Knowledge Management

East West University
Dhaka

June 10 , 2006

Mr. Abul Bashar Md. Sharif
East West University
Dhaka

Dear Student

I request you to perform a resourceful study on the "**Knowledge Management**" with enough coordination. I believe you would collect the most convincing information available regarding the relevant subject. This paper would be counted as the final paper to complete the project work. Please submit the assigned report of your study on or before August 14, 2006.

I hope that your report would meet the relevant requirements and help further researches. You can have my adequate assistance concerning the report.

Sincerely,

M. Sayeed Alam
Supervisor of BUS 498
East West University
Dhaka

East West University
Dhaka

August 14, 200 6

Mr. M. Sayeed Alam
Supervisor of BUS 498
East West University
Dhaka

Dear Sir

Here I submit the paper on the "**Knowledge Management**", you asked me to prepare. I believe I have collected the most convincing information available although having some confidentiality and lack of work time. This paper as counted as the final paper to complete the Project Work is prepared with the data of Survey, Magazines and Internet.

I sincerely hope that my paper would meet your requirements and help in future researches. The data provided in this paper are confidential and are only used for the project purpose.

Sincerely,

Abul Bashar Md. Sharif
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Dhaka

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Executive Summary

This study on Knowledge Management authorized by Mr. Hasan Shirazi, the Supervisor of BUS 498, was submitted on May 4, 2005.

The report, on Knowledge Management, is completely based on the materials from web sites, KM definitions and concepts from secondary materials like books, articles, and journals. I have the keen interest to cover different aspect of KM strategies, values and so many other relevant areas but due to proper data about KM and its practices and lack of time, I have to limit my report to certain extent.

In this report, the discussion is stared form the knowledge and its categories. After that, I defined the knowledge management, historical background of KM, generations of KM, and some principles of KM. Then comes the secret ingredient of KM. In the next part, the report would focus into different components, importance and benefits of knowledge management. It also focus on the return on investment of KM. by following that, it represents the value of knowledge management, challenges and implementations of knowledge management. Then it depicts the Bangladeshi perspective of knowledge management. At last, I generated some recommendations from different point of views.

Therefore, this project work paper covers all these important aspects of Knowledge Management that might be fruitful for learning and doing further knowledge management research.

1.0 Introduction

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1.1 Background:

This is a Project Work Report prepared as a requirement for the completion of the BBA Program of the East West University, Dhaka. The primary goal of the project work is to balance the Knowledge Management with the real life situation.

I, Abul Bashar Md. Sharif worked on **Knowledge Management** for the Project Work under the guidance of my supervisor Mr. Hasan Shirazi after the completion of four-year academic BBA program. I worked on knowledge management and its importance, benefits, development and its implication in different Bangladeshi organizations.

1.2 Objectives of the Report:

The objectives of this paper are:

- Give a brief overview of Knowledge Management.
- Focus on the importance of Knowledge Management in the organizations.
- Spotlight on the organizational benefits from Knowledge Management.
- Maintaining and developing personal and organizational Knowledge Management.
- Knowledge Management practices on Bangladeshi organizations.
- Recommend actions to improve Knowledge Management practices.

1.3 Scope of the Report:

This report give a narrative overview of Knowledge Management and its practices in Bangladeshi organizations. Any development of Knowledge Management after that is out of the scope of the report. This report also elaborates the project work, which is to analyze the importance, benefits, and development of personal and organization Knowledge Management. The analysis is primary based on data and information that could be

retrieved from internet and surveys on different Bangladeshi organizations.

1.4 Methodology:

This report is composed of various data and relative information that are gathered form both the primary and the secondary sources of data. The primary source of data gathered from the surveys on different Bangladeshi organizations. This report also used secondary data, such as internet.

1.5 Limitations:

The organizations and the data collection of the report were constrained by the huge pressure of work at the time of continuing the semester. This report could not focus in depth of practices of Knowledge Management in Bangladeshi organizations because of organizational confidentiality.

1.6 Report Preview:

The first part of the report includes the introductory part. Then this report depicts the knowledge and its categories. Then comes the Knowledge Management and its relevant issues. Along with the importance, benefits and return on investment of Knowledge Management.

In the next part, this report represents the value of Knowledge Management. After that, it shows the challenge and implementation of Knowledge Management.

Then this report portrays Bangladeshi perspective of Knowledge Management and different organizational view towards Knowledge Management. At last the report concludes with some recommendations.

2.0 Knowledge

2.0 Knowledge

2.1 Definitions of Knowledge

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

In today's economy, knowledge is people, money, leverage, learning, flexibility, power, and competitive advantage. Knowledge is more relevant to sustained business than capital, labor or land. Nevertheless, it remains the most neglected asset. It is more than justified true belief and is essential for action, performance and adoption. Knowledge provides the ability to respond to novel situations.

A holistic view considers knowledge to be present in ideas, judgments, talents, root causes, relationships, perspectives and concepts. Knowledge is stored in the individual brain or encoded in organizational processes, documents, products, services, facilities and systems.

Knowledge is the basis for, and the driver of, our post-industrial economy. Knowledge is the result of learning which provides the only sustainable competitive advantage. Knowledge is the next paradigm shift in computing following data processing 1945-1965 and information management 1966-1995. Knowledge is action, focused innovation, pooled expertise, special relationships and alliances. Knowledge is value-added behavior and activities. For knowledge to be of value it must be focused, current, tested and shared.

(Source: www.km-forum.org/what_is.htm)

Knowledge is the fact or condition of knowing something with familiarity gained through experience or association. Knowledge may also be described as a set of models that describe various properties and behaviors within a domain. Knowledge may be recorded in an individual brain or stored in organizational processes, products, facilities, systems and documents.

In reality, though, there exist many possible, equally plausible definitions of knowledge. For the purposes of our project, we will focus upon the following definition of knowledge: The ideas or understandings which an

entity possesses that are used to take effective action to achieve the entity's goal(s). This knowledge is specific to the entity which created it.

(Source: www.mccombs.utexas.edu/kman/answers.htm)

knowledge is understandings the cognitive system possesses. It is a construct that is not directly observable. It is specific to and not residing outside the cognitive system that created it. Information, NOT knowledge, is communicated among cognitive systems. A cognitive system can be a human, a group, an organization, a computer, or some combination.

(Source: www.km-forum.org/what_is.htm)

2.2 Categories of Knowledge

(Coakes and Sugden 2000) "Theorists have discussed declarative knowledge (knowledge about something - a shared understanding of concepts, categories); procedural knowledge (knowledge of how something happens); and causal knowledge (knowledge of why something happens and can thus enable strategy formulation).

Additionally knowledge can be considered general. That is a broad type of knowledge that is publicly available and independent of events. Or, it can be considered specific, which is context related and which must have focal knowledge in order to be described and meaningful. These categories are different but complementary to the seven ways of knowing discussed by Lazear 1991."

In 1991, Badaracco defined two different types of knowledge – embedded and migratory. The argument was progressed by Nonaka and Tageuchi in 1995 when they used the terms 'explicit' and 'tacit', and promoted the idea of the knowledge-creating company. Since then Hildreth et al (2000) has used the terms hard and soft knowledge. According to Hildreth the term hard might be labeled domain knowledge and can be easily replaced whilst soft knowledge – which is more technical in nature – pertains to knowledge of how work is carried out and this cannot easily be replaced.

The relationships between embedded and migratory and explicit and tacit can be clearly seen.

Migratory knowledge was seen as easily transferable because it was usually recorded in a codified form. Embedded knowledge however, was

less transferable because it was associated not only with the culture of an organization, its norms, attitudes and relationships amongst both groups and individuals, but also with the decision making routines and processes of the organization, much of this was not easily modifiable and so became less transferable.

Other writers such as Bloom (1956) have produced hierarchical taxonomies of knowledge on a continuum from concrete to abstract and Blumentitt and Johnston (1999) 11, 287-300 have defined knowledge in four categories rather than Bloom's six.

Table 1: Framework for Categories of knowledge (Blumentitt)

Codified Knowledge	**Common Knowledge**	**Social Knowledge**	**Embodied Knowledge**
Of things and objects Musgrave (1993)	Embedded Blackler (1995)	Know who Lundvall (1996)	Embodied Collins (1993) Blackler (1995)
Know what Know why Lundvall (1996)	Embrained Blackler (1995)	Social Millar (1997)	Tacit Fleck (1997)
Explanatory Millar (1997)	Experiential Millar (1997)	Encultured Collins (1993) Blackler (1995)	Know how Lundvall (1996)
Catalogue Millar (1997)	Informal Fleck (1997)		How to do things Musgrave (1993)
Symbolic Collins (1993)			Process Millar (1997)
Encoded Blackler (1995)			
Formal Fleck (1997)			
Explicit			

(Source: www.orsoc.org.uk/about/topic/projects/kmwebfiles/category_of_k.htm)

3.0 Knowledge Management

3.0 Knowledge Management

3.1 Definition of Knowledge Management

University of Texas: The systematic process of finding, selecting, organizing, distilling and presenting information in a way that improves an employee's comprehension in a specific area of interest. Knowledge management helps an organization to gain insight and understanding from its own experience. Specific knowledge management activities help focus the organization on acquiring, storing and utilizing knowledge for such things as problem solving, dynamic learning, strategic planning and decision making. It also protects intellectual assets from decay, adds to firm intelligence and provides increased flexibility.

(Source: www.bus.utexas.edu/kman/answers.htm)

The Biz Tech Network: Knowledge Management caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous change. Essentially, it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings.

(Source: www.brint.com)

Knowledge management is an audit of "intellectual assets" that highlights unique sources, critical functions and potential bottlenecks which hinder knowledge flows to the point of use. It protects intellectual assets from decay, seeks opportunities to enhance decisions, services and products through adding intelligence, increasing value and providing flexibility.

(Source: www.km-forum.org/what_is.htm)

The systematic process of finding, selecting, organizing, distilling and presenting information in a way that improves an employee's comprehension in a specific area of interest. Knowledge management helps an organization to gain insight and understanding from its own experience. Specific knowledge management activities help focus the organization on acquiring, storing and utilizing knowledge for such things as problem solving, dynamic learning, strategic planning and decision

making. It also protects intellectual assets from decay, adds to firm intelligence and provides increased flexibility.

(Source: www.mccombs.utexas.edu/kman/answers.htm)

Thomas Bertels: Knowledge management is the management of the organization towards the continuous renewal of the organizational knowledge base - this means e.g. creation of supportive organizational structures, facilitation of organizational members, putting IT-instruments with emphasis on teamwork and diffusion of knowledge (as e.g. groupware) into place.

(Source: www.km-forum.org/what_is.htm)

3.2 History of Knowledge Management

The pursuit of any significant human activity typically leads to the acquisition by those involved of know-how and expertise as to how the activity may be successfully conducted. Insofar as what is learned in the process can be captured, and communicated and shared with others, it can enable subsequent practitioners - or even generations - to build on earlier experience and obviate the need of costly rework or of learning by making the same repetitive mistakes.

In the village, from time immemorial, the elder, the traditional healer and the midwife have been the living repositories of distilled experience in the life of the community. Even in highly sophisticated modern knowledge organizations, the most valuable knowledge – know-how in terms of what really gets results and what mistakes to avoid – often resides mainly in people's minds.

Interactive knowledge-sharing mechanisms have always been used - from palavers under the baobab, village square debates, and town meetings, to conclaves, professional consultations, meetings, workshops, and conferences – all functioning to enable individuals to share what they know with others in the relevant area of knowledge.

Migrations of people have been a principal mode of knowledge transfer across continents. Today, a range of technologies from computers to video-conferencing for distance learning offers unprecedented opportunities to disseminate know-how and insights rapidly and cheaply to a worldwide audience.

Explicating knowledge: The reach of know-how and experience possessed by individuals can be greatly extended once it is captured and explicated so that others can easily find it and understand and use it.

In ancient Greece, the philosopher, Plato, in his dialogues, captured and elaborated the thinking of his mentor Socrates, and so succeeding generations have been able to discover and share that thinking, and in turn reinterpret those thoughts and to be stimulated to achieve fresh insights and creativity.

In other cultures, the Analects of Confucius, The Art of War of Sun Tzu, or the pyramids of Egypt and Mexico, have served similar knowledge sharing functions. In modern times, reports of activities, minutes of meetings, memoranda, proceedings of conferences, and document filing systems maintained by organizations are traditional commonly-used devices for recording content in paper format so that it can be transferred to others.

More recently, the unit costs of computers, communications and transactions are declining towards zero, and electronic transfer is proliferating. Electronic databases, audio and video recordings, interactive tools and multimedia presentations have become available to extend the techniques for capturing and disseminating content.

Digital divide or opportunity: Although these tools are not yet everywhere available in the developing world, they are spreading rapidly and present a unique opportunity for developing countries to benefit most from the technological revolution now unfolding: low-cost telecommunications systems could help countries to leapfrog ahead through distance education, distance health services, and much better access to markets and private sector partners abroad.

Nevertheless, even with modern tools, the process of knowledge transfer is inherently difficult, since those who have knowledge may not be conscious of what they know or how significant it is. Thus know-how is "sticky" and tends to stay in people's heads.

(Source: www.stevedenning.com/history_knowledge_management.html)

3.3 Generations of Knowledge Management

By the early nineties, it was clear that there were two distinct branches of Knowledge Management.

First generation Knowledge Management

First generation Knowledge Management involves the capture of information and experience so that it is easily accessible in a corporate environment. An alternate term is "knowledge capture". Managing this capture allows the system to grow into a powerful information asset.

This first branch had its roots firmly in the use of technology. In this view Knowledge Management is an issue of information storage and retrieval. It uses ideas derived from systems analysis and management theory. This approach led to a boom in consultancies and in the development of so-called knowledge technologies. Typically first-generation Knowledge Management involved developing sophisticated data analysis and retrieval systems with little thought to how the information they contained would be developed or used. This led to organizations investing heavily in technological fixes that had either little impact or a negative impact on the way in which knowledge was used.

A typical scenario might have seen an organization install a sophisticated intranet in order to categorize and disseminate information, only to find that the extra work involved in setting up the metadata meant that few within the organization actually used the intranet. This occasionally led to management mandating the use of the intranet, resulting in resentment amongst staff, and undermining their trust in the organization. Thus first generation solutions are often counterproductive.

Management theory functions as a branch of economics, and to a large extent it adopts econometric standards. When it became apparent that it would be useful to be able to manage knowledge, it was natural for managers to attempt to apply their preferred econometric methods to the cause. But econometrics is about commodities and cash flow. It found it therefore necessary to treat knowledge as if it were a commodity.

This, of course, was a surprisingly difficult thing to do, essentially because knowledge is not a commodity but a process. But a suitable epistemology was found, in the form of that developed by Michael Polanyi. Polanyi's epistemology objectified the cognitive component of knowledge – learning and doing – by labeling it tacit knowledge and for the most part removing

it from the public view. Learning and doing became a 'black box' that was not really subject to management; the best that could be done was to make tacit knowledge explicit.

Its failure to provide any theoretical understanding of how organizations learn new things and how they act on this information meant that first generation Knowledge Management was incapable of managing knowledge creation.

Second Generation Knowledge Management

Faced with the theoretical and practical failure of first generation techniques to live up to its promise, theorists began to look more closely at the ways in which knowledge is created and shared.

Along with this realization came a change in metaphor. Organizations came to be seen as capable of learning, and so a link grew between learning theory and management.

At the same time hierarchical models of organizational structure were replaced by more organic models, which see effective organizations as capable of structural change in response to their environment.

The advent of complexity theory and chaos theory provided more metaphors that enable managers to replace models of organizations as integrated systems with models of organizations as complex interdependent entities that are capable of responding to their environment.

Second generation Knowledge Management gives priority to the way in which people construct and use knowledge. It derives its ideas from complex systems, often making use of organic metaphors to describe knowledge growth. It is closely related to organizational learning. It recognizes that learning and doing are more important to organizational success than dissemination and imitation.

(Source: www.bambooweb.com/articles/k/n/Knowledge_Management.html)

3.4 Principles of Knowledge Management

Many companies are beginning to feel that the knowledge of their employees is their most valuable asset. They may be right, but few firms have actually begun to actively manage their knowledge assets on a broad scale. Knowledge management has thus far been addressed at either a philosophical or a technological level, with little pragmatic discussion on how knowledge can be managed and used more effectively on a daily basis. At this early stage of knowledge management in business, the most appropriate form of dialogue is not detailed tactics, but rather high-level principles. When an organization decides what principles it agrees upon with respect to knowledge management, it can then create detailed approaches and plans based upon the principles.

1. Knowledge management is expensive (but so is stupidity!): Knowledge is an asset, but its effective management requires investment of other assets. There are many particular knowledge management activities requiring investment of money or labor, including the following:

- Knowledge capture, i.e., creation of documents and moving documents onto computer systems
- Adding value to knowledge through editing, packaging, and pruning
- Developing knowledge categorization approaches and categorizing new contributions to knowledge;
- Developing information technology infrastructures and applications for the distribution of knowledge;
- Educating employees on the creation, sharing, and use of knowledge.

While few firms have calculated the cost of knowledge management, there are some quantified estimates. Robert Buckman of Buckman Laboratories estimates that his firm spends 7% of its revenues on knowledge management. McKinsey and Company has long had an objective of spending 10% of its revenues on developing and managing intellectual capital.

But while knowledge management is expensive, the obvious retort is that not managing knowledge is even more so. What is the cost of ignorance and stupidity? How much does it cost an organization to forget what key employees know, to not be able to answer customer questions quickly or at all, or to make poor decisions based on faulty knowledge? Just as organizations attempting to determine the value of quality determined the cost of poor quality products and services, if we wish to assess the worth

of knowledge we can try to measure the cost of not knowing. Of course, such an assessment could lead to political problems, but that is another principle.

2. Effective management of knowledge requires hybrid solutions of people and technology: Business Week recently announced in the title of a recent article on artificial intelligence that, "Computers that think are almost here...The ultimate goal of artificial intelligence-human-like reasoning-is within reach." Reading this headline in 1995 may create a deja vu experience for managers and professionals, who have been hearing about machine-based knowledge since the 1950s. But the fact is that firms wishing to effectively manage knowledge today need a heavy dose of human labor. Humans are very good at certain types of activities, computers at others.

Human beings may be expensive and cantankerous, but they are quite accomplished at certain knowledge skills. When we seek to understand knowledge, to interpret it within a broader context, to combine it with other types of information, or to synthesize various unstructured forms of knowledge, humans are the recommended tool. These are the types of knowledge tasks at which we excel, and we should be employed for these purposes.

Computers and communications systems, on the other hand, are good at different types of things. For the capture, transformation, and distribution of highly structured knowledge that changes rapidly, computers are more capable than people. They are increasingly useful-though still a bit awkward-for performing these same tasks on less structured textual and visual knowledge. But it is still the case that most people don't turn to computers when they want a rich picture of what is going on in a particular knowledge domain.

Given this mixture of skills, we need to construct hybrid knowledge management environments in which we use both humans and people in complementary ways. Just as sophisticated manufacturers have realized that "lights out" factories aren't necessary the most effective or flexible, we have to build knowledge factories that combine someone to talk to with machines that talk in bits and bytes.

When we are compiling computerized databases of organizational knowledge, we need to include "pointers to people." For example, at GM Hughes Electronics, best process reengineering practices were captured in

a database that combined human and computerized knowledge. Each entry was submitted to an editor, who screened it for usefulness and relevance. Entries recorded just enough about the practice to pique the reader's interest, and included the name and phone number of a person who could describe it in detail. Use of the database is solid and growing, and some division presidents have instructed that their divisions be well-represented in the database.

3. Knowledge management is highly political: It is no secret that "knowledge is power," and thus it should not surprise anyone that knowledge management is a highly political undertaking. If knowledge is associated with power, money, and success, then it is also associated with lobbying, intrigue, and back-room deals. If no politics appear around the knowledge management initiative, it is a good indication that the organization perceives that nothing valuable is taking place.

What do knowledge politics mean for effective knowledge management? Some managers will decry politics and argue that they only get in the way. But astute managers of knowledge will acknowledge and cultivate politics. They will lobby for the use and value of knowledge. They will broker deals between those who have knowledge and those who use it. They will cultivate influential "opinion leaders" as early adopters of knowledge management approaches. At the highest level, they will try to shape the governance of knowledge to better utilize it across the organization.

4. Knowledge management requires knowledge managers: Key business resources like labor and capital have substantial organizational functions devoted to their management. Knowledge won't be well-managed until some group within a firm has clear responsibility for the job. Among the tasks that such a group might perform are collecting and categorizing knowledge, establishing a knowledge-oriented technology infrastructure, and monitoring the use of knowledge.

Several professional services firms already have knowledge management roles in place. McKinsey, Andersen Consulting, Ernst & Young, Price Waterhouse, and A.T. Kearney all have "Chief Knowledge Officers" in place. Buckman Laboratories reoriented its Information Systems organization to become managers of knowledge, and now calls the group the Knowledge Transfer department. Hewlett-Packard created one

knowledge management group within its corporate Product Processes Organization, and another within its Computer Systems marketing group.

A knowledge management function could inspire resentment and concern within the organization if it seeks to assemble and control all knowledge. The goal of such an organization should merely be to facilitate the creation, distribution, and use of knowledge by others. Furthermore, the knowledge managers themselves should not imply by their words or actions that they are more "knowledgeable" than anyone else. In fact, one knowledge manager at Hewlett Packard argues that the most important qualification for such a role is being "egoless."

5. Knowledge management benefits more from maps than models, more from markets than from hierarchies: It is tempting when managing knowledge to create a hierarchical model or architecture for knowledge, similar to the Encyclopedia Britannica's Propaedia, which would govern the collection and categorization of knowledge. But most organizations are better off letting the knowledge market work, and simply providing and mapping the knowledge that its consumers seem to want. This dispersion of knowledge as described in a map may be illogical, but is still more helpful to a user than a hypothetical knowledge model that is best understood by its creators, a rarely fully implemented. Mapping organizational knowledge is the single activity most likely to yield better access.

Knowledge managers can learn from the experience of data managers, whose complex models of how data would be structured in the future were seldom realized. Firms rarely created maps of the data, so they never had any guides to where the information was in the present.

Letting the market work means that knowledge managers try to make knowledge as attractive and accessible as possible, and then observe what knowledge gets requested using what specific terms. For example, at Teltech, a Minnepolis firm that manages a knowledge network of external experts, clients who call for expert referrals are unlikely to always use the same terms as the experts use in describing their work. The function of connecting client needs to available expertise is performed using Teltech's online search and retrieval system, the "Knowledge Scope." The Knowledge Scope is effectively a map or thesaurus of over 30,000 technical terms. It is maintained by several full-time "knowledge engineers," who add 500 to 1200 new concepts per month to the database and remove outdated ones as well.

Each technical term has a preferred usage and several possible synonyms. Teltech's goal is to have the terms in the database that are used by clients. Therefore, each day the knowledge engineers receive a list of terms sought unsuccessfully in the database by Teltech's knowledge analysts or by clients accessing the database directly. Many of the unsuccessful searches are misspellings, but valid misses are added to the database.

Until recently, Teltech's approach to structuring knowledge had been hierarchical, rather than thesaurus-based. Its previous database was called the "Tech Tree" and it had several key knowledge branches, including scientific/technical, medical, chemical, etc. However, both clients and Teltech knowledge analysts found it difficult to navigate through the tree, and new terms tended to be added at inappropriate levels of the tree. Teltech has found the thesaurus approach to be much more satisfactory. It has mapped the knowledge world rather than modeling it.

6. Sharing and using knowledge are often unnatural acts: If my knowledge is a valuable resource, why should I share it? If my job is to create knowledge, why should I put my job at risk by using yours instead of mine? We sometimes act surprised when knowledge is not shared or used, but we would be better off as knowledge managers assuming that the natural tendency is to hoard our knowledge and look suspiciously upon that from others. To enter our knowledge into a system and to seek out knowledge from others is not only threatening, but also just plain effort-so we have to be highly motivated to undertake such work.

If the knowledge manager adopted this principle, we wouldn't take sharing and use of knowledge for granted. We wouldn't assume that the installation of Lotus Notes will lead to widespread sharing, or that making information available will necessarily lead to its use. We would realize that sharing and usage have to be motivated through time-honored techniques--performance evaluation, compensation, for example.

There are some firms that are beginning to evaluate and reward personnel for knowledge sharing and use. Lotus Development, now a division of IBM, devotes 25% of the total performance evaluation of its customer support workers to knowledge sharing. Buckman Laboratories recognizes its 100 top knowledge sharers with an annual conference at a resort. ABB evaluates managers based not only on the result of their decisions, but also on the knowledge and information applied in the decision-making process.

7. Knowledge management means improving knowledge work processes: It is important to address and improve the generic knowledge management process, but knowledge is generated, used, and shared intensively in a few specific knowledge work processes. The specific processes vary by firm and industry, but they include market research, product design and development, and even more transactional processes like order configuration and pricing. If real improvements are to be made in knowledge management, improvements must be made in these key business processes.

Two colleagues and I recently carried out research on over 25 firms that had attempted to improve knowledge work processes. We found processes oriented to creating (e.g., research), packaging (publishing), and applying (system development) knowledge. In general, the most effective improvement approaches struck a middle ground between top-down "reengineering" of the process and bottom- up design by autonomous knowledge workers. Creative knowledge work required less top-down intervention, and knowledge application processes a bit more. However, surveys of companies on their reengineering efforts have confirmed that knowledge work processes of any type are only rarely addressed in process improvement initiatives.

8. Knowledge access is only the beginning: If knowledge access were sufficient, then there would be long lines outside the nation's libraries. Access is important, but successful knowledge management also requires attention and engagement. It has been said that attention is the currency of the information age.

In order for knowledge consumers to pay attention to knowledge, they must become more than passive recipients. More active involvement with knowledge can be achieved through summarizing and reporting it to others, through role-playing and games based on usage of the knowledge, and through receiving the knowledge through close interaction with providers. This is particularly important when the knowledge to be received is tacit, as Ikujiro Nonaka has long noted.

Some firms have already begun to help their managers and employees engage in knowledge. Jane Linder, an information (and market research and strategic planning) manager for a division of Polaroid Corporation, worked with a supportive division president to create a "war games"

exercise for division managers and professionals. Participants digested market research and then played roles as competitors or Polaroid in making sales presentations to customers. The marketing-oriented exercises were a big success, and now Polaroid is assessing the use of information engagement approaches for other types of knowledge. Toyota and Nissan have both sent car designers to the United States to receive tacit knowledge by fraternizing with particular customer segments.

9. Knowledge management never ends: Knowledge managers may feel that if they could only get their organization's knowledge under control, their work would be done. However, the tasks of knowledge management are never-ending. Like human resource management or financial management, there is never a time when knowledge has been fully managed.

One reason that knowledge management never ends is that the categories of required knowledge are always changing. New technologies, management approaches, regulatory issues, and customer concerns are always emerging. Companies change their strategies, organizational structures, and product and service emphases. New managers and professionals have new needs for knowledge.

This rapid change in knowledge environments means that firms should not take considerable time in mapping or modeling a particular knowledge environment. By the time they finished, the environment would no longer exist. Instead, descriptions of knowledge environments should be "quick and dirty," and only as extensive as usage warrants.

10. Knowledge management requires a knowledge contract: It isn't clear in most organizations that who owns or has usage rights to employee knowledge. Is the knowledge of employees owned or rented? Is all of the knowledge in employee heads the property of the employer? How about the knowledge in file cabinets or computer disk drives? What about the knowledge of consultants while they are consulting? Outsourced employees? Few firms have policies to deal with these issues.

Many organizations have held employee knowledge-at least which developed between nine and five-to be the property of the corporation. However, several societal changes make such an approach more difficult. Employees move more quickly to new jobs and new organizations; the

distinction between work life and home life is more ephemeral, and there are more contingent workers. In any case, few firms have done a good job of extracting and documenting any employee's knowledge in the past. If knowledge is really becoming a more valued resource in organizations, we can expect to see more attention to the legalities of knowledge management. Perhaps the greatest problem with increased knowledge management is the increased population of lawyers it will engender! Intellectual property law is already the fastest-growing field in the legal profession, and it will only grow faster.

(Source: www.mccombs.utexas.edu/kman/kmprin.htm)

3.5 Myths of Knowledge Management

In the finger-pointing about how U.S. authorities might have gathered enough information to head off the Sept. 11 terrorist attacks, a shocking lack of communication came to light. A few months ahead of the attacks, an FBI agent in Minnesota raised an alarm about Zacarias Moussaoui, thinking his interest in learning how to fly large jets was related to terrorism. At the same time, an FBI agent in Phoenix had noticed that a group of Arabs had enrolled in flight school and thought he could tie the trend to Osama bin Laden. Yet the two agents never knew about each other's concerns until too late. Without corroborating evidence, both agents' concerns never went anywhere.

This sort of breakdown in sharing knowledge—which can result from what the CIA calls TMI, or Too Much Information—is so common in the corporate world that businesses will try to solve the problem by investing $12.7 billion in knowledge-management systems in 2005, up from $2.3 billion in 2000, according to research firm IDC (www.idc.com).

Yet, even as they spend all this money, many executives have the sense that they've been there and done that—with little to show for all the effort they've put into knowledge management. Is all that investment being wasted? Or is there some way to do a better job and reap the benefits of the effort?

If you look at how companies approach knowledge management, you can see that the problem is in the execution. Companies commonly make catastrophic mistakes by falling for one of these seven myths:

Knowledge Management is about Knowledge: "Knowledge" is one of those words that sound great. Who isn't for more and better knowledge? It's almost patriotic. But the real question is: knowledge to what end? Companies that deploy knowledge-management systems hoping they will eventually stumble across a purpose for their knowledge—and there are many such companies—may be in for a long wait. The systems must start and end as all business initiatives should, with a focus on delivering top-line growth, improving operations, and increasing profit margins.

Knowledge Management is about the Technology: Many companies become so focused on building the knowledge-management system that deploying the technology is all they do. And they fail. One large firm I know built the Rolls Royce of knowledge platforms, a true technological tour de force. But everyone was so busy over engineering the system that they gave too little consideration to how it would operate, to what problem the system was supposed to address, and to how it would integrate with the overarching technology strategy. In the end, the system could not keep up with the rapidly changing business, there was little flexibility to adapt to individual users, and every upgrade became a Herculean task.

The system should be so all encompassing that it can cure cancer and end world hunger: In fact, if you set enormous expectations, you are almost guaranteed to fail to live up to them and may be dismissed as a failure. Instead, realize that you do not have to solve every information problem in your business on the first day. You should start small, so you can demonstrate successes and develop evangelists for your efforts.

A telecom company I was involved with took the right approach. Pursuing a huge contract at a large banking customer, the telecom company leveraged knowledge-management tools to integrate the efforts of a global sales team. The team was never caught off guard through the long, arduous sales cycle and had the agility to win the deal. Based on the visibility of that success, and on the lessons learned during that initial foray into knowledge management, this telecom company has been able to extend the capability to all of its most significant sales activities.

One caveat: You need to think big even as you start small. That's because you need to make sure that the knowledge-management architecture that you begin with will still work as you expand to include other parts of your business.

The goal is to create a document repository: Certainly, document management can be a priority if employees often have trouble finding critical information or carry out redundant efforts to develop the same information. However, you must focus as much on the value and reliability of the information as on how the information is stored.

The research department of a global firm I know found this out the hard way. It put all its white papers and research reports online but found that few people used them. Then the firm built a way for people to query each other—people no longer just looked up information but could find the scientists who generated the information and ask a precise question. Employees were delighted. They made better decisions, and in less time.

You can buy a ready-made system: Wishful thinking. Knowledge-management systems are as individualized as the businesses that use them. While there are plenty of good tools available commercially, the real issue is how those are all tied together companywide and how they are integrated into your growth, operations, and technology strategies. If your knowledge-management program asks employees to use four search engines, three document-management systems, and six types of collaboration tools, on multiple types of computer systems, you're dead. Individual parts of your business might argue that they should be able to tackle knowledge management on their own, but you're almost always better off being consistent throughout your business.

Knowledge Management is about Knowledge control: Companies worry excessively that people will put content in the wrong place or that they can't be trusted with so much information. They add layer upon layer of approvals for contributing information or accessing it—and sap the potential of their systems.

One executive recently told me that his company had instituted an elaborate system for tracking the relationships it has with customers—then made sure that all its salesmen had access to very little of that information, for fear that they might defect to a competitor and take information with them.

In the end, knowledge management isn't about maintaining a pristine database. It's about fostering an environment in which people can ask questions like, "Does anybody know...?" Or, "Who can help me...?" This

means an open system that encourages building relationships through communities and creating opportunities for personal interaction, across cubicles and across oceans.

If you build it, they will use it: When done right, knowledge management transforms an organization. That isn't an easy task. Before you deploy your system, you need to consider the concerns people will have about a new way of doing things. You have to consider the attributes of your culture that encourage knowledge sharing and those that encourage hoarding. Most importantly, you have to face up to the fact that senior executives must provide strong leadership.

Believing any one of these myths is fatal. Merely avoiding them will give companies a much better chance of getting the right information to the right people at the right time.

(Source: www.contextmag.com/setFrameRedirect.asp?src=/archives/200208/Insight1SevenMyths.asp)

3.6 Knowledge Management's Secret Ingredient

Capturing individual knowledge so that it can be understood and applied by an entire organization is a key objective of most knowledge management (KM) initiatives. As a result, many companies employ a specific process or technology to index and disseminate large quantities of knowledge to an audience. To accomplish this, they implement a logical-order category scheme that enables more effective search functionality.

Unfortunately, some companies tend to paint an elegant, exaggerated, and over-simplified picture of the benefits of implementing KM software. They claim that new software can capture an entire enterprise's documents and email messages quickly and, then, simply by applying a common indexing scheme and search functionality, enable anyone to find anything quickly. Indeed, there is value in implementing robust search and index functionality across large document volumes. However, does this type of implementation alone enable companies to manage and leverage intellectual capital?

A KM initiative that overemphasizes aggregation and indexing can overlook the human side of knowledge management. Central to understanding knowledge in human terms is identifying knowledge that is truly sharable by people. Sharable knowledge—knowledge that people can reuse and apply to novel situations—isn't contained wholly in the documents and email messages of an organization. In fact, unless a stand-alone document is specifically produced to serve a knowledge-sharing purpose, it typically represents only part of the understanding required to apply that document to a business problem. For example, stand-alone documents often provide only clues about how a colleague tackled a business problem. Merely providing access to documents through a KM system creates an experience much like a typical archeological exhibit in a museum that displays ancient artifacts with basic information about their age and composition but leaves visitors to rely on their imaginations to draw conclusions about the application and significance of the artifacts.

A similar strategy leads to KM applications that resemble warehouses or repositories, which place a heavy burden on the end user to find relevant expertise and to determine how knowledge should be applied. To minimize that impact on productivity and to maximize the return on KM investment, KM applications must make an effort to capture the context of such business artifacts as documents, charts, videos, and so forth. To achieve this, KM as a discipline must shift its emphasis from aggregating artifacts to cultivating expertise. Currently, this shift in emphasis is made up of a few key misconceptions about KM implementation. By examining these misconceptions and discussing strategies to humanize how knowledge is represented, organizations can realize knowledge management objectives that improve productivity, increase organizational competency, and foster innovative thinking.

Misconception # 1: If you maximize the number of accessible business artifacts (documents, charts, reports, and so forth), you increase the chances that individuals will locate precisely what they need to solve business problems.

To believe this, you also must believe the following: A large portion of easily obtainable business artifacts have applicability to new business situations, and search technology helps people locate relevant information from large repositories quickly.

Generally, as the size of a document repository swells, the number of irrelevant and out-of-date documents increases. This can be attributed to a simple resource allocation issue: As target size for a document repository increases, resources allocated for filtering out useless documents become overextended. Over time, the need for sophisticated search technology increases, which can further decrease resources allocated to filtering information. Eventually, those forces conspire to create a KM system consisting of one search text box that accesses every document in the company. Every organization has lots of useless documents; providing easy access to them carries a tremendous cost that, once recognized, is difficult for most businesses to justify.

Search technology is not utopian. It often requires considerable effort and trial-and-error to locate relevant items. Technology itself isn't always the main problem. Frequently, there's a navigational abyss between people and the items they're seeking. Employees trying to solve business problems don't always know how to search effectively for the documents that best satisfy their specific needs.

Individuals must struggle with simple text keyword searches. As a knowledge repository grows, keyword searches are likely to yield an ever-increasing number of hits. Frustration sets in from having to sift through hundreds of results. For example, when a large consumer bank conducted a test of search functionality for an online document repository, results typically yielded between 100 to 900 hits. Most people lack the patience to narrow search criteria or the time to review 900 documents.

Humanizing Strategy # 1: Capture the top 20 percent of your available intellectual capital to make relevant expertise easier to find.

Establish the initial criteria and a virtual team of business experts to act as knowledge reviewers for your organization. This team can then use the criteria and their business expertise to pinpoint the artifacts that provide the most value to the business—the top 20 percent. This ongoing effort should analyze new content continuously, as well as purge or modify outdated or misrepresentative examples. Keep in mind that this should not be a top-down approach. For example, the review team should work with leading field experts to solicit the best sample artifacts through an established peer-review process. Time and resources play a critical role in determining the best strategy. In addition, technology should be leveraged where possible to filter artifacts. A content management

`application often provides functionality that determines frequently used resources, pages, and so forth, and then organizes those resources according to their value. This helps eliminate "knowledge noise" and provides more targeted knowledge to an organization.

Misconception # 2: If you provide a portal or KM application with submission functionality, it will maintain itself.

To believe this, you also must believe the following:

- People naturally will devote their time to contribute to a knowledge repository.
- People know the difference between content that should and should not be shared.
- Everything that people contribute is valuable.

The self-service KM portal is a well-intended theory. However, it doesn't take into account people's actual work habits. It's difficult for most people to find time to reflect on what they know, especially for people who are the top performers in an organization--whose knowledge is most desirable. In fact, top performers usually perceive their own knowledge as the basis for their top performance. It's their personal competitive advantage. Why should they share?

Additionally, prolific knowledge contribution can lead to a repository dominated by a few individuals with a strong commitment to KM. Over time, a repository dominated by a few contributors can discourage participation from others who may eventually perceive the KM application as not being fully representative of the business.

Humanizing Strategy # 2: Treat experts like experts.

You want experts to contribute to your KM initiative because they hold that elusive top 20 percent of knowledge that's truly valuable to the rest of the organization. Usually, experts are an organization's top performers. With rare exceptions, it's difficult for experts to explain their expertise to others. To capture this expertise initially takes in-depth, one-on-one interviews. While this process demands commitment and patience, the resulting content will be rich in the sort of detail that makes it possible for others to understand, transfer, and apply the expert's outlook. Consider the benefits realized from every person in an organization understanding how the best people perform key business activities. As a KM system

matures, an organization can rely on standard methods of representing expertise and can then capture much of this content through direct voluntary contributions.

KM systems do not eliminate entirely the need for personal dialogue with experts. Experts also need to be asked about their expertise; it serves as an invitation to share. There's a powerful emotion associated with being asked for one's opinion. Experts often need this for validation; they may be unaware that they're considered experts because no one has ever asked them to contribute what they know to the business. By directly soliciting expertise, your organization wins in two important ways: 1) expertise gained from individual experience is reinvested back into your business, and 2) experts become more aware of their role and are more likely to contribute--either voluntarily through formal KM channels or informally through day-to-day interaction with colleagues.

Financial incentives and a culture that supports knowledge sharing can help build momentum behind a KM initiative, but neither compares to the immediate value of working individually with your experts to capture what they know.

Misconception # 3: If you generalize your expertise, then it will apply to a wide audience.

To believe this, you also must believe that people believe everything they read and that nuance and contextual detail in business communications is unimportant.

Consider the following situation: An expert sales representative recalls a story to a knowledge manager about how he saved a big account by reworking pricing on a deal through creative discounting. The knowledge manager recognizes the value in sharing this experience and asks the expert sales representative to outline the steps taken so others can avoid reinventing the wheel. The sales representative drafts a step-by-step, high-level bulleted list that tells other sales representatives how to apply discounts. The knowledge manager removes specific references to the customer and generalizes some of the steps to make them more applicable to the entire sales force. The list is then posted on the KM portal under the heading "Discounting Procedure."

Although the whole sales force has access to the discounting procedure, so much contextual knowledge has been omitted or removed that there's

a risk that other sales representatives may never apply the procedure properly. Consider the potential questions raised by the person trying to apply this knowledge:

- Is this plan legitimate? Who proposed the procedure?
- Has this plan been validated by management?
- When should I apply the procedure—always, or are there exceptions?
- Whom should I ask about the plan?
- How old is the procedure? Is it up-to-date?
- My account is unique; I'm not sure this applies to my situation. How can I be certain this procedure is relevant?
- I think I need to add some discounts to a proposal I am working on. Is there an example somewhere that shows how to represent the discounts in a proposal?

In making a set of guidelines widely applicable, the information that people need to interpret and apply them to novel situations is often lost. At best, people misinterpret the guidelines and make minor mistakes. At worst, official guidelines lose credibility and people improvise or rely on a trusted colleague (who may or may not be an expert). Productivity, consistency, and quality are left to chance in those cases.

Humanizing Strategy # 3: Capture the individual experiences that form the basis of best practices.

Using a bulleted list to provide guidance for a business activity isn't a bad idea. In fact, it's great for people already familiar with the activity. But until people feel comfortable and capable, a bulleted list doesn't provide enough detail for people to apply the knowledge to novel business problems. As you build resources that document organizational best practices, go beyond generic guidelines by capturing and including links to detailed information that can help people understand how to apply best practices.

Examples of these knowledge resources include

- Examples: documents or other work deliverables that show how an expert applied part or all of a best practice
- Demonstrations: rich media representations of a best practice in action

- War stories: anecdotal detail by an expert recalling how he or she applied a best practice
- Tools: applications that help automate some or all of the steps of a best practice
- Learning scenarios: simulations that allow a person to try out a best practice before applying it to a real business problem
- Expert references: contact information for people who can answer questions about a best practice or subject, including names of people who contributed to or approved the development of a best practice, validating its legitimacy in the eyes of the workforce.

The bottom line is that people don't always interpret advice from a computer well; they need more of a human element to raise their comfort level. Preserving the ties between abstract information and real experience helps to validate the superiority of a best practice. It also gives individuals the necessary background to judge how they should apply best practices to new situations.

The big tradeoff

Knowledge managers face an investment choice as they consider the development of KM applications: technology vs. content. Obviously, you need both, but too often the emphasis is on technology. Consider the alternative approach: a simpler KM application that provides access to a lower volume of higher quality content, transformed and tailored to the needs of its audience. Trade in a portion of your investment in sophisticated indexing and search technology for the resources and time required to interview experts in your organization on an ongoing basis. Ultimately, knowledge management needs to be more than facilitating knowledge management, which is what happens when you implement a self-service portal without addressing content issues. KM efforts need to be about *managing* (or leveraging) knowledge, which can only be achieved by paying attention to the source of knowledge—people.

(Source: www.learningcircuits.org/2001/dec2001/visioncor.html)

4.0 Components, Importance, Benefits & Drawback of KM

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4.1 Integral Components of KM

Rudy Ruggles, a leading KM thinker / practitioners, has identified the following items as integral components of KM:

- Generating new knowledge
- Accessing valuable knowledge from outside sources
- Using accessible knowledge in decision making
- Embedding knowledge in processes, products, and/or services
- Representing knowledge in documents, databases, and software
- Facilitating knowledge growth through culture and incentives
- Transferring existing knowledge into other parts of the organization
- Measuring the value of knowledge assets and/or impact of knowledge management

(Source: sims.berkeley.edu/courses/is213/s99/Projects/P9/web_site/about_km.html)

4.2 Impotence of KM

Knowledge Management is important, because knowledge is an intangible asset of an organization and also impossible to imitate. With the help of proper knowledge management, company can put itself in a distinguish position in its industry and it is also easy for them to outplay its competitors.

Important economics and business theorists have alluded to or identified knowledge as the ultimate competitive advantage for the modern firm. That is, it is a resource that is difficult to impossible to imitate or co-opt, giving its possessor a unique and inherently protected commodity. Therefore, any techniques or methods which sustain knowledge growth and distribution are key to the success of today's organizations.

4.3 Reasons behind Organization's interest on KM

A variety of factors have contributed to the growth of and interest in KM. Robert E. Cole identifies eight of them:

- Accelerating pace of change
- Staff attrition (especially that resulting from years of downsizing and reengineering)
- Growth in organizational scope · Geographic dispersion associated with globalization of markets
- Global integration
- Increase in networked organizations
- Growing knowledge-intensity of goods and services
- Revolution in information technology

(Source: sims.berkeley.edu/courses/is213/s99/Projects/P9/web_site/about_km.html)

4.4 The Benefits expect from KM

Some benefits of KM correlate directly to bottom-line savings, while others are more difficult to quantify. In today's information-driven economy, companies uncover the most opportunities — and ultimately derive the most value — from intellectual rather than physical assets. To get the most value from a company's intellectual assets, KM practitioners maintain that knowledge must be shared and serve as the foundation for collaboration. Yet better collaboration is not an end in itself; without an overarching business context, KM is meaningless at best and harmful at worst. Consequently, an effective KM program should help a company do one or more of the following:

- Foster innovation by encouraging the free flow of ideas
- Improve customer service by streamlining response time
- Boost revenues by getting products and services to market faster
- Enhance employee retention rates by recognizing the value of employees' knowledge and rewarding them for it
- Streamline operations and reduce costs by eliminating redundant or unnecessary processes

These are the most prevalent examples. A creative approach to KM can result in improved efficiency, higher productivity and increased revenues in practically any business function.

(Source: www.cio.com/research/knowledge/edit/kmabcs.html)

4.5 Benefits & Return On Investment of Knowledge Management

Given the right degree of investment in KM systems and technologies, and the right level of organizational commitment to their deployment, upkeep, and regular use, the following benefits for KM may be realized:

- Re-use of existing knowledge elements prevents recurring costs related to repeated research of the same topics, and repeated formulation of the same solutions.

- Access to in-depth knowledge elements for support staff, partners, and customers improves the customer service experience and speeds the time from problem statement to problem resolution.

- Support organizations can deliver faster, more accurate responses to questions. Be it from a successful self-service support, or from an assisted service call, customer satisfaction improves when problems are resolved quickly.

- Faster resolution of support calls means improved support staff productivity: support organizations can handle more incidents overall (particularly when self-service works for common problems and queries), and support staff can concentrate on helping customers with more serious problems or questions.

- As a knowledge base is used over time, continuous feedback from its users helps the system improve relevance ranking, identify new and improved solutions, and establish the applicability of known solutions to all related problems. This increases the value and usability of the knowledge in the knowledge base.

- Because KM systems can capture and manage knowledge from just about any subject area, organizations can use their KM systems to handle problems across a broad range of topics and job functions. This permits the knowledge base to become a real repository of collective organizational wisdom.

- Because support volume can increase dramatically with little or no increases in cost for support personnel, and the most needed knowledge is available online 24 x 7 x 365, organizations that deploy KM systems become much more competitive than those, which don't. They can offer more services more often at the same

price as those organizations that still rely on 8-hour or half-day telephone support coverage.

- By making knowledge and customer data easily accessible, the customer service representative may even use the KM tools to initiate cross-sell and up-sell opportunities with their customers, driving revenue, thus making the contact center a growth center and not a cost center. According to Gartner, mergers between customer service and sales, and customer service and marketing, are occurring with greater frequency across enterprises in the United States. Gartner estimates that, by 2007, 40 percent of call centers will have a significant impact on an enterprise's revenue stream.

(Source: www.serviceware.com/pdf/whitepaper-key.pdf)

5.0 Value

5.0 Value

5.1 The Value of Knowledge Management

In an organizational context, data represents facts or values of results, and relations between data and other relations have the capacity to represent information. Patterns of relations of data and information and other patterns have the capacity to represent knowledge. For the representation to be of any utility it must be understood, and when understood the representation is information or knowledge to the one that understands. Yet, what is the real value of information and knowledge, and what does it mean to manage it?

Without associations, we have little chance of understanding anything. We understand things based on the associations we are able to discern. If someone says that sales started at $100,000 per quarter and have been rising 20% per quarter for the last four quarters, I am somewhat confident that sales are now about $207,000 per quarter. I am confident because I know what "rising 20% per quarter" means and I can do the math.

Yet, if someone asks what sales are apt to be next quarter, I would have to say, "It depends!" I would have to say this because although I have data and information, I have no knowledge. This is a trap that many fall into, because they don't understand that data doesn't predict trends of data. What predicts trends of data is the activity that is responsible for the data. To be able to estimate the sales for next quarter, I would need information about the competition, market size, extent of market saturation, current backlog, customer satisfaction levels associated with current product delivery, current production capacity, the extent of capacity utilization, and a whole host of other things. When I was able to amass sufficient data and information to form a complete pattern that I understood, I would have knowledge, and would then be somewhat comfortable estimating the sales for next quarter. Anything less would be just fantasy!

In this example what needs to be managed to create value is the data that defines past results, the data and information associated with the organization, it's market, it's customers, and it's competition, and the patterns which relate all these items to enable a reliable level of predictability of the future. What I would refer to as knowledge management would be the capture, retention, and reuse of the foundation

for imparting an understanding of how all these pieces fit together and how to convey them meaningfully to some other person.

The value of Knowledge Management relates directly to the effectiveness with which the managed knowledge enables the members of the organization to deal with today's situations and effectively envision and create their future. Without on-demand access to managed knowledge, every situation is addressed based on what the individual or group brings to the situation with them. With on-demand access to managed knowledge, every situation is addressed with the sum total of everything anyone in the organization has ever learned about a situation of a similar nature. Which approach would you perceive would make a more effective organization?

(Source: www.systems-thinking.org/kmgmt/kmgmt.htm)

5.2 Value Proposition

There are four key perspectives to take into account when considering the value of Enterprise-wide Innovation:

- Value to its management and staff
- Value to its shareholders
- Value to its customers
- Value to other stakeholders (trading partners, communities, the environment)

The Macro-innovation Method (the 'Policy Synchronization Method' or PSM offers value to every one of these groups. To management and staff, it offers a qualitative jump in agility -- the capacity to responsively detect and adapt to events in the marketplace. To shareholders, it offers assurances that knowledge is being produced and shared in an environment of appropriate openness, and that the potential for Enron-like failures is remote. To customers, it offers a supplier that is considerably more apt to understand their needs, and to better withstand the test of time than others. And finally, to other stakeholders, it offers encouraging indications that the behaviors of the organization will be mutually-rewarding and responsible, and that they'll also lead to sustainable outcomes.

(Source: www.macroinnovation.com/value_proposition.htm)

5.3 Inside View of Value Proposition

A discussion of the PSM method's value propositions, from the perspective of each of the key stakeholder groups involved in an organization, follows below:

1. Value Proposition to Management and Staff

- **Improves the rate and quality of innovation:** By engaging the full membership of an organization in the formal learning and innovation process, a firm's capacity to detect problems and opportunities and to address them effectively is dramatically enhanced. Different aspects of this value are explored more fully below.

- **Enables earlier and more thorough detection of problems and opportunities:** By sharing the responsibility for knowledge processing with all members of a firm, management can dramatically improve the degree to which serious problems or valuable opportunities are detected. Employees who are, in fact, full participants in management's learning process will greatly enhance the organization's capacity to detect and more quickly respond to changes in the business environment.

- **Expands the range of business solutions available to management:** The PSM method includes treatment of the intellectual and/or 'values diversity' in a firm, a variable that relates to its diversity of ethos, or what we call ethodiversity. In doing so, it directly impacts the range of perspectives and worldviews collectively held by a firm, and which managers and others can draw upon as they encounter new problems and opportunities. Wider degrees of ethodiversity translate into broader portfolios of ideas and potential strategies for dealing with problems and opportunities. As one manager put it, "Here, we are more interested in becoming a diverse organization of individuals than we are in becoming an organization of diverse individuals." It's diversity at the organizational level that counts most when it comes to organizational performance -- ethodiversity, that is.

- **Enhances the quality of inventive thinking:** Not all inventions go on to become innovations, but all innovations start out as inventions. Increasing inventive thinking and the level of related

efforts is key, then, to enhancing innovation. The PSM method accomplishes this in three ways. First, it affords a greater degree of freedom to individuals and groups to pursue learning agendas of their own choosing, a strategy that taps into and exploits individual and group-level passions and interests. Second, it sets the conditions in which learning groups, or communities, are free to form and carry out their affairs, with full management support. And third, it explores opportunities to share entitlements to innovations with employees. The quality and volume of inventive thinking throughout the enterprise flourishes under these conditions, thereby increasing the breadth and depth of the pool of potential innovations.

- **Raises employee satisfaction and morale:** Employees who are actively engaged in the organizational learning and innovation process will feel more satisfied and enriched in their work because of the degree to which their own intrinsic interests, views, and opinions are taken into account by management. This is more than just lip service. In the PSM method, knowledge processing performed at the management level is deliberately inclusive of employee input and criticism. Further, employees are free to engage in open debate on decisions taken by management, thereby raising the visibility of their contributions and the impact of their views. In more aggressive cases, employee representatives sit on boards of directors and actually participate in decision-making.

- **Leads to richer 'communities of communities':** As noted above, one of the PSM method's goals is to set the conditions in which communities of practice, learning, etc. are more likely to form and flourish. As wellsprings of knowledge, communities are essential to learning and innovation in a firm, and the PSM method takes an active role in making their formation more likely, and their contributions more lasting.

- **Enhances knowledge sharing and integration:** By focusing both on the policies and programs for knowledge sharing in an organization, as well as the quality of related infrastructures, the PSM method can enhance the flow of information and knowledge to workers, especially as it relates to the performance of their work. In addition, the PSM method places an equal emphasis on 'transparency' in management, in the sense that it advocates, and provides for, openness in access to the views held by managers, as

well as the basis of their thinking. Under these conditions, Enron-like failures are rare events.

- **Results in 'sustainable innovation':** Because the PSM method is aimed at eliciting and supporting intrinsic organizational innovation, it is more sustainable than other innovation methods. This is because instead of prescribing an innovation system or body of practice, it supports, strengthens, and reinforces the self-organizing tendencies of organizations to innovate in their own endemic ways.

2. Value Proposition to Shareholders

- **Enhances the quality of information about a company's operations:** Use of the PSM method constitutes a direct and powerful means of building what Warren Bennis of USC describes as "social architectures for openness," an antidote to Enron-like scandals. The PSM method is based on an understanding of what it means for an organization to be 'open' in this regard, and what the associated leverage points are and where they can be found. All of this works to the shareholders' advantage, since the 'open enterprise' makes it more likely that employee views on management's performance will be open and accessible to scrutiny from the outside world.

- **Lowers risk in investments:** Because its decisions are more open to scrutiny from its own employees, as well as the outside world, management decisions are taken more cautiously, thereby lowering the risk of Enron-like failures, while increasing the security of shareholders' investments.

- **Enhances financial performance:** Apart from the benefits derived from 'openness,' companies that use the PSM method also tend to display market-leading business performance, thereby increasing the value of their owners' equity and their returns on investment. This is directly attributable to the degree to which a PSM-managed environment is marked by an enhanced capacity to detect and solve problems and opportunities. Business outcomes in a PSM-managed environment benefit, accordingly.

- **Increases the value of intellectual capital:** The social capacity to learn and innovate is arguably the most valuable form of intellectual, or intangible, capital in a firm. There is more than

metaphor at work here. Company values are directly impacted by non-book, intangible 'assets,' including the social capacity to learn, innovate, and adapt. We call this 'social innovation capital,' a concept that we first developed in 2001. The PSM method is nothing if not a management discipline aimed at increasing the value and effectiveness of social innovation capital, the successful use of which can therefore have direct, positive impact on a company's market valuation. The only thing more valuable than valuable intellectual capital is the sustainable capacity to produce it!

3. Value Proposition to Customers

- **Enhances the quality of fit between a supplier and its customer:** Because of their commitment to enterprise-wide learning and innovation, companies that use the PSM method are inherently more capable of responding to individual expressions of customer demand, thereby increasing the value and fit of their offerings -- and themselves -- to their customers. Customers, in turn, can expect to see more flexibility and responsiveness from providers who use the PSM method. Indeed, their own unpredictable evolutions in requirements are more likely to be met, as they occur, by suppliers that have achieved Enterprise-wide Innovation, as compared to those which haven't.

- **Lowers risk to the customer:** The risk of disruption to a business when one of its major suppliers suffers a crisis in the marketplace such as, say, Arthur Andersen did, can be mitigated by choosing to do business with suppliers whose operating environments are 'open' and innovative. Customers looking to do business with companies that strive to maintain 'social architectures for openness' and 'high-performance knowledge processing' need look no further than to determine whether or not prospective suppliers are employing the PSM method. If so, they can rest assured that management at PSM-managed organizations have embraced 'openness' as a core value, and have also taken steps to achieve Enterprise-wide Innovation. Companies that have done so are far more likely to do a good job of detecting and addressing problems and opportunities, and are far less likely to disappear or suffer a failure.

4. Value Proposition to Other Stakeholders

- **Enhances the quality of relationships with trading partners:** For all of the same reasons PSM-managed companies work well for their customers, so, too, do they work well for their trading partners. Companies that prioritize continuous learning and innovation are bound to be more flexible and adaptable in their dealings with partners, subcontractors, and other business affiliates. Doing business with intelligent, agile, and adaptable partners is always preferable. Further, PSM-managed companies will generally be more flexible in terms of their capacity to mold themselves to different working arrangements with their partners, since they tend to be more agile than their traditional, hierarchical competitors. As author Joseph Pine presciently predicted in his 1993 book, Mass Customization, the next step in business competition has indeed become "the mass customization of enterprises."

- **Reduces risk of irresponsible social behaviors by companies:** In companies where the average worker has an inviolate right to scrutinize and critique decisions taken by management, actions harmful or damaging to the community are far less likely to occur. Indeed, use of the PSM method is an important ingredient in broader social responsibility efforts, since they help to ensure employee and stakeholder participation in the conduct of business affairs. The reasoning here is that while dubious decisions might pass muster in small, concealed groups, the chances of their survival in larger, more open environments are considerably lower -- desirably so. Unsustainable social behaviors should not be sustained, and use of the PSM method can help detect and resolve them, just as it can aid in the detection and resolution of problems and opportunities of any other kind.

- **Reduces the risk of irresponsible environmental behaviors by companies:** The logic here is similar to the logic used immediately above in the human context. Organizations also have a duty of stewardship and respect for the ecosystems in which they work, just as they do in human social systems. It is to everyone's advantage to ensure that unwanted impacts on the environment, be they intentional or otherwise, are curtailed as fully as possible. Making it possible, therefore, for employees and other stakeholders in an organization to have knowledge of, and influence on, decisions about a company's impact on the environment is critical. Use of the PSM method is an important step in achieving this goal, since it fundamentally exposes management decisions and the

thinking behind them to employee scrutiny, just as it does the reverse, as well -- i.e., management learns from employees, and employees learn from management. The environment benefits in the exchange, since fewer corporate decisions with potentially deleterious effects on the natural world are able to get that far.

(Source: www.macroinnovation.com/value_proposition.htm)

6.0 Challenges & Development of KM

6.0 Challenges & Development of KM

6.1 Maintaining and Developing Personal KM

There has been little emphasis on maintaining and developing knowledge management at a personal level. Few world greatest organizations have taken the time or dedicated the resources to develop KM initiatives. Although it may be the most effective, long-term option for retaining the best talent within the organization, many companies have yet to realize this fact. Those that understand its value often find that it is not as straightforward to implement as an enterprise-wide program where a broader scope can make it easier to identify KM requirements and implement strategies.

Corporations take pride in saying that they are learning organizations, especially as employees and stakeholders like to hear statements. However, learning goes hand in hand with teaching and little effort is spent on staff development to identify and improve their skill sets. These competencies should fit the overall objectives of the organization. Procedures should be in place to ensure lessons learnt and experiences are handed down through the organization. Companies should aim to offer a collaborative society and environment where knowledge sharing is not just promoted but enforced.

At first sight, this framework seems simple and common sense. To certain extent it is. However, the framework requires commitment on a personal level to clearly define objectives, and dedicate the time and resources needed to fill knowledge gaps. Moreover, executing this framework does not guarantee that it will switch careers with ease, but that will put employees on the right track to systematically developing your skill sets and existing knowledge.

6.2 The Challenges and Solution of KM

Getting Employees on Board

The major problems that occur in KM usually result because companies ignore the people and cultural issues. In an environment where an individual's knowledge is valued and rewarded, establishing a culture that

recognizes tacit knowledge and encourages employees to share it is critical. The need to sell the KM concept to employees shouldn't be underestimated; after all, in many cases employees are being asked to surrender their knowledge and experience — the very traits that make them valuable as individuals.

One way companies motivate employees to participate in KM is by creating an incentive program. However, then there's the danger that employees will participate solely to earn incentives, without regard to the quality or relevance of the information they contribute. The best KM efforts are as transparent to employees' workflow as possible. Ideally, participation in KM should be its own reward. If KM doesn't make life easier for employees, it will fail.

Allowing Technology to Dictate KM

KM is not a technology-based concept. Don't be duped by software vendors touting their all-inclusive KM solutions. Companies that implement a centralized database system, electronic message board, Web portal or any other collaborative tool in the hope that they've established a KM program are wasting both their time and money.

While technology can support KM, it's not the starting point of a KM program. Make KM decisions based on who (people), what (knowledge) and why (business objectives). Save the how (technology) for last.

Not Having a Specific Business Goal

A KM program should not be divorced from a business goal. While sharing best practices is a commendable idea, there must be an underlying business reason to do so. Without a solid business case, KM is a futile exercise.

KM Is Not Static

As with many physical assets, the value of knowledge can erode over time. Since knowledge can get stale fast, the content in a KM program should be constantly updated, amended and deleted. What's more, the relevance of knowledge at any given time changes, as do the skills of employees. Therefore, there is no endpoint to a KM program. Like product development, marketing and R&D, KM is a constantly evolving business practice.

Not All Information Is Knowledge

Companies diligently need to be on the lookout for information overload. Quantity rarely equals quality, and KM is no exception. Indeed, the point

of a KM program is to identify and disseminate knowledge gems from a sea of information.

(Source: www.cio.com/research/knowledge/edit/kmabcs.html)

6.3 Implementing Knowledge Management

Knowledge management is as much an activity ("something you do") as it is a type of system or technology. That's why it's worthwhile to explore what's involved in implementing KM, or to put it more formally, in capturing existing knowledge within an organization, and then adapting that knowledge while capturing new knowledge going forward. Once such knowledge is captured, KM professionals can apply the processes of analysis, organization, assigning relationships and priority rankings between questions and answers.

To begin, implementing a KM system within an organization means analyzing its current sources of knowledge. This includes not only capturing useful information from wherever it may exist, it also requires analyzing call logs, customer e-mails, and other sources of customer interaction to learn not just what the answers are, but what questions make such answers necessary. The phases that a KM effort goes through when capturing knowledge, and the activities related to completing each phase are:

- **Document knowledge:** Analyze all possible sources of organizational knowledge to build a taxonomy of knowledge types, and to decide what attributes and values should be associated with each type (let's call an instance of some knowledge type – a specific item of knowledge – a knowledge element). Next, examine all possible sources to uncover existing knowledge elements, and make it possible to discover new knowledge elements.

- **Share knowledge:** Start by recording all known knowledge elements from documents, communications, and subject matter expert interviews. Analyze the collection to classify knowledge elements by type, and to establish a hierarchy or organization among types. Finally, tag the knowledge elements and hierarchy information to make it possible to search the knowledge base by keyword, explicit match, or relationships to one or more named problems. At each step along the

way, include input forms to elicit feedback from KM system users about knowledge elements, element organization, element search and retrieval, and element relevancy.

- **Apply knowledge:** This is where customers and support staff interact with the knowledge base to locate and use relevant knowledge. At this stage it is essential to refine the contents of knowledge elements and to adapt the structure of the knowledge base in response to such interaction. The ability to make and suggest useful relationships between problems and solutions is powerful enough to enlist a strong buy – in from support staff and knowledge management professionals when they see that a dynamic system can improve search results, agent productivity and customer satisfaction.

(Source: www.serviceware.com/pdf/whitepaper-key.pdf)

7.0 KM Practice: Bangladeshi Perspective

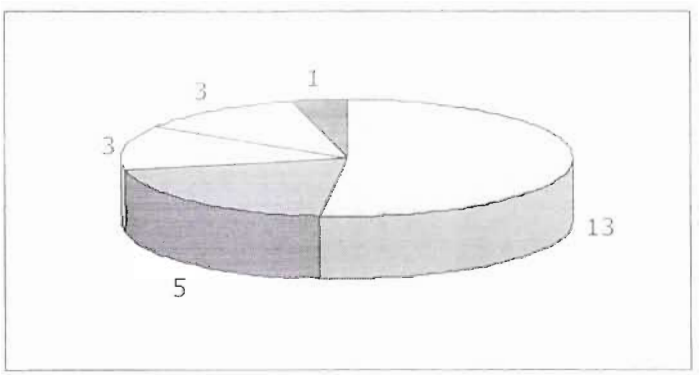
7.0 KM Practice: Bangladeshi Perspective

7.1 Bangladeshi Organizations

A survey was conducted on several Bangladeshi organizations about Knowledge Management and its implementation and practices within their organizations. The findings are followings:

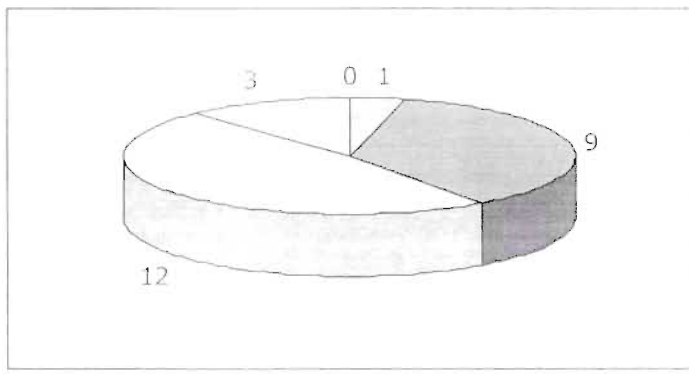
1. Knowledge, as a form of capital, must be exchangeable among persons, and it must be able to grow in the organization for the betterment of the organization.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	13	0.52	52%	0.52
Agree	5	0.2	20%	0.72
Moderate	3	0.12	12%	0.84
Disagree	3	0.12	12%	0.96
Strongly Disagree	1	0.04	4%	1
Total	**25**	**1**	**100%**	



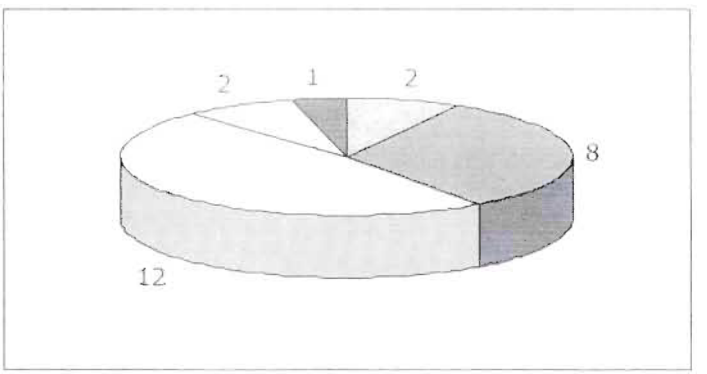
2. Historically, organizations that do not adapt to changing business conditions (e.g., learn) failed. A learning organization implies that there is an organizational memory and a means to save, represent, and share it.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	1	0.04	4%	0.04
Agree	9	0.36	36%	0.4
Moderate	12	0.48	48%	0.88
Disagree	3	0.12	12%	1
Strongly Disagree	0	0	0%	1
Total	**25**	**1**	**100%**	



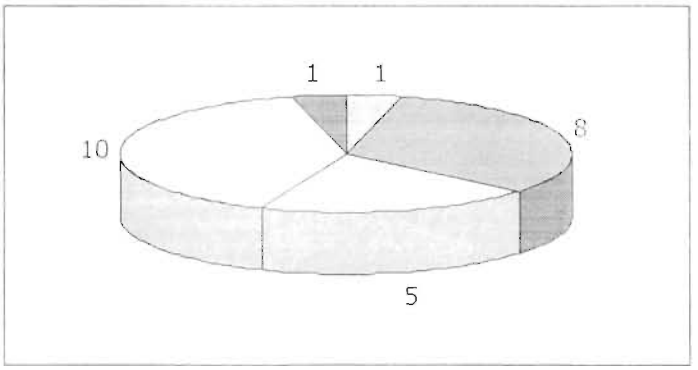
3. Knowledge management (KM) is an effective way for an organization to leverage its intellectual assets and successful managers have always recognized and used intellectual assets, and recognized their value.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	2	0.08	8%	0.08
Agree	8	0.32	32%	0.4
Moderate	12	0.48	48%	0.88
Disagree	2	0.08	8%	0.96
Strongly Disagree	1	0.04	4%	1
Total	**25**	**1**	**100%**	



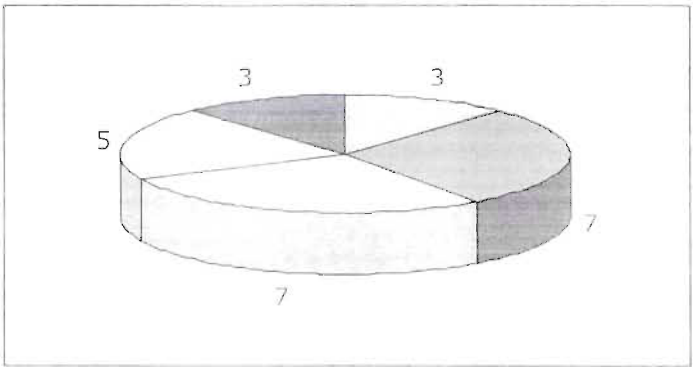
4. Knowledge management is not just another expensive fad (fashion) in the business arena. Knowledge management is a new paradigm for the way we work.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	1	0.04	4%	0.04
Agree	8	0.32	32%	0.36
Moderate	5	0.2	20%	0.56
Disagree	10	0.4	40%	0.96
Strongly Disagree	1	0.04	4%	1
Total	**25**	**1**	**100%**	



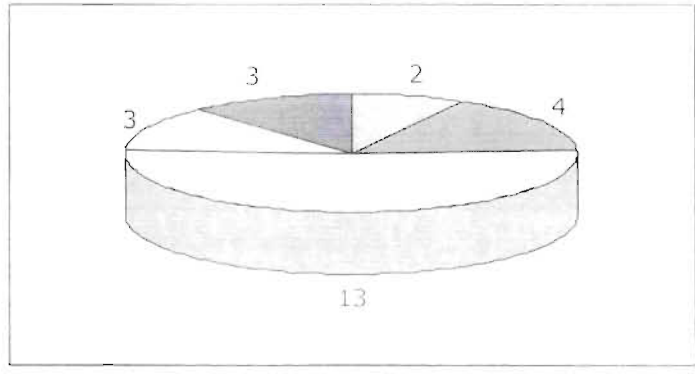
5. Knowledge is different from information and data. Knowledge is information that is contextual, relevant, and actionable. Knowledge provides a higher level of meaning about data and information. It conveys meaning for the managers and organizations.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	3	0.12	12%	0.12
Agree	7	0.28	28%	0.4
Moderate	7	0.28	28%	0.68
Disagree	5	0.2	20%	0.88
Strongly Disagree	3	0.12	12%	1
Total	**25**	**1**	**100%**	



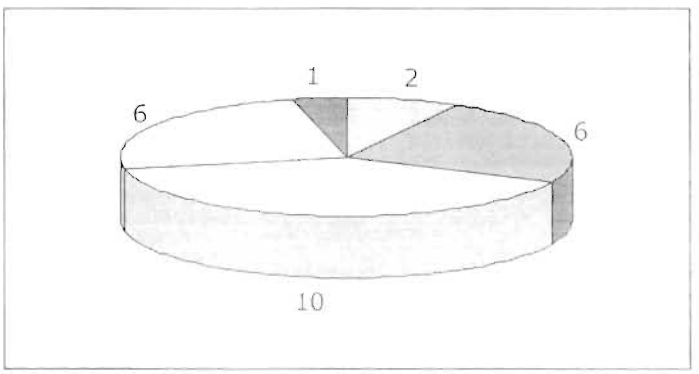
6. A knowledge management system (KMS) facilitates knowledge management by ensuring knowledge flow from the person(s) who know to the person(s) who need to know throughout the organization, while knowledge evolves and grows during the process.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	2	0.08	8%	0.08
Agree	4	0.16	16%	0.24
Moderate	13	0.52	52%	0.76
Disagree	3	0.12	12%	0.88
Strongly Disagree	3	0.12	12%	1
Total	**25**	**1**	**100%**	



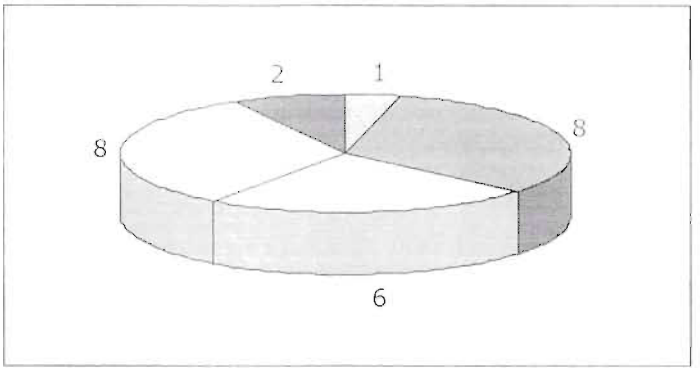
7. Knowledge management is a process that helps organizations identify, select, organize, disseminate, and transfer important information and expertise that are part of the organizational memory that typically resides within the organization in an unstructured manner.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	2	0.08	8%	0.08
Agree	6	0.24	24%	0.32
Moderate	10	0.4	40%	0.72
Disagree	6	0.24	24%	0.96
Strongly Disagree	1	0.04	4%	1
Total	**25**	**1**	**100%**	



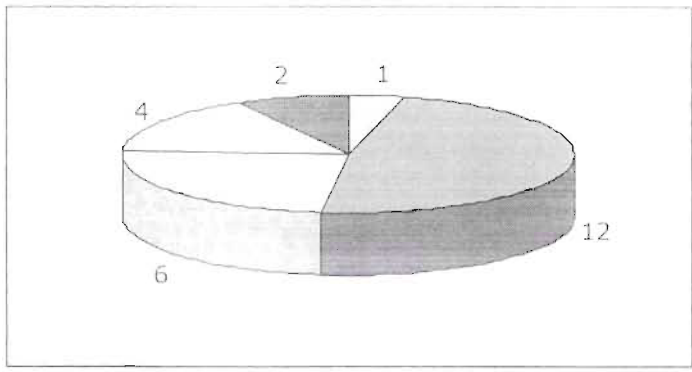
8. Standard knowledge management initiatives involve the creation of knowledge bases, active process management, knowledge centers, collaborative technologies, and knowledge Webs.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	1	0.04	4%	0.04
Agree	8	0.32	32%	0.36
Moderate	6	0.24	24%	0.6
Disagree	8	0.32	32%	0.92
Strongly Disagree	2	0.08	8%	1
Total	**25**	**1**	**100%**	



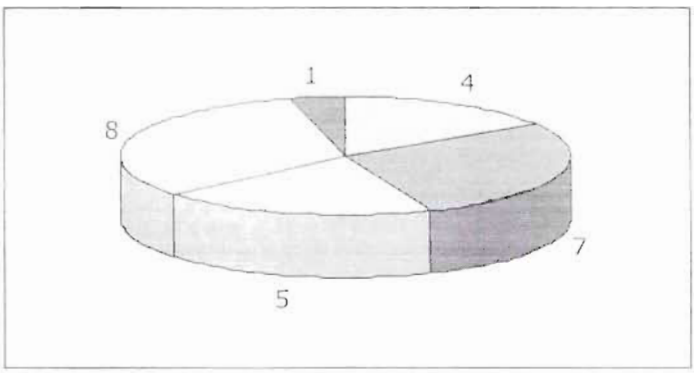
9. The four broad objectives of knowledge management systems are to create knowledge repositories, improve knowledge access, enhance the knowledge environment, and manage knowledge as an asset.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	1	0.04	4%	0.04
Agree	12	0.48	48%	0.52
Moderate	6	0.24	24%	0.76
Disagree	4	0.16	16%	0.92
Strongly Disagree	2	0.08	8%	1
Total	**25**	**1**	**100%**	



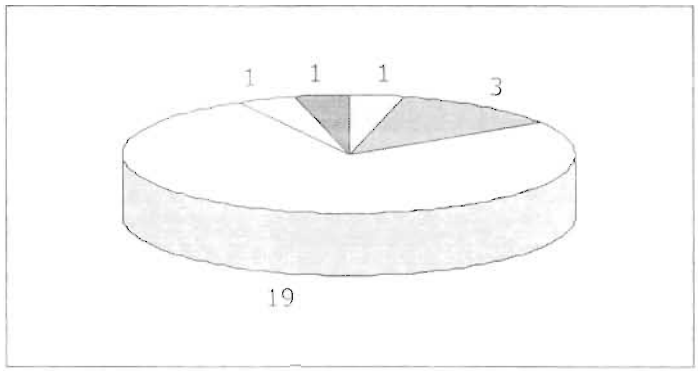
10. The best reason for implementing a KMS may be a strategic need to gain a competitive advantage in the marketplace.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	4	0.16	16%	0.16
Agree	7	0.28	28%	0.44
Moderate	5	0.2	20%	0.64
Disagree	8	0.32	32%	0.96
Strongly Disagree	1	0.04	4%	1
Total	**25**	**1**	**100%**	



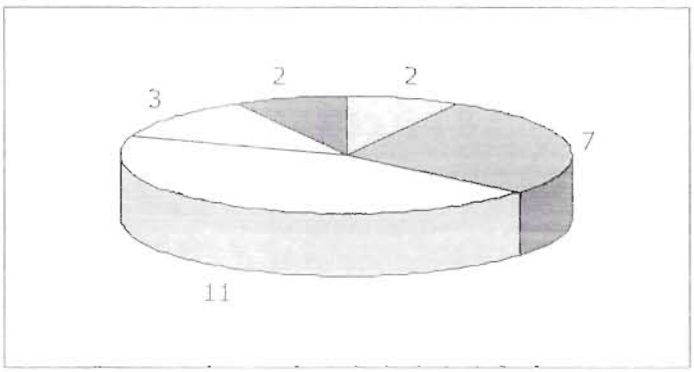
11. Success indicators with respect to knowledge management are similar to those for assessing the effectiveness of other business-change projects.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	1	0.04	4%	0.04
Agree	3	0.12	12%	0.16
Moderate	19	0.76	76%	0.92
Disagree	1	0.04	4%	0.96
Strongly Disagree	1	0.04	4%	1
Total	**25**	**1**	**100%**	



12. It is difficult to measure the success of a KMS. Traditional ways of financial measurement fall short, as they do not consider intellectual capital as an asset.

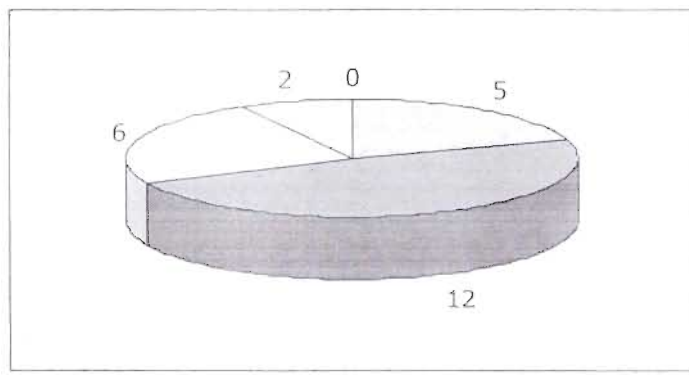
Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	2	0.08	8%	0.08
Agree	7	0.28	28%	0.36
Moderate	11	0.44	44%	0.8
Disagree	3	0.12	12%	0.92
Strongly Disagree	2	0.08	8%	1
Total	**25**	**1**	**100%**	



Overall

Knowledge Management is for the managers and for the Organizations.

Response Type	Absolute Frequency	Relative Frequency	Relative Frequency(%)	Cumulative Frequency
Strongly Agree	5	0.2	20%	0.2
Agree	12	0.48	48%	0.68
Moderate	6	0.24	24%	0.92
Disagree	2	0.08	8%	1
Strongly Disagree	0	0	0%	1
Total	**25**	**1**	**100%**	



8.0 Recommendations

8.0 Recommendations

8.1 Recommendations for Organization's Point of View

Knowledge Management can seem discouraging to any organization who is trying to use the techniques for the first time. To help those organizations, administrator should a wide range of services to employees'. The recommendations for the organizations are as under:

- For managing service is a full end-to-end engagement, organizations should collaborate on projects to reduce cost and effort. This should involve scoping, planning, training, knowledge harvesting and application phases.

- The Support Service should have for the people who already have experience of using the KM Management Service on other KM projects, and wish to run a KM project themselves with the support of the KM team.

- Self-Service should introduced for people who have used the KM services on other projects with measured success, and wish to continue running KM projects without any support. This service provides employees with the necessary documentation and tools to do this.

- Management should apply simple knowledge management techniques to KM project that will deliver the whole thing quicker, better and cheaper.

- Using KM should apply simple knowledge management can help employees and learning from others at the beginning if the project and where organization should applying this knowledge during the project. At the same time, organization should publish what employees learn for other people.

- There should be a KM team who will help them by training to use KM methods.

- Organization need to identify the knowledge gaps and potential sources for filling those gaps. Sources may include people from internal or external resources. It can also be the communities, other companies or knowledge repositories.

- Organization should analyze the project and identify where knowledge management can save time and cost. Example may include processes repeated across other markets or functions with different levels of success or stages of the project where the project team does not have much experience.

- Organization should appoint KM coordinators and support staff. Assign these members of the project team dedicated time to drive the KM program.

- Knowledge Management should use for both harvest the knowledge phase to learn before the project and also in the review phase to ensure learning's are communicated back to the knowledge sources.

- It is important for organizations to explore all possible knowledge sources which may include internal people have worked in a similar area before. Also need to locate them through personal networks etc.

- Organization should interact with communities of people who have worked in a similar area before. The reason for separating communities from people is that a community will have more total knowledge than the sum of knowledge of its members.

- Organizations should also interact with external sources. In cases where the project is a new initiative, internal people and communities may have only limited experience in these areas. Other companies can therefore be of great use.

8.2 Recommendations for Society's Point of View

- Knowledge Management practice are not yet everywhere in the developing world's organizations but they are spreading rapidly and presents a unique opportunities for them.

- In Bangladesh, KM completely a new but emerging topic and almost no organizations' practice it beside few exceptions. The reason behind it may be the process of knowledge transfer is inherently difficult and those who have knowledge may not be conscious of what they know or how significant it is. The thing know-how is a complicated and complex process and tends to stay people's heads. So, it is our responsibility to spread out the intellectual and knowledge-based assets.

- We, the mass people also need to put it into our mind that technology by itself is not the knowledge management. It is the process through which any organization, society, or group of people can generate value for them. We need to identify that knowledge is the ultimate competitive advantage for our modern society. Again it is a resource which is almost impossible to imitate. That is why, its (knowledge) processor enjoy a unique and inherent protected commodity.

- Lastly, if any society or group of people giving the highest priority on knowledge management strategy, community, measurement of knowledge and sharing, knowledge evaluation and at the same time kept it in a place over a sustained period of time, then the society as a whole will be well on the way to become a knowledge sharing society.

8.3 Recommendations for Student's Point of View

For the students, knowledge assets are his or her distinguished characteristics and ability which he or she can utilize more effectively by practicing knowledge management in their student life. Following are some recommended steps for students:

- With the help of knowledge management, student will organize their jobs:
  - Maintaining routine
  - Synchronize the most important jobs to less
  - Prepare for the examinations
  - Prepare their home work, assignments, and reports etc

- Through knowledge management, students will access valuable knowledge from outside sources and they will improve their depth of knowledge.

- Knowledge management will also foster the students' innovation capability and encourage the free flow of ideas.

- Students will be able to build own intellectual capital for their rest of the life.

- Student will put positive impacts to manage, evaluate, improve, accumulate, generate and share of their each and every knowledge.

- Knowledge Management will increase students' innovation thinking and exploits individual and group level passions and interest for education and society.

- Students will be able to share knowledge through group discussion and dialogue between them.

- Students can transfer their knowledge into other students and friends and also will be able to create a revolution in information technology.

- Lastly, knowledge management could be very helpful framework of action as well as a guideline for them to prosper in their future life.

8.4 Recommendations for Faculty's Point of View

Faculties should practice Knowledge Management, because with the help of KM, they will be able to find, select, organize and present information in a way that will improves his or her students. It will be also competence a specific areas of interest for their students and educational institutes. Following are some recommended steps for faculties:

- Use a combined set of software for the faculties around the world
- Update his or her regular activities and job through proper Knowledge Management
- Keeping proper interaction with students and their parents
- Interacting with faculties of other institutions
- A worldwide combined software can be developed for better communication for the betterment of faculties to enrich their knowledge and performance through sharing knowledge
- With the help of Knowledge Management, university faculty members will also be able to open up an Internet site like Marketing Profs
- Knowledge Management activities will help the faculties to focus their institution on acquiring, storing and utilizing of knowledge for such things as problem solving, dynamic learning, strategic planning, and decision making
- Through proper Knowledge Management, faculties could find out his or her strengths and weaknesses on various facts of knowledge
- Faculties can also see where their lag lead and with the help of those information he or she could do better in his or her future life
- By sharing the responsibility for knowledge processing with faculties of the country's number of institutions, they will be able to dramatically improve their degree of problem solving expertise and will also enhance the positive changes in the educational world.

9.0 Conclusion

9.0 Conclusion

As more evidence of the way in which knowledge management initiatives have been introduced into organizations some important issues have emerged, namely the need to consider the importance of the socio-technical viewpoint rather than a purely mechanistic approach to any initiatives. What emerges in much of the latest case study material is the emphasis that is put on communication and human aspect issues in successful K M initiatives, and that the consideration of the social and cultural background of any organization will have considerable bearing on the success or failure of projects. Alternatively, there are examples of consultancies reporting on individual organizations or on aspects of knowledge management generalized from across several organizations with whom the consultants have been involved. In some cases, there are examples of where knowledge management programs have failed.

In the past decade knowledge management has become a central issue for organizations but it is still difficult to identify whether it is the latest 'fad' or one that will prove of lasting importance to the future of organizations.

If Knowledge Management is roughly equivalent to knowledge sharing, as many organizations are now calling it, does this mean that it entails simply recycling old knowledge that is perhaps worn-out and no longer relevant to current business need? Research establishments sometimes arises such questions in an effort to undermine the management enthusiasm for sharing knowledge "on the fly" in agile ways that academically oriented research organizations may not have embraced. The question rests on some confusion. The quality of knowledge does not depend on whether it is old or new hardly matters. The question is does it work? The dynamic of academia is different. Here the new is celebrated, whether it is useful or not.

Therefore, with the help of the recommendation along with conclusion, organizations should embrace and exploit their knowledge-assets and put it into existence. Only then, organizations will enjoy considerable effort and cost benefits. Lastly, they should also need to remember that the best tools for sharing knowledge are people.

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10.0 Bibliography

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- Index Construction Limited
- Agranee Securities Limited
- Export Pack Ltd.
- Interna Plastic Products Ltd.
- Green Delta Insurance Co. Ltd.
- American Life Insurance Company
- Expolanka Bangladesh Ltd.
- Navana Real Estate Ltd.