organization.
- KM reduces dependence on individuals. KM builds up a ready database of the essential knowledge within an organization which would place information at the top of the Priority list.
- KM reduces cycle time : Standardize and speed up customer / request for Information responses. Client details may help to perform according to expectations of clients for effective delivery. Thus it increases corporate IQ of an organization.
- It ensures cross-departmental effectiveness by preventing duplication of work.

8.2.2 Observations in the advantages of Knowledge Management in Industry

The advantages are applicable to various field in an organization, these are :

- Improves the ability of an Organization to know what they already know. It gives the opportunity to organization to compete on the basis of knowledge.
- Any work is information and knowledge. There is a requirement to manage the knowledge/information in a systematic way.
- Provides a better foundation for making decisions like make-or-buy of new knowledge and technology, alliances and merges.
- Avoids Knowledge Walk-Outs, Ensures that knowledge stay within the organization even if an employee leaves.
- Optimizes the interaction with Design, Production, Service, Maintenance and other departments.
- Improvises the smart knowledge distribution through velocity of knowledge flow and avoid the sluggishness.
- Makes professionals learn more efficiently and more effectively.
- Improves communication between knowledge-workers by sharing knowledge.
- Improvises the accurate predictive anticipation thus improves the competitive responsiveness.

9. Knowledge Management in various organization

This is from the response sheet of my survey

9.1 Tata Consultancy Services (TCS)

In TCS the concept of KM was introduced in 1995. The management initiated the process of defining the framework in 1996 and dedicated KM team called “Corporate Group Ware” was formed in 1998. The group launched the pilot in mid-1999.

The KM in TCS covers nearly every component of operation, from quality assurance to human resources management. They have linked 50 offices in India, clustered in about eight region. The communication network is connected in a two-tier architecture. Backbone nodes are connected through 2Mbps / 64 Kbps links, while the intra-city nodes are connected through minimum of 64 Kbps links. Overseas offices are connected through the Net and the Lotus Notes Domino Servers.

The knowledge repository resides on the corporate and branch servers. As a TCS employee, can access the knowledge repository through the TCS intranet, with a browser front-end or Notes client. Once an employee is into the intranet, one could branch off to the knowledge domain one is interested in. Over 8000 TCS'ers have access to the intranet. The knowledge base contains information in areas such as processes, line of business / line of technology and projects.

The Knowledge Management implementation team is a matrix of several groups : the steering committee, corporate Group Ware implementers, branch champions, application owners and the infrastructure support group. With a focus on quality, TCS has achieved CMM Level 5 for many of its centers.

9.2. Pidilite Industries Limited (PIL)

Collaborative technologies such as instant messaging and video conferencing are being introduced in PIL as part of KM systems to provide seamless access to all types of information necessary for the various location, and even departments within a particular location to work together. All the branches of

PIL in India are being connected with Lotus Note Domino Servers.

Enterprise Resource Planning System (ERP) plays very important part to capture the codified knowledge in PIL. A knowledge transfer framework identifies the information to be captured, and how the captured information can be used at the various stages of ERP implementation. Instead of three life cycle stages (build, go live, and living-with-the-system) of ERP, PIL is believed on two only build, and living-with-the-system.

9.3 McDonald's

Developing and transferring are best practices McDonald's choose for. It helps them about how to serve customers better travel across the network. They arrange to have regional training. The KM system transmit the sales to headquarters hourly. McDonald's pursuing an essentially centralist model in which the cooperation defines rights standards not only for its products but for the process that deliver them. The company's recent squabbles with franchisees over the introduction of the Acrh deluxe product and the 55 C sandwich promotion illustrates the degree to which this formula can conflict with entrepreneurialism. Recent moves suggest that McDonald's may develop more decision making to franchisees and seek to learn more from them, particularly about new business development.

9.4 Enron

They are creating a new industry from embedded knowledge. Valuable information about product flow, supply and demand are being systematized through KM culture. They established Enron Capital and Trade Resources to exploit this information through an innovative range of risk management contracts. The enterprise helped Enron grow its sales by 7 per cent per year and its shareholder returns by 27 percent per year between 1988 and 1995.

9.5 Oticon

By 1980's, Oticon, the Danish manufacturer of hearing aids, had seen its market share and profitability decline as competitors introduced more advanced and cheaper products. When Lars Kolind became CEO in 1990, he realized the technological innovation and time to market would be a critical success factors. He set out to create an environment that would promote the flow of knowledge and encourage entrepreneurial behavior.

Organization charts, offices, job descriptions, and formal roles were abandoned. Employees were expected to choose their own projects and work in fast-moving cross functional teams. The office building was redesigned to enhance communication between design and manufacturing. Kolind banned paper from the office, believing that it bred bureaucracy.

This changes produced dramatic results. Return on equity climbed from the low single digits in the late 1980s to over 25 percent in the 1990s as Oticon developed and rapidly commercialized innovations such as the digital hearing aid.

9.6 Anderson Consulting

Anderson Consulting is one of the largest Knowledge Corporation in the world and its knowledge exchange seek to capture, store and spread the learning generated internally and externally by its 3300 consultants across 476 countries.

9.7 Hughes Software Systems (HSS)

Its company wide network is open round the clock to all the 650 people in the country, which is the home to numerous online unregulated discussion groups where employees pick one another's brains. All discussion are transparently available to anyone for sharing right knowledge and experience.

9.8 Sun Pharmaceutical

They are retrieving information on drug-delivery systems from the net are an institutionalized process of Knowledge Management.

9.9 Dr. Reddy's Laboratory

The emphasis has shifted from training to encouraging and sharing, learning and has set up a learning center, ANKUR where cross functional teams pass on their experiences on specific projects to others.

9.10 Amtex's

PRODOSH (Proactive, Profession, Productive Database Management Synchronization and Harmony), collates all knowledge on customers and influencer refines and stores knowledge for proactive decision making. Forbes Marshal employs a concept named TECHNOLOGY KEEPING, where 25 people track the knowledge generation throughout the world in 25 specific fields, store it, structure it, and make it available to the right individuals in the organization.

9.11 Oracle

Oracle Corporation offers a full suite of e-business products : an Internet-ready platform for building and deploying Web-enabled applications, a comprehensive suite of Internet-enabled business applications and profession services for formulating e-business strategy and designing, customizing and implementing e-business solutions. The reason they have given in the survey sheet is that as a company developing, selling and helping customer implement software to help in solving their business problems; their competitive advantage is how well they can leverage the collective expertise, experience and business know-how of their employees. In their organization KM increases the exchange of ideas; this turns into better products, better services, better selling, better delivery and more revenue. Cost of savings flowing straight to the bottom line. They have KM centered programmes since 1997. Their KM primarily focused on the effective utilization of their intellectual assets. KM in their Oracle Corporation has never been a top-down phenomenon. KM in Oracle has been primarily driven by divisional KM team which consists of full-time Knowledge

10. Some Interesting Points from Survey

From my experience as working member of KM in organization and through this survey I have found some basic features of KM culture are to :

- Democratize knowledge.
- Encourage honest innovation and experimentation and accept failure.
- Share knowledge and expertise with others, especially with identified team members for specific activities.
- Develop templates for documenting & updating corporate four – quadrant knowledge grid (i. e., what we know we know, what we know we don't know, what we don't know we know, and what we don't know we don't know)
- Flatten hierarchy.

- Give performance-based compensation and recognition to individuals and teams.
- All senior management to function as facilitator and coaches rather than commanders and controllers.
- Encourage employees to say 'I don't know', when they don't and to identify somebody else who does know what ever his status in the organization is.
- Improve internal communication system to share knowledge and expertise widely – make an Internet web site if necessary and permit free and uncontrolled surfing.
- Empower management to initiate debates, listen to views and take decision on merit through a consensus, and
- Develop common set of values and beliefs
- The impact of KM on corporate/industry is mainly seen in employees' intention to share knowledge for overall development of organization.

11. Conclusion :

This study found that for effective KM organization should try to nurture most diligently its people and the systems that create, preserve, disseminate, renew and deploy knowledge. Intellectual capital is made up of human and knowledge capital. Human capital comprises individual talents and knowledge that is acquired through education, training, experience and cognition. Knowledge capital is the documented knowledge that available in such forms as research papers, reports, books, articles, manuscripts, patents and software. Knowledge capital consists of artifacts of the human mind that are stored outside the minds of their authors and are therefore available to whoever seeks them.

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