

# Approach and Strategies towards Knowledge Management

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**Abstract**— Data is the collection of facts that are not meaningful and the data becomes information when it is well organized. The information that exhibits some value and can be judged is called knowledge. New knowledge can be created based on data and information. After the useful knowledge has been innovated it is then implemented but today various difficulties are seen in the implementation of organizational innovations. The knowledge now a day's does not get explored because it does not possess the changes that should be must today. The lack of cooperation and involvement among staff, break-down and bugs in implementation, lack of education and training among employees, less top management support, lack of confidence, non-hierarchical structures, inappropriate leadership styles and project management practices poses problems in knowledge management programs. This paper introduces us with approaches and strategies that works out towards effective management of knowledge so that it can be used for decision making, problem solving and other areas and also benefits us in future.

**Index Terms**— Knowledge, Intelligence, Innovations, Business Processes.

## I. INTRODUCTION

The information that is well correlated and can be used to solve problem is called knowledge. Information and data are different from knowledge. The facts that are not directly meaningful is data and when this data is linked among each other in an organized way then it is termed as information. The information that is well organized and possesses value is called knowledge. The information that can be judged and recognized is what makes the information as knowledge. Based on the data and information new knowledge can be created. The ability termed as intelligence is required to convert the knowledge that already exists into newer one. Intelligence is simply the ability to learn and understand things. There is the limitation of our ability that we are unable to understand indirect observation and cannot analyze the things objectively. Therefore the links that are weak are usually cut off by us. This weakness of human beings is usually inherited by artificial intelligence. The interaction between knowledge producers and knowledge users is facilitated through knowledge search tools. The next step is implementation after there has been innovation through useful knowledge. However, these innovations suffer from various difficulties. Some of them are as described. The knowledge

now a day's does not get explored because it does not possess the changes that should be must today. Some implementations may also bring down the performance and can be time consuming. Today manpower resistance is one of the factors that hinder the sharing of knowledge. The lack of partnership and trust among team members also create problems in management of knowledge. The innovations that are highly technological orientation suffer from bugs. Some of them could be tedious at user end since they may require high technical level [1]. They may also change the roles of individuals by forcing the ones who worked as boss to now work as peers.

Decision making can be improved through successful knowledge management. Knowledge management facilitates the use of knowledge in best way in business and organizations. The system enables employees and workers to have direct access to business information sources and facts. Although the efficient and careful management of knowledge facilitates the innovation from existing knowledge but these innovations often end in failure due to the challenges to their implementations. For this purpose it is essential for businesses and organization to adopt strategies for effective knowledge management.

Organizations usually practiced knowledge management for decision making and goods production in various forms. Knowledge management also has been at the core state functions of governments and an integral part of the strategies, planning and consultation implementation for a long time. Governments now are aware of the importance of knowledge management in public policy and service delivery, and in some government parts the knowledge management has been in agenda [2]. Knowledge management is a difficult task and the process of knowledge management can be divided into many categories. They are creating a favorable environment, capturing right knowledge, refining the collected knowledge, storing it in an effective way, tagging it and circulating it. Knowledge is not measurable. Even a small piece of knowledge will be helpful if it is used in the right way. In organizations a favorable environment should be made to capture knowledge in an effective way. After capturing the knowledge it should be refined and stored for future purpose. The refined information can be circulated within the organization to educate employees and authorities. In any case, one cannot ignore the fact that knowledge as the most immediate job privilege is more important of the facilities and equipment.

Today, even in the field of advertising and marketing also the use of words such as “knowledge”, “intelligence” and “plan and program “ has been commonplace . In the conditions that many companies have to innovate or should fade of compete area learning ability, adapt and change considers as the most important principle of life continuation. Many of these companies are searching knowledge in training, education and job promotion. Economy based on knowledge brings trust of new powers to employees of organizations. Thus today it is essential to adopt strategies and approaches towards effective knowledge management [3].

## II. LITERATURE REVIEW

The concept that has been around us from a very long time is the knowledge management. Knowledge management refers to the processes gathering that governs the utilization, propagation and discovery of knowledge. From the organization’s perspective the management of knowledge refers to fulfilling the objective of organization through sharing of knowledge from its own experiences and also gaining knowledge from experiences of others. Controlling knowledge through feedback is important since it is process based. The knowledge being enhanced should be supported by all the decision points. Both technology and people are involved for knowledge management. Knowledge managers are required for effective knowledge management and also to put knowledge so that it can be used in the right way. However using and sharing of knowledge were being termed as unnatural acts as they require much effort. Also the management of knowledge is expensive as it requires the investment of money and labor but not managing knowledge is even more so. It has also been reviewed that the knowledge management tasks are never- ending. This is because the categories of knowledge are always changing. New regulatory issues, management approaches, technologies and concerns are always emerging. New knowledge is needed by professionals and managers. Today knowledge management is essential because knowledge can provide various benefits to both the organization and employee. By making gains in the key business processes among which the knowledge is shared, used and generated the process of knowledge management can be improved. By dividing the process of knowledge management into various categories, the knowledge can be easily and effectively managed. First of all, the knowledge being captured should be right. Then the collected knowledge should be refined and stored in an effective way. Even a small piece of knowledge will be helpful if it is used in the right way. Knowledge models guarantee a certain level of wholeness in the practice of knowledge management: a means of ensuring that all significant factors have been addressed. The models help to elucidate what is happening now and they provide us with a valid proposal for achieving organization’s vision. Knowledge management encompasses information, data and knowledge and deals with both tacit and explicit forms of knowledge. The main objective of knowledge management in the organization is to create, gain, saving, issuing, sharing and applying knowledge, a knowledge that can be helpful and considered as effective resource in the time of planning and making decisions. The knowledge management is human

hidden capital of organization. Nowadays, organizations should not only consider their financial resources as capital but also the employees knowledge of an organization is enumerated as their most important capital. The management of an organization must effectively manage and invest in this area to increase the effectiveness and improvement of business [4].

A situation can be easily handled or a new decision can be made if both the knowledge providers and the knowledge seekers are connected to the knowledge nodes. Knowledge Management provides a means of capturing and storing knowledge and brokering it to the appropriate individual. In order to fulfill the primary role of knowledge management, the following four business objectives that have been identified are:-

1. Knowledge Retrieval:- The knowledge should be such that it can be easily retrieved. This goal can be achieved by embedding the knowledge into structured documents like memos, reports, presentations etc.
2. To facilitate the process of knowledge transfer between individuals and between organizations [6].
3. To enhance the knowledge environment by proactively facilitating and rewarding knowledge creation, transfer and use.
4. Management of knowledge as an asset. For example, some companies are including their intellectual capital in the balance sheet, others are leveraging their knowledge assets to generate new income from or to reduce costs with their patent base.

The main objective of knowledge management is to identify and follow up collective knowledge to achieve strategic objectives in order to assist organizations to compete and survive in this era. These goals are somewhat distinct from the information management goals. Unfortunately, this distinction is not easy, especially since success in knowledge management depends on the successful information management. This is need in knowledge management efforts [7]. In addition, knowledge planning process is of identification and applying requirements of collective knowledge.

The knowledge management functions are combinations of many atomic functions, namely.

1. Finding, mapping, gathering and filtering information.
2. Developing new knowledge.
3. Converting personal knowledge into shared knowledge resources.
4. Understanding and learning.
5. Adding value to information to create knowledge.
6. Enabling action through knowledge.
7. Processing shared knowledge resources; delivering explicit knowledge.
8. Building adequate technical infrastructures.

## III. DIFFICULTIES IN IMPLEMENTATION OF ORGANIZATIONAL INNOVATIONS

The difficulties in implementation of organizational innovations are because of the various reasons as listed below:-

- a) The innovation undertaken by organizational members does not possess the changes that should be must for knowledge exploration.
- b) The innovations often change the role of individuals by making those who previously worked as boss to work them as peers.
- c) The implementation may drag the performance and can be time consuming. Thus a poorer organizational performance or team may result even the innovation is beneficial.
- d) The innovation can be highly stressful at user end as they require high technical level from users.
- e) Break-down, bugs may be there in innovations which make them awkward to use [8].
- f) One of the most important factors that pose difficulty is the manpower resistance in sharing knowledge because he believes knowledge as power and to loss or sharing it is treated as reduction of power and extends his knowledge a factor of job guarantee.
- g) The other obstacle can be pointed to organizational factors, flexible and non-hierarchical structures cannot be fertile ground for innovation. Of other structural factors can point to lack of confidence and support of top management towards activities and programs of knowledge management and also inappropriate leadership styles.
- h) The innovation often faces harsh challenges if there is no mutual trust and partnership culture in organization [9].

#### IV. APPROACH TOWARDS KNOWLEDGE MANAGEMENT

Knowledge search is evidence based that should involve the following stages:-

Stage 1-: Firstly the methodologies related to research should be well defined.

Stage 2-: The research is conducted based on the methodologies defined.

Stage 3-: Research findings are published in accessible formats and plain language.

Stage 4-: The findings and conclusions of research are then placed in the context of other language.

Stage 5-: Based on those findings the decisions are made.

Stage 6-: Then based on the impacts of knowledge, the subsequent rounds of research are then influenced.

Evidence based innovation and adoption, practice environment and research transfer strategies are the elements that influences the monitoring, assessment and evaluation process of knowledge management.

#### V. STRATEGIES TOWARDS EFFECTIVE KNOWLEDGE MANAGEMENT

The knowledge can be used in a best way in business and organizations through knowledge management. The system enables employees and workers to have direct access to business information sources and facts. Although the efficient and careful management of knowledge facilitates the innovation from existing knowledge but these innovations often end in failure due to the challenges to their implementations. For this purpose the successful enterprises have adopted the following strategies:-

- A. *Training about innovation should be provided to each and every employee-:* The training and educational systems should be designed in such a

way that knowledge gets transferred from learned ones to other colleagues and employees. The employees should be appreciated and encouraged for transferring knowledge among other employees. The knowledge management can be successfully implemented if experiences are exchanged to employees and other staff by successful and retired personals [10].

- B. *A strong team and management support for implementation-:* The knowledge management program works out successfully when the technology is well understood. The organizations where the staff and employees work in team, transfer knowledge among each other, share their experiences. All this helps in solving problems and effective management of knowledge. The program is insured when the project especially have top management support.
- C. *Continuous growth and development of organization through interrelated practices-:* The development of organization can be improved if the guidelines, procedures and processes involved in knowledge management program are constantly reviewed. This helps in elimination of defects and growth of organization. The changes in information should be exchanged among employees. The knowledge management applications and awareness should be increased among staff.
- D. *Technology and people both should be involved for effective knowledge management-:* An environment where both humans and machines are involved leads to the effective management of knowledge as compared to single contribution. Also the knowledge managers have a key role in knowledge management program . The knowledge will not be well managed until a group within the company has a clear responsibility for the job [11].
- E. *The knowledge should be used in correct way-:* Knowledge benefits both organization and employees in various ways. The management of knowledge is difficult and can be divided into various categories. Firstly the right knowledge has to be collected. Then it is stored after refining it in an effective manner. The knowledge then exhibits a value and is then circulated. Decisions can be made in a right way only if the knowledge is applied in a right manner. No matter how small knowledge is, if it is used in a right way than it can benefit us in many ways.
- F. *Gains must occur in key business processes-:* There are few specific work processes through which knowledge is intensively shared. These include transactional processes like pricing and order configuration, product development and design and market research. In order to improve and address the management of knowledge, real improvements have to be made in these key business processes.
- G. *The knowledge should be well accessed-:* Access to knowledge is important, but engagement and attention are more important towards effective knowledge management. The knowledge that seems difficult to communicate with others particularly known as tacit knowledge requires more attention.

The knowledge can be well shared and exchanged through interacting with providers, through role playing, through reporting and summarizing it with others. All this leads to effective management of knowledge [12].

*H. Effective management of knowledge requires investment of assets:* - If the knowledge is not well managed then it costs even more than it is required for its management. In order for the knowledge to be managed effectively, investment should be made of other assets particularly on labor and money. The employees should be made properly trained in the ways of categorizing capturing and packaging knowledge so that the knowledge management program should lead effectively.

*I. Knowledge management factors should be well analyzed:* - Organizational culture, human resources, information technology, organizational learning are some of the factors that play a vital role in knowledge management program. The organization culture is one of the most influencing factors for knowledge management. The culture should be such that individuals should share and transfer thoughts and ideas among staff and employees. If organization learning is not there, then the creation of new knowledge could not be there. The knowledge is of no use once it becomes older. Therefore, continuous learning not only helps in creating new knowledge but it also helps in managing knowledge effectively. The role of information technology is also very supportive for management of knowledge. Information technology enables the organization and collection of information in an efficient manner playing a major role in knowledge management. The technologies such as decision support systems, performance support systems, search engines, video conferencing, e-mail, documents management systems, relational database management system all contribute towards effective management of knowledge. Human resources too have a very influencing role in knowledge management. Knowledge management is well implemented if there are good judgments, good leadership skills, improved decision making abilities and self-control. All these factors strongly affect the knowledge management program.

*J. Controlling knowledge through feedback is important:* - If the feedbacks are taken on continuous basis, then it helps to notice flaws and thus improved decisions can be made so that the best results could come. Feedbacks help a lot in enhancing the existing knowledge so that something new could result. This is because the knowledge is continuously reviewed and based on the feedbacks it is filtered and updates are made accordingly. The knowledge is immeasurable. This is because the individuals relate it in their own way and so it affects them differently. But feedbacks can help to make the knowledge more effective in future thereby serving us with best results [13].

*K. Organizational and cultural factors should be well practiced:* - The cultural factors play a very

promising role thereby supporting efficient knowledge management. If there is no mutual trust and partnership among members of an organization, then the knowledge management in an organization will have to go through many difficult challenges. The organization will not face any technology obstacles if the team members share and transfer their knowledge to other employees and also seniors share their experiences on previous projects to juniors. If there is easy flow of knowledge and experiences among staff members and employees then every problem will be solved timely and there will be good communication skills among everyone. Also the leadership qualities and practices of project management affect the knowledge management program in their own way. Good leadership qualities, aligned strategies, effective methodologies play a vital role for effective management of knowledge. Even the tacit knowledge can be easily shared if the management practices are good [14].

*L. Cooperation among team members so that the innovations can be well implemented:* - If the methods unit and system are created in such a manner that they directly relate to knowledge management, then new technologies can be easily used in organization's structure. Also effective communication and good partnership among team members in the organization leads to successful result. An environment where the management is participative, good gathering of employees is there, the staff members have trust and care among each other, they share their thoughts and experiences; and then all this plays a major role in implementation of innovations in an organization.

## VI. CONCLUSION

Today based on data and information new knowledge can be created from existing one, but after it has been created the implementation has to be performed that suffers from various difficulties. There are various reasons due to which the problems are faced in their implementation. Some of them are lack of training among staff, bugs and break-down in implementation, lack of top management support, inappropriate project management practices and leadership qualities, non-hierarchical structures, lack of cooperation and involvement among staff.

The paper works to solve these problems by presenting approach and various strategies that will lead to efficient implementation of organizational innovations. Some of them are proper training among employees, strong team and management support, involvement of technology and people, utilization of knowledge in correct way, investments of assets etc. Through them the knowledge can be effectively managed thereby benefiting the organizations and businesses in future.

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### Author Profile



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