

CHALLENGES OF KNOWLEDGE MANAGEMENT IN ORGANISATIONS

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Abstract :For survival and success of any organization in this globalised market economy what is essential is– what it knows, how it is used and how fast it can acquire knowledge. Every organization from its inception uses knowledge. They obtain data and information and produce either a product or service. Basically knowledge management is about applying the collective knowledge of all the people in the organization to achieve organizational goals. This paper attempts to study.

- 1.What is knowledge management?
- 2.History of knowledge management
- 3.Pitfalls to avoid or challenges
- 4.Strategies of K.M

Keywords: Knowledge Management, Challenges, Management Tools.

INTRODUCTION

Research methodology: -The present study is based on secondary data which is collected from books, articles journals & Internet websites.

What is knowledge management?

According to Meridith Knowledge management is the process through which the organization generates value from their intellectual and knowledge based assets. Information is origin of knowledge, when a person or group of persons come across information about sales of product, customers account, performance of product and service in the market, performance of sales force etc.. is available. This information from these repositories are used in the normal course of business and the result are recorded and codified. For example from customer service department we get knowledge about tastes, preferences of the consumers. What they like and what they don't like in the product and service. This knowledge can be managed for removing draw backs and improving the product sales. Even decisions can be taken (because to management is to take decisions) regarding alternative products, additional products better use of products etc...

Knowledge management is essentially acquiring right knowledge, pass it on to right persons so that they can take right decision at right time. Many organizations use knowledge for achieving objects of business. They develop their own product or service, production process of their own on the basis of knowledge which is built upon information and data analyzed and interpreted correctly.

Knowledge management is concerned with the process of discovering, capturing, refining, retaining, storing, disseminating and utilization of knowledge. So in knowledge management Business Communication horizontal vertical plays an important role, Margurdt has provided some insights regarding elements of knowledge management.

Challenges Of Knowledge Management In Organisations

1. Collaboration of people: Ability of people to use social media, internet and should be encouraged to collect data and share with colleagues.
2. Access to experts: Job rotations, cross functional projects etc.. in the organization enhances knowledge and expertise.
3. Community of practice: people who share common interest in an areas of competence and are willing to share their experiences come together to form a community.
4. Knowledge of organization: A volume of data is not useful unless it is coded and stores in such a manner that can be easily retrieved.
5. Providing information to right people in right format at right period of time.
6. There is difference between instruction and information.

International competition globalization has necessitated the use of knowledge management in organizations. Customers have now become more demanding, competitors are constantly on a move give something new and different variety. These external forces have made knowledge management inevitable.

History of knowledge management

According to Webster's dictionary knowledge is "the fact or condition of knowing something with familiarity gained through experience or association". Management can be defined as getting things done from the words come together it means managing people with knowledge. Without knowledge nothing can be managed. In earliest civilizations we can find the examples of knowledge management. The library of Alexandria in Egypt which was founded in the third century is the best example. Each new advancement in communication and learning technology expanded the possibilities of knowledge capture and distribution. Monks are one of the first knowledge specialists, as older civilizations passed great efforts were made to preserve the knowledge gained through experience.

All the inventions in science can be termed as examples of knowledge management practices associated with managing knowledge have their roots in variety of disciplines and domains. A number of management theorists have contributed to the evolution of knowledge management among them most notables are Peter Drucker and Strassmann have stressed the growing importance of information an explicit knowledge as organizational resources and Senge has stressed on the learning organization. The computer technology has contributed heavily to knowledge management as a system. In 1990 Everett Roger's at Stanford in the diffusion of innovation and Thomas Allens research at MIT in information technology transfer have also contributed our understanding of how knowledge is produced used and diffused with organization .In 1980's the importance of as a competitive asset was apparent even though classical economic theory ignores knowledge as an asset many organizations do not have strategies and methods for managing it. The 1980 also the development of systems for managing knowledge that relied on work done in artificial intelligence expert systems giving us such concepts as knowledge acquisition knowledge engineering knowledge based systems etc. To provide technological base for managing knowledge consortium of U.S. companies started the initiative for managing knowledge asses in 1989. In 1990 a nuber of firms started in house knowledge programs. In 1991 Tom steward published article Brain power in fortune magazine. Knowledge management offers alternative to Total Quality management.

Challenges of Knowledge management in organizations :

Knowledge management is necessary for every organization. Knowingly or unknowingly every management does knowledge management. However following are the challenges faced by knowledge management managers.

1. Protection to knowledge in providing right level of security for knowledge management is a key. Sensitive information must be protected otherwise it will lose its utility. At the same time it should be easily available o those who want to use it.
2. Motivating people: - The most important function of management is motivating people, employees. It is difficult to overcome organizational cultural challenges and to create a culture of learning, sharing, changing improving which is not possible with the help of technology also.
3. Updating of technology:- another challenge is how knowledge should be dispersed, transferred quickly.
4. Knowledge measurement: - Knowledge is not something that ca be easily quantified and is far more complex, because it is derived out of human relationships and experience. The focus should be sharing knowledge.

“Skill Development : The Key to Economic Prosperity”

Challenges Of Knowledge Management In Organisations

5. Overcoming shared leadership:- When knowledge management is implemented workers are given chance to speak and share. This may create many leaders which can cause conflict within an organization.
6. Accuracy of data:- Data information becomes knowledge when analyzed properly, so it should be accurate. It should be validated before being harvested, distributed. It is a challenge to keep up-to-date information, eliminate wrong and not related information.
7. Data interpretation: - As said earlier data should be analyzed and interpreted accurately to become knowledge. If interpretation is wrong it is useless and harmful.
8. Relevant information: - Another challenge is to collect information which is related and useful.
9. Who should practice knowledge management:- It is also difficult to decide who should become knowledge management manager, where the responsibility and authority should rest whether HR, IT, or communications.
10. Rewarding employees: The user should be identified who are actively participating and contributing to process of knowledge management.

Knowledge management is not static. Like other physical assets, the value of knowledge management asset also declines. Knowledge management is not a technology based concept it should not be allowed to be dictated by technology, Knowledge management should not be divorced from organizational objective.

Strategies for implementation of knowledge management in an organization.

In an organization to implement knowledge management certain strategy is required. The background and concept of knowledge management should be explained to the employees. A group of key employees may be recruited or formed for knowledge management initiative. The K M system should be mandatory. Training session should be organized. The strategies for knowledge management implementation are:

1. Rewards- A means of motivating employees to share knowledge.
2. Story Telling- A means of transfer of knowledge
3. Cross Project learning
4. Apprenticeship training
5. Communities of practice
6. Knowledge fairs
7. Competence management- Evaluation and planning of competences of individual organization members.
8. Master apprenticeship relationship
9. Collaborative technologies
10. Interproject knowledge transfer

To develop an effective knowledge management system any organization must have a systematic strategy and not just a general plan to help employees share their knowledge.

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