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Knowledge Management

For Internal Circulation and Academic Purpose Only

Programme Educational Objectives

Our program will create graduates who:

1. *Will be recognized as a creative and an enterprising team leader.*
2. *Will be a flexible, adaptable and an ethical individual.*
3. *Will have a holistic approach to problem solving in the dynamic business environment.*

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Business Communication & Information Systems Course Outcomes

- CO1-Given the circumstances, student manager will be able to ascertain the barriers to communication and also propose measures to overcome these barriers.
- CO2 In a given situation, student manager will be able to identify essentials parameters of effective communication and will also be able to justify the same.
- CO3 For given situation student manager should be able to draft Business letter for an organization.
- CO4 Given the circumstances, student manager will be able to draft E-mail to concerned authority/person.
- CO5 Given the circumstances, student manager will be able to gather data and make an informed decision based on it.
- CO6 Student manager will be able to identify & explain modern trends in information system.

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Knowledge Management

- KM is the process of capturing, evaluating, retrieving, distributing, and sharing all of an enterprise's information assets and effectively using knowledge.

- These assets may include database, documents, policies, procedures, and previously uncaptured expertise and experience in individual workers.

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Knowledge management

- Knowledge management is essentially about getting
  - the right knowledge to
  - the right person at
  - the right time.

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Knowledge Management

- Explicit Knowledge
- Implicit Knowledge
- Tacit Knowledge

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Explicit Knowledge

- **Explicit Knowledge**
- Information or knowledge that is set out in tangible form.

- **Most common Forms**
- Manuals
- Documents
- Procedures
- Art
- Product design

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Implicit Knowledge

- Information or knowledge that is not set out in tangible form but could be made explicit.

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tacit knowledge

- Deeply personal experience, aptitudes, perceptions, insights, and know-how that are implied or indicated but not actually expressed — it resides in individuals & teams.

- Since tacit knowledge exists within minds, it cannot be reduced to the digital domain as a material asset, or be manipulated directly.

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Embedded knowledge

- Embedded knowledge refers to the knowledge that is locked in processes, products, culture, routines, artifacts, code of conduct, ethics or structures .

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knowledge management dimensions

- **Organizational:** The right processes, environments, culture, and systems.
- **Managerial/Leadership:** The right focus, strategy, implementation, etc.

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- **Cultural:** The organizational culture, as well as national culture for multinational firms, influences ……..
  - the way people interact,
  - the context within which knowledge is created,
  - the resistance they will have towards certain changes, and
  - ultimately the way they share (or the way they do not share) knowledge.

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Contd….

- **Technological:** The right systems, tools, and technologies - properly implemented.

- **Political:** The support to implement and sustain initiatives that involve virtually all organizational functions; that may be costly to implement (both from the perspective of time and money); and which often do not have a directly visible return on investment.

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Approaches to Knowledge management

- Codification Approach
- Personalization Approach
- Resource Based Approach
- Knowledge Creation Approach

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Codification approach

- It is a ‘people-to-document’ approach.
- Knowledge is explicit.
- It is made independent of the person from whom is extracted & stored in databases or found in presentations, reports, policy documents, manuals, libraries etc.
- It is moved around the organization through Intranet or other traditional means like meetings, courses, publications, videos, tapes, workshops, ‘master classes’ etc.

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Personalization approach

- Personalization approach is a ‘person-to-person’ approach.
- Knowledge is tacit.
- It involves the person who developed it directly via face-to-face communication with an individual or team, brainstorming, workshops or other one-to-one sessions.

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Resource Based approach

- The Resource Based approach considers knowledge as a ‘resource’ which is created, passed on & used technically, socially, and economically.

- Technically, knowledge management involves centralizing the knowledge prevalent across an organization and codifying it aptly for easy use.

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- Socially, knowledge management involves collecting knowledge so that no individual or group has exclusive rights over it.

- Economically, knowledge management is a means to create & exploit knowledge to attain competitive advantage.

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Knowledge creation approach

- Knowledge creation approach involves construction of knowledge by blending together its various forms to produce innovative outcomes.
- Various ways of blending knowledge are by
  - socialization (tacit to tacit),
  - externalization (tacit to explicit),
  - internalization (explicit to tacit) and
  - combination (explicit to explicit).

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Organizational Learning

- “Organizational learning as "the bridge between working and innovating.“
  - -By Brown and Duguid

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- The field of **organizational learning** explores ways to design organizations so that they fulfill their function effectively,
- encourage people to reach their full potential, and,
- at the same time, help the world to be a better place.

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five core disciplines

- Organizational learning focused originally on the practice of five core disciplines, or capacities, of which systems thinking forms the cornerstone:

systems thinking

team learning

shared vision

mental models

personal mastery

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Three Types of Learning

- **Single loop learning**: Consists of one feedback loop when strategy is modified in response to an unexpected result (error correction).

- **E.g.** when sales are down, marketing managers inquire into the cause, and tweak the strategy to try to bring sales back on track.

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Double loop learning

- **Double loop learning**: Learning that results in a change in theory-in-use.
- The values, strategies, and assumptions that govern action are changed to create a more efficient environment.
- In the above example, managers might rethink the entire marketing or sales process so that there will be no (or fewer) such fluctuations in the future.

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Deuterolearning

- **Deuterolearning**: Learning about improving the learning system itself.
- This is composed of structural and behavioral components which determine how learning takes place.
- Essentially deuterolearning is therefore "learning how to learn."

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Organizational memory

- Organizational memory is a term used in business to describe the total body of information, acquisitions, and experiences of an entity or company.
- Both a personal and practical consideration, organizational memory can take the form of
  - records,
  - databases,
  - financial histories, and
  - the individual experiences and knowledge of workers.

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stages in the organizational memory

- **Acquisition:** Organizational memory consists of the accumulated information regarding past decisions.

- **Retention:** Past experiences can be retained in any of the five different repositories:
  - Individuals
  - *Culture*
  - *Transformations*
  - *Structures*
  - *External activities*

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Contd….

- **Retrieval:** This can either be controlled or automatic.
- Automatic refers to the intuitive and essentially effortless process of accessing organizational memory, usually as part of an established sequence of action.
- Controlled refers to the deliberate attempt to access stored knowledge.

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Knowledge Management Activities

- **Data Entry**
- **Database organisation**
- **Consuming the database content**
- **Creating knowledge bases**

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Knowledge Centres

- Knowledge Centers are “a physical space that provides public access to Information and Communication Technologies for educational, personal, social and economic development.”

- The centers provide multi-purpose services to communities such as education, health, e-governance and other services by facilitating access to information and essential services, providing opportunities through capacity building and training tools using ICT as outreach platform.

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services that a typical knowledge centre provides

- Identifies sources of important knowledge, both inside and outside the company
- Catalogues and indexes material so that retrieval is efficient and effective
- Maintains and sustains the knowledge repository (the knowledge bank)
- Provides a one stop shop for multiple information needs

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Contd….

- Knows who can help - pointers to people as well as information

- Runs a client advisory service - offering expertise on sources, their availability, relevance, quality and overall usefulness to the business.

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Advantages of Knowledge Centres

- Economies of scale - saving the valuable time of professionals (searching for information)
- Gaining discounts from suppliers because of bulk purchases - sourcing once, but distributing widely e.G. Via an intranet
- Helping professionals find information faster than they could do it themselves
- Pooling expertise in a few locations - this gives resilience by providing cover when individuals are away from their desk or absent from work

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- Avoiding duplication of purchase and unnecessary overlap
- Reusing information and knowledge in different contexts
- Targeting distribution according to interests, rather than mass distribution.

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Knowledge sharing

- Knowledge sharing is an activity through which knowledge (i.e. information, skills, or expertise) is exchanged among people, friends, or members of a family, a community (e.g. Wikipedia) or an organization.

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- Knowledge sharing can be described as either **push or pull**.
- The **Knowledge Pull** is when the knowledge worker actively seeks out knowledge sources (e.g. library search, seeking out an expert, collaborating with a coworker etc.),
- while **Knowledge Push** is when knowledge is "pushed onto" the user (e.g. newsletters, unsolicited publications, etc).

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Knowledge Management Systems

- Knowledge management systems refer to any kind of IT system that
- stores and retrieves knowledge,
- improves collaboration,
- locates knowledge sources,
- mines repositories for hidden knowledge, captures and
- uses knowledge, or
- in some other way enhances the KM process.

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Knowledge Management Systems

- Groupware systems
- The intranet and extranet
- Data warehousing, data mining, & OLAP
- Decision Support Systems
- Content management systems
- Document management systems
- Artificial intelligence tools
- Simulation tools
- Semantic networks

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