Manage Global Competitiveness through Knowledge Management

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Abstract.— Due to globalization there is a rapid change in technology. Many organizations have to meet challenges in order to survive. Only in some organizations they have started the creation and utilization of Knowledge-base of their system and so on. Knowledge Management is nothing but a practice of discovering innovations for a community by studying its people, Processes and Tools. Thus the Knowledge Management process has attracted many organizations both by industries and educational institutions.

Knowledge Management is nothing but the creation, storage and collaborative sharing of employee information within the business environment. Through sharing and collaboration, organizations efficiency, productivity and profitability is enhanced. These are mainly supported with advanced technological tools and methods. This is nothing but a process of transforming information and knowledge. Knowledge management initiatives focus on identifying knowledge: clarify it in such manner that it can be shared with others in a formal manner. This helps the organization to leverage its value through reuse. Through a supportive organizational climate with latest information technology in hands any organization can bring its total memory and knowledge to bear upon any problem at any point of time. For organizational success, Knowledge is as a point of capital and must be exchangeable within in employees.

Knowledge evolves over time with experience, which puts connection among new situations and events in context. Knowledge is nothing but information in action. It is broadly classified into Tacit and Explicit Knowledge. Mainly Explicit knowledge deals with objective and technical knowledge, whereas tacit knowledge deals with the domain of the subjective and experimental learning. Knowledge management is a managerial activity which develops transfers, transmits stores and applies knowledge, as well as providing the members of the organization with real information to react and make the right decisions, in order to attain the organizational goals. Effective Knowledge management can help industries to accumulate core knowledge, build corporate intelligence and gain a competitive edge.

Key Words: Globalization, Knowledge sharing, Talent-Retention

I. INTRODUCTION

Due to globalization there is a rapid change in technology. Many organizations have to meet challenges in order to survive. Only in some organizations they have started the creation and utilization of Knowledge-base of their system and so on. Knowledge Management is nothing but a practice of discovering innovations for a community by studying its people, Processes and Tools. Thus the Knowledge Management process has attracted many organizations both by industries and educational institutions.

Knowledge Management efforts have a long introduction, that includes on-the-job training, apprenticeship training, corporate libraries, professional training and mentoring programs. In recent days, with the technological growth with the usage of computers in late 20th centuries Knowledge base has been introduced. In 1999, the term personal knowledge management was introduced which refers to the management of knowledge at the individual level. Knowledge management programs can result with high benefits for both individual and also for organizations, if they are purposeful, concrete and action oriented.

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Knowledge management discipline has been gradually moving towards academic area. First there was trend towards higher co-operation among the teaching professionals, particularly there has been in single-authored publications. Secondly, the role of practitioners has been changed. Their contribution has been drastically reduced as per the research. Mainly Knowledge management is based on 3 aspects namely,

- Techno-Centric (Focused on technology that enhances Knowledge Sharing)
- Organizational (Focused to facilitate best knowledge processes)
- Ecological (Focused on interaction with people, knowledge and environmental factors)
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II. DEFINITIONS

A. Table 1: Definitions of Knowledge Management by different authors.

<table>
<thead>
<tr>
<th>Author</th>
<th>Definition of Knowledge Management</th>
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<tbody>
<tr>
<td>Quintas and Klobas (1997)</td>
<td>KM is to discover, develop, utilize, deliver and absorb knowledge inside and outside the organization through an appropriate management process to meet current and future needs.</td>
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<tr>
<td>Davenport and Prusak (1998)</td>
<td>KM is managing the corporation’s knowledge through a systematically and organizationally specified process for acquiring, organizing, sustaining, applying, sharing and renewing both the tacit and explicit knowledge of employees to enhance organizational performance and create value.</td>
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<tr>
<td>Gupta (2000)</td>
<td>KM is a process that helps organizations find, select, organize, disseminate and transfer important information and expertise necessary for activities.</td>
</tr>
<tr>
<td>Bhatt (2001)</td>
<td>KM is a process of knowledge creation, validation, presentation, distribution and application.</td>
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<tr>
<td>Holm (2001)</td>
<td>KM is getting the right information to the right people at the right time, helping people create knowledge and sharing and acting on information.</td>
</tr>
<tr>
<td>Horwitch and Armacost (2002)</td>
<td>KM is the creation, extraction, transformation and storage of the correct knowledge and information in order to design better policy, modify action and deliver results.</td>
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</tbody>
</table>

Knowledge management initiatives focus on identifying knowledge, make clear it in such a way that it can be shared in a formal manner and leveraging its value through reuse.

Through a supportive organizational climate and modern information technology, an organization can bring its entire memory and knowledge to bear upon any problem anywhere at any point of time. For organizational success, Knowledge is as a form of capital and must be exchangeable within in employees.

In the informative technology context, Knowledge is very distinct from data and information. Whereas data are a collection of facts, measurement and statistics, information is organized or processed data that are timely and accurate. Knowledge is information that is contextual, relevant and actionable.

B. Figure 1: Process of Data to Knowledge Final Stage

Knowledge Management in modern practice emphasizes the creation of new knowledge and the timely application of organizational to maintain strategic advantage. It assumes that the existing system within the organization is to support for knowledge creation and the relevant knowledge is to be sourced internally and externally. The sourced knowledge has to be recorded or indexed in such a way that it can be retrieved at any point of time by any person in the organization to update or to solve any problem that helps to reach organizational goal.

C. Figure 2: Process of Knowledge Management

Knowledge management is the practice of discovering innovations for a community by studying its people, processes and tools. A newly, emerging organization dealing with all aspects of knowledge required at all verticals of business involves with: “Knowledge creation – documentation (archive) – Sharing (dissemination)” and how these activities promote learning, effectiveness, innovation and profitability. In practice, Knowledge management
encompasses technological tools and organizational routines in overlapping parts. Knowledge is nothing but information in action. It is broadly classified into Tacit and Explicit Knowledge. Mainly Explicit knowledge deals with objective and technical knowledge, whereas tacit knowledge deals with the domain of the subjective and experimental learning.

III. EXPLICIT KNOWLEDGE

Explicit knowledge deals with more objectives, rational and technical knowledge. It is nothing but the Policies, Standard Operating Procedures, White Papers, Reports, Designs, Products, Strategies, Goals, Mission and Core Competencies of the organization. It is the knowledge that has been codified in a form that can be distributed to others or transformed into a process or strategy without requiring any interaction. This explicit knowledge is also known as “leaky knowledge”, because it can leave an individual, document or any organization. Later this can be added after the documentation process.

IV. TACIT KNOWLEDGE:

Tacit knowledge is the cumulative store of the experiences, mental maps, insights, acumen, expertise, know-how, trade secrets, skill sets, understandings and learning that an organization already have. This tacit knowledge is also known as “embedded knowledge” is usually either localized within the brain of an individual or embedded in the group interactions within the department or in a unit. Tacit knowledge typically involves expertise or high skill levels. It is generally slow and costly to transfer and can be weighed down by uncertainty. This type of knowledge is also known as “sticky knowledge”, because it may be relatively difficult to pull it away from its source.

Successful transfer or sharing of tacit knowledge usually takes place through associations, internship, apprenticeship, conversations and other means of social and interpersonal interactions or even through simulations.

V. THE NEED FOR KNOWLEDGE MANAGEMENT SYSTEM:

The goal of Knowledge Management for an organization is to be aware of individual and collective knowledge, so that it may be most effective use of the knowledge it has. Mainly Management Information System (MIS) is focused on capturing, storing, managing and reporting explicit Knowledge. Now in many Organization they realize that both the Explicit & Tacit knowledge what they have is to be in formal information system. This system is called as Knowledge Management System (KMS). This refers to the use of modern information technologies (eg., Internet, Intranet, Extra nets, Lotus Notes, Software filters, Agents, Data warehouses) to systematize, enhance and expedite intra and inter firm knowledge management. They are being built in part from increased pressure to maintain a well informed, productive work force.

A functioning knowledge management system follows six steps in cycle. The reason, the system is cyclic is that the Knowledge is dynamically refined over time, the environment changes and the knowledge must be updated to reflect the changes. Mainly the six steps are

✓ Create Knowledge
✓ Capture Knowledge
✓ Refine Knowledge
✓ Store Knowledge
✓ Manage Knowledge
✓ Share Knowledge.
The cycle works as follows:

A. Figure 4: Knowledge Management Cycle

VI. CONCLUSION:

The Organizational Knowledge Management System is very much essential in this changing environment. Due to globalization talent retention is highly difficult. In order to compete with the competitors Knowledge-base is very much required in each and every organization. Knowledge management programs can result with high benefits for both individual and also for organizations, if they are purposeful, concrete and action oriented. The critical issue in implementing this knowledge management initiative in an organization is that to clear the mindset of the employees. Initially everyone in the organization has to accept, then adapt to it and then they have to utilize it properly. Preparing an organization to get accept for knowledge management initiative is nothing but they have to adapt for a change. “Change Management” is the need of the hour. This helps to improve the working culture of the employees in any organization.

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VIII. REFERENCES

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