

KNOWLEDGE MANAGEMENT USED TO SUSTAIN FOR COMPETITIVE ADVANTAGE

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Abstract: Knowledge management is employed to sustain competitive advantage. The manufacturing industries were property for the business survival and to urge most exploit the manufacturing industries with the assistance of obtainable information and the way quick the modification in information is effectively utilized to adopt the required modification within the organization like methodology of producing or new machinery or dynamical the fabric can result in profit of the organization.

The primary focus is on the information. Past expertise and internal learning produce processes, insights, methodologies, ability and understanding that represent what the business is and the way it adds worth. Since information is that the most elementary of all competencies, its recognition, creation, application, and management ought to be a essential success issue for attainment of a competitive advantage. Since info builds on knowledge and information builds on each knowledge and data, information management includes all 3 components. It doesn't specialize in databases or info technology, though it's going to use each. Its concern is with managing its information assets: making, storing, and protective, distributive and victimization mission-critical information. The notice of the worth of information to a business, not to mention its management, acts as associate in nursing plan meter that improves cross-functional communication and cooperation. Shared information not solely makes for a simpler, economical and agile organization, however creates a typical perspective and culture that produces a natural consistency of winning selections and actions. This paper discusses in question and answer format the key.

Keywords: Knowledge management (KM), forms of knowledge management.

1. INTRODUCTION

Knowledge Management (KM) has been sprouting as one of the outstanding conversant (i.e., relationships) factors in trust, which is a critical precondition to knowledge, learning and sharing management concepts. Industries, business organizations and multilateral cooperation's are developing trust among themselves and hence share their knowledge more readily with each other like the processes, sharing tools and techniques. Knowledge transfer and sharing networks (intangible assets or intellectual capital of the organizations) have been identified as the best approach to gain and deliver advantages based on the needs of each organization, and enhance their better productivity and effectiveness. Managing knowledge is not a new idea to an organization. The idea of KM has been explored and explained from decades; however, after an outbreak in the early stage, many areas of KM have not been much defined. The field of KM was largely covered by distrust and non-networked groups, where learning, sharing and transfer were difficult. The groups involve:

- Consultants, academicians and business gurus: They produce theory in general and practical application.
- Knowledge managers and development managers: They produce pragmatic custom-based applications that are specified for certain needs, projects and applications.
- Technological and information managers: They produce and install KM tools, which are not much adoptable to all the situations and levels in the organization.

The efforts of KM have been fully fruitful with the sharing aptitude influenced by the individuals and the groups in the organization (Figure 1).

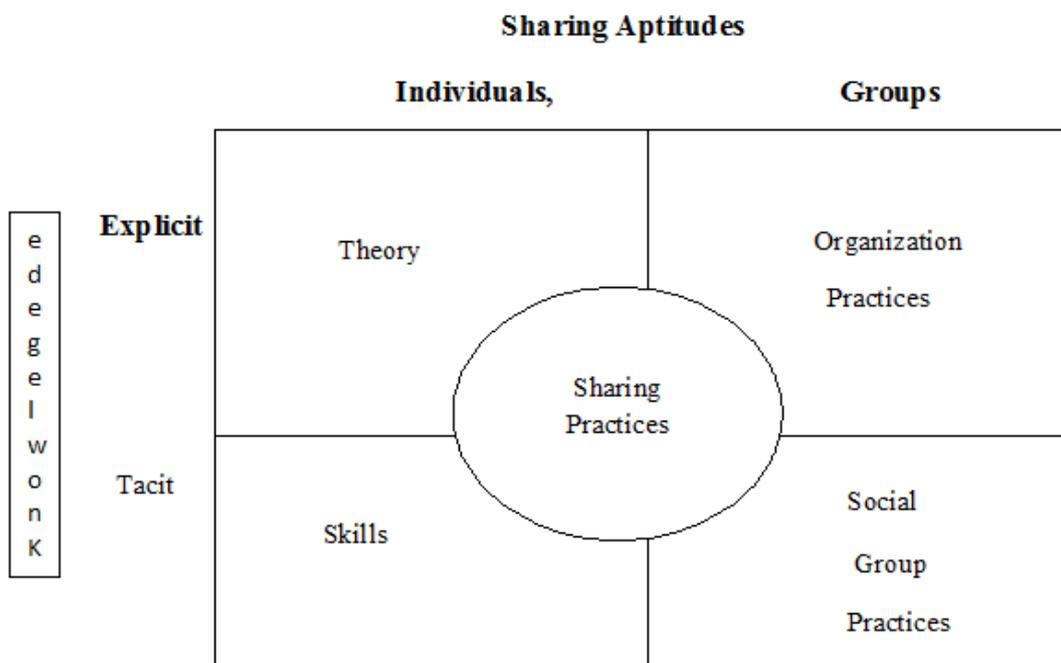


Figure No1. Knowledge management in Individuals and groups

The theories and ideas of metric linear unit focus on the strengthening of the normal tools from the angle of adding price to the management's effectiveness in creating, capturing, storing, analyzing, sharing, and transferring or distributive knowledge every at intervals a corporation and outdoors. Economical and effective knowledge management in significantly creates advantage from the knowledge resources (data, knowledge and knowledge) developed and shared over a quantity of it slow.

This paper makes an effort to illustrate variety of the ideas, steps, uses, cultures, elements, processes, principles, issues and prospects KM.

2. DIMENSIONS OF INFORMATION MANAGEMENT

The tools and techniques obtainable within the metric linear unit method are designed for explicit method and are unlikely to be best for one more process.

2.1 Types of information in Organizations

Aptitude', conjointly classified as open' data or know-what', expressing all details in an exceedingly clear and obvious method, exploit little doubt on the supposed that means and conjointly known as as specific data.

- Distinct or plan of action data, proficiency', conjointly classified as implied' data or know-how', i.e., implied, while not being declared overtly and conjointly known as as implied knowledge'.
- Interconnected system', associates, relationships and know-who'.

2.2 Steps within the Knowledge/Learning Cycle

- Capture/Capturing knowledge', i.e., storing it in an exceedingly specific file, software, hardware for additional reference and analyses.
- Analyzing knowledge', i.e., reusing, manipulating, replication, or reintegrating to be used.
- Integrating knowledge', i.e., knowledge integration and arrangement for a selected use.
- Gaining and learning from knowledge', i.e., exploitation to make a bonus, attain potency, developing new techniques to scale back disadvantages, taking corrective measures.
- Disseminating and sharing the knowledge', i.e., exchanging data, rising the network for data sharing, and cluster interaction.

2.3 ways in which to boost the data Culture' of a company

- Extend tools that drive positive worker performance, and enforce standard processes for efficiency;

- Directly concentrate on effective employee performance, through various tools like formal, informal communication to the lower employees, training, developing motivational system, compensation systems, etc.
- Articulate, educate and impress the result ended processes that drive effective employee performance.

3. CONCEPT OF KNOWLEDGE AND KNOWLEDGE MANAGEMENT

A number of researchers have debated the meaning of knowledge'. The dictionary definition is "the facts, feelings or experiences known by a person or group of people" (Collins English Dictionary). We all possess some knowledge. The following interpretations might help to gain the perspectives of knowledge:

- Awareness, consciousness or familiarity gained by experience or learning (Collins English Dictionary).
- Knowledge is the understanding of the why, what, how, who, when, and relative to taking some action. Knowledge is the product of organization and reasoning applied to raw data. (Asian Development Bank, 2004).
- Information and skills derived through experience and education (Concise Oxford English Dictionary).
- Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of the knower. In organizations, it often becomes embedded not only in documents and repositories, but also in organizational routines, processes, practices and norms (Davenport and Prusak, 1998).

Knowledge can be acquired. It includes understanding, familiarity, and awareness and perceptive gained through experience or study, and results from making comparisons, identifying consequences, and making connections. Some experts include wisdom and insight in their definitions of knowledge. In organizational terms, knowledge is generally thought of as being 'know-how', or applied action' or know what'. Here are a few definitions that will enlighten the concept of KM in a different prospective:

- "Knowledge is power, which is why people who had it in the past often tried to make a secret of it. In post-capitalism, power comes from transmitting information to make it productive, not from hiding it!" - Peter Drucker.
- "Knowledge management is not about data, but about getting the right information to the right people at the right time for them to impact the bottom line." - IBM
- "Clinical knowledge management means enhancing the identification, dissemination, awareness and application of the results of research relevant to clinical practice in health and social care." - Jeremy Wyatt.
- "The creation and subsequent management of an environment, which encourages knowledge to be created, shared, learnt, enhanced, organized and utilized for the benefit of the organization and its customers." - Abell and Oxbrow, TFPL Ltd. (2001).
- "Knowledge management is a process that emphasizes generating, capturing and sharing information know how and integrating these into business practices and

decision making for greater organizational benefit." - Maggie Haines, NHS Acting Director of KM.

- "The capabilities by which communities within an organization capture the knowledge that is critical to them, constantly improve it, and make it available in the most effective manner to those people who need it, so that they can exploit it creatively to add value as a normal part of their work." - BSI's A Guide to Good Practice in KM.
- "Knowledge management involves efficiently connecting those who know with those who need to know and converting personal knowledge into organizational knowledge" - Yankee Group.
- "The capability of an organization to create new knowledge, disseminate it throughout the organization and embody it in products, services and systems." - Nonaka and Takeuchi (1995).
- "Knowledge management is a relatively young corporate discipline and a new approach to the identification, harnessing and exploitation of collective organizational information, talents, expertise and know-how." - Office of the e-Envoy (2002).
- "Knowledge management is the explicit and systematic management of vital knowledge and its associated processes of creating, gathering, organizing, diffusion, use and exploitation. It requires turning personal knowledge into corporate knowledge that can be widely shared throughout an organization and appropriately applied" - David J Skyrme (1997).

KM relies on the idea that workers of the organization United Nations agency square measure thought of because the most respected resource for data. Therefore, the organizations operate and therefore the extent can rely, among different factors, on however effectively its worker will produce new data, analyze data, share data within the organization, and use that data to attain higher performance and potency.

Fundamentally, KM within the organization is concerning applying the collective and shared data of the complete work force to attain specific structure goals. The aim of metric linear unit isn't necessary to manage all data, however the data that's most significant to the organization. it's concerning making certain that individuals have the data they have, wherever they have it, after they would like it - the correct data, within the right place, at the correct time.

Knowledge may be outlined as an even personal belief that augments a personality's ability to require effective action. Its associate degree assets that every and each individual carries in his mind. Knowledge will any be outlined as either specific or inexplicit. Specific data may be simply articulated in numbers and words. This symbolizes the data that may be shared formally and written consistently within the style of documents, specifications, manuals, etc. basically, specific data is aware of about'. In explicit data is that the data that's not written and remains embodied within the minds of researchers, house owners of firms and key employers. It is aware of how'. In explicit data is a lot of valuable as a result of it provides a context for folks, paradigms, beliefs, places and ideas. The specific data transfer could be a comparatively common prevalence. Worker share reports, money budgets, policies, etc. inexplicit data, however, ought to be reborn into specific data, for this sharing to require place. This has to be dodged losing essential components of the inexplicit data. The transfer of inexplicit data into specific data (within the individual), and therefore the transfer of

specific data between folks (within or between organizations), square measure the 2 actions underlying the metric linear unit theory.

Information is totally different from data. If info is given during an important and helpful manner to decrease ambiguity within the mind of the receiver, within the style of text, images, documents and codes, then it's referred to as data, may be directly associated with knowledge and reasoning. It's the results of learning through expertise. In addition, they argue that data permits U.S.A. to interpret info or derive which means from the information. Alavi and Leidner (2001) argue on 2 further points:

- For someone's customized data to be helpful to a different, this information should be communicated in such a way so it's explainable and accessible; and
- Hordes of knowledge square measure of very little worth and "only information that's actively process within the mind of a private through reflection, enlightenment, and learning is beneficial".

4. WOULD LIKE OF INFORMATION MANAGEMENT

KM relies on the idea that the staff of the organizations square measure thought of because the most respected resource for data. This is often not a replacement plan - organizations are managing human resources' for variety of years. What's new is that the target data. This focus is being driven by the accelerated rate of amendment in today's organizations and in society as an entire. Knowledge unit acknowledges that nowadays, nearly all jobs involve data work' and then all employees square measure data workers' to some extent or different, implying that their job depends a lot of on their data than their manual skills. This suggests that making, sharing and victimization data square measure the foremost vital activities of just about everybody in each organization. KM unit determines:

- Share the data that we've.
- Use the data that we've to attain best performance and improvement.

4.1 What Does Knowledge Management Involve?

KM is essentially the process of facilitating the system by which knowledge is created, shared and used in organizations with specialization. It is sometimes misinterpreted and used in some of the organizations for setting up a new department or getting into a new computer system. It involves making small adjustments or changes in the organization's processes and system to the way everyone in the organization work for the improvement of the overall productivity. Different organizations take different approaches into consideration for looking at KM. Generally, knowledge-based system or environment usually requires creating or changing organizational culture, changing employees' behaviors and work patterns, and providing people with easy access to each other and to relevant information resources.

There are many varied theories and concepts if we discuss about "How that is done", which are used by different organizations. As KM is a relatively new concept, organizations are still finding their way and so there is no single agreed method or best practice. This is the time of

trial and error. Similarly, to simply copy the practices of another organization would probably not work because each organization faces a different set of KM problems and challenges. KM is essentially about people, how they create, share and use knowledge, and so no KM tool will work if it is not applied in a manner that is sensitive to the ways people think and behave.

5. FUNCTIONS OF KNOWLEDGE MANAGEMENT

The function of knowledge is to make a change in the overall organizational performance and leads to higher productivity. Knowledge is a high-value form of resource, integrated for making organizational decisions and taking productive actions. It includes data, information, ideas, experience, insights and awareness. It is the combination of information or what we know or the state of knowing in-depth.

Data and information that have a function or when used are knowledge. Knowledge is often shared among different people to get the maximum in different contexts. Knowledge as the culmination of information is about the situation and the significance of activities. Data integration leads to the creation of information and information leads to the generation of knowledge which confers a productivity and capacity for effective high productive action. KM involves the rational processes of comprehension, understanding and learning through one or more means such as application of knowledge and skills, education, self-study, observation and dialogue. Its main features are as follows:

- Knowledge is the core of organization and human competence for creating advantage. The organization's ability to identify critical knowledge resources and use them objectively in problem solving enhances competence, develops self-confidence and leads to productivity.
- Knowledge is gained and enhanced through sharing, education, training, work experience, dialogue, and participation and group interactions both internally and externally.
- Knowledge is used to improve efficiency and performance. Knowledge solves problems and contributes to productivity and sustainable development and improvement.
- Knowledge should be regularly reviewed and updated to make it relevant and effective.

The organization's knowledge has different context when compared to the individual and institutional. The individual has a set of limits to the knowledge, but organization's knowledge is the collective knowledge of all groups of members in an organization. It is the combination of different ideas, culture, experience, education, understanding, and values. Sometimes organizations gain the knowledge and understating from external factors also. It is the integration of understanding, ideas and experiences learned over a period of time and is accessible to the future course of action. It comprises substance and data that have value in problem solving, decision making, integrating, goal accomplishment and improving and evaluating the performance. The enhancement of knowledge and individual knowledge gain can be possible through multiple processes, including continuous and meaningful application of skill and aptitude in performing specific tasks, continuous learning, social interaction and analyzing performance results. It is a collection of capabilities built through understanding,

applying skills and accessing knowledge resources and experience. The individual and organization can apply the gained knowledge to accomplish suitable competitive advantage, to make decisions, and to achieve higher desired objectives.

Knowledge can be categorized as:

- **Specific knowledge:** It denotes the knowledge acquired and attained through specific study and education, specialized training and experience of the work in specific function or areas during the time period which created the edge of learning and addition of knowledge. Specific knowledge is specially denoting the achievement of the specialization in a particular area. It may be one or more than one function depending on individual to individual.
- **Universal/General knowledge:** The knowledge acquired during the process of general interaction, social grouping, self-study, personal development, observation, etc. It helps to broaden the visualization of an individual. It does not focus much on specialization.
- **Explicit knowledge:** Expressed knowledge that can be captured, reported and documented in the form of publications and is available to use in one or the other form of data. Explicit knowledge is represented in the form of databases and can be used and acquired with great care and accuracy.
- **Tacit knowledge:** Knowledge which cannot be traced in documents and publication and are not formally available. Tacit knowledge is acquired through job training, joint activities, and special group effort. It can also be termed as personalized knowledge and perspective specific knowledge which is difficult to capture and articulate. The difficult tasks for intrinsic figuring out are how to identify, generate, share and manage it. It is mainly traced and expressed through a process of interface, deliberate, and trial and error encountered in practice'.

6. FORMS OF KNOWLEDGE

Knowledge can declassify in different forms as follows:

- **Factual knowledge:** Knowledge based on knowing the fact (what happened in the past and the outcome of the situation). Certain situations or events can develop into knowledge of the person who has undergone the events at that specific time period.
- **Situational knowledge:** Knowledge based and acquired on a particular situation of any specific experience or decision. The employees present during that particular situation or context possesses such knowledge.
- **Procedural knowledge:** Knowledge acquired by knowing the procedures to be followed or to be adapted to perform an assignment. Basically, knowledge procured by procedures, accountability, requirements to be met at various stages of development, implementation of a policy, program and strategies.
- **Social knowledge:** Knowledge acquired by addressing social issues like negotiations, social network and interact.

KM is the art of creating value from an organization's intangible assets. KM is defined in different ways. Some of its definitions are as follows:

- KM is the way organizations create, capture, enhance, and reuse knowledge to achieve organizational objectives. The word management is a misnomer, as knowledge cannot be managed. What needs to be managed are the processes by which knowledge is created, acquired, stored, validated, disseminated, and applied.
- An integrated, systematic approach for identifying, managing and sharing an organization's knowledge and enabling persons to create new knowledge collectively and thereby help to achieve the objectives of the organization.
- Knowledge itself cannot be managed, but the environment, in which, it is created and shared can be managed. In this respect, km can be defined as the creation and the effective organization and use of knowledge for development results.
- KM can be defined as a methodical and integrated process of identifying, organizing, enhancing, storing and disseminating knowledge resources which can be further reused for learning and ensuring the organization's decision skills.

7. CONCLUSION

KM concentrates on the basic needs for individual activities, their development and use, and hence is of great importance not only to an organization but also to the society as a whole. Such system can add strength and develop efficiency through proper utilization of the knowledge resources. Encouraging efficient distribution and transfer of knowledge is not only essential, but also crucial for sustained improvement in performance and to enhance the effectiveness of operations. Every organization should emphasize on preservation, daily usage and management of knowledge in all areas of business. The use of technology for the purpose will be an added advantage in the long run. The employees should be motivated to explore new prospects from the existing knowledge. The more the sharing of knowledge among industries, the lesser will be the cost incurred.

The need of knowledge management for evaluation work itself and learn from there experience to help the network and learn from other evaluators and provide peer support the community to increase effectiveness and profit in the organization.

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