

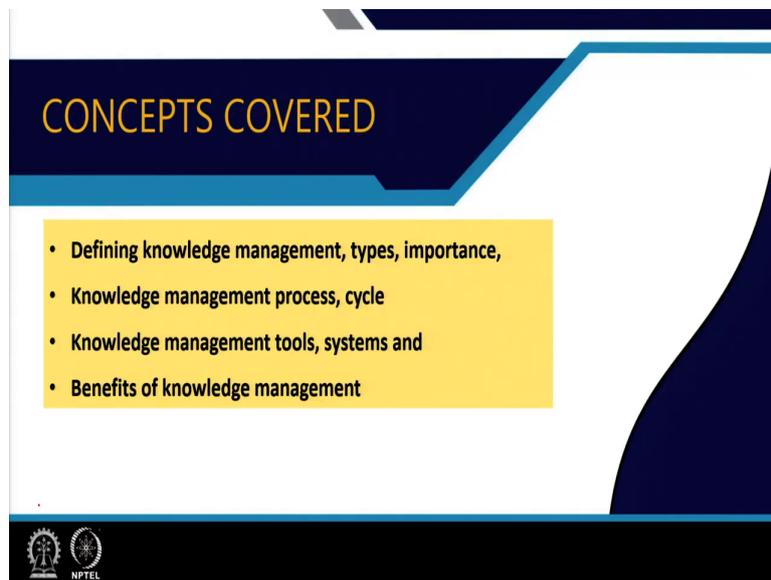
Organizational Design Change and Transformation
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Module - 09
Lecture - 43
Knowledge management

Welcome to lecture 3 of week 9. In the previous lecture, we were discussing about learning and you know the types of learning happens and certain theories of learning. And, the end of the lecture I was saying that you know the next lecture we are going to discuss about Knowledge managements. So, why learning is important? So, today we are going to talk about knowledge management.

And, we are what we are going to essentially discuss in today's lecture is that we will you know try to discuss about what is knowledge management. So, that we create an understanding about a concept of knowledge management and we will also talk about types and importance of knowledge management. And we will obviously, we will also discuss about knowledge management process and cycle of knowledge management.

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And, we will spend time on discussing about knowledge management tools and systems available in an organization setup. How do organizations use those tools for various knowledge management activities and we will conclude this lecture by discussing about a benefits of knowledge management.

Now, we will be wondering people who already know knowledge management, who never you know heard about this knowledge management; we are going to you know wanting what are we talking about knowledge managements. Are we talking about going to manage the knowledge of an individual? Are we going to talking about managing the knowledge of an organizations? What are we really talking about?

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Defining Knowledge Management

Knowledge management is the process of organizing, creating, using and sharing collective knowledge within an organization.

Successful knowledge management includes maintaining information in a place where it is easy to access.

When knowledge is not easily accessible within an organization, it can be costly to a business as valuable time is spent seeking out relevant information versus completing outcome-focused tasks.

Knowledge management (KM) can be defined as "the overall task of managing the processes of knowledge creation, storage and sharing, as well as the related activities."

The slide features a yellow background for the text and a blue header. On the right side, there is a video feed of a presenter in a light purple shirt. Handwritten red annotations include a diagram with a red circle, arrows, and the words 'Knowledge' and 'Competitive' circled. The NPTEL logo is visible in the bottom left corner.

Let us try to understand what is this knowledge management. So, knowledge management is a process of organizing, creating, using and sharing the collective knowledge within the organizations. Now, you have to understand every organizations will have certain knowledge. Let say as an organizations you are let say you are producing a product.

Now, you are producing a product you as an organizations have certain knowledge about you know develop number of product, creation of the product produce, production of the product, delivery of the product. Now, you are creating certain knowledge here. So, now this here you know to understand that every organizations, you will always have people where it is kind of you know people will come, stay in a company, they might leave. It is a natural process is you will often see in a company.

Now, you always see there are a lot of departments within their organizations involved. Now, you need to say that how knowledge of an organization is been effectively organized and stored and how it can be effectively used by various departments as you required, because you have to storing of all these knowledge base which become very critical exercise.

Now, you see why this is critical? This knowledge management is a very important activity. The reason is that the knowledge of the organizations create a competitive advantage for you. Because, we are talking about how are you become how are you going to become a competitive organization. How are you going to have edge over your competitors or is that right. How are you going to manage your knowledge within the organizations.

So, knowledge management is a very critical activity. So, knowledge management is actually a process of organizing, creating, using and sharing collective knowledge within the organizations. And, the successful knowledge management includes how are you maintaining the information in a place, where it can access it. As I was saying you can store a knowledge and how successful knowledge management is about it is not about storing.

And, how do you create a situations where it can be easily accessed and people can use that knowledge that has been effectively stored in a place or maybe in a system or maybe in a device or maybe creating a you know a platform. So, now successful knowledge management always rated by how easy that individual within the company can access to the knowledge.

Now, in case if a knowledge is not easily accessible within an organization, it will become a costly to a business because lot of time and amount is been spent in seeking out a relevant information's versus completing the out you know outcome focused task. Because, what will happen if it is not become accessible what will happen you need to really look out for those you know knowledge outside.

So, meaning that within the organization you had a knowledge, but you are not able to access the knowledge we had. Now, you we need to seek out the knowledge. Let us talk about a specific you know services of a company. Let say some individual who are looking after the

particular service or operation. Now, this employee is super innovative meaning that the employees retired. So, this employee had lot of knowledge about how do you manage you know carry out these operations, how do you manage the particular customers client on the particular operations.

Now so, he or she has developed lot of knowledge about how do you know most effectively do this particular activity and how do you most effectively manage your clients and customers on the particular operation. Now, as this employee leaves the company, now you need somebody to replace this person. Now, comes the question of does the person has adequate knowledge about how do you effectively (Refer Time: 05:32)

Now, this is why we are talking about. So, you have to you know draw the knowledge of a person and store where this can be accessed. So, that is why we are talking about knowledge. If it is not accessible obviously, what happened you need to send this new person for a training and allow somebody some time to get the experience. So, it is going to be a costly affairs to somebody acquire this knowledge when if it is not actually transferred to the new employee, that is why we are talking about knowledge management is very critical.

So, knowledge management how do we define? Knowledge management is defined as an overall task of managing the process of knowledge creation, storage, sharing as well as all related activities. The major thing is creation of a knowledge, storing of the knowledge and sharing of the knowledge, mean using of the knowledge as well ok, that is where the knowledge management is about.

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The slide is titled "Knowledge Management Types" and features a list of seven knowledge types. A handwritten red box labeled "SOP" is positioned to the right of the list. The list items are:

- Explicit knowledge: Knowledge that is easy to write down and share
- Implicit/applied knowledge
- Tacit knowledge: Knowledge gained from personal experience
- Static knowledge that is specific to a knowledge
- Procedural knowledge that is focuses on how it is acquired
- Priori knowledge that is gained from independent evidence
- Subjective knowledge that is independent knowledge gained from individual experience

The slide also includes the NPTEL logo at the bottom left and a small video inset of a presenter on the right side.

Now, what are the different types of knowledge we have? Explicit knowledge, knowledge that has easy to write down and share which are you know let say is a standard SOPs. These are Standard Operating Procedure which are very explicit knowledge, you will be able to easily write down and share. There are implicit or applied knowledge, sometimes are tacit knowledge.

So, let us say tacit knowledge are always a very critical knowledge where many a times organization suffer for you know capturing or you know how do you know manage this knowledge of a tacit knowledge. Generally, this knowledge is gained from a personal experience.

Somebody working for a very long period in a particular you know job or a task; he or she would have developed various knowledge's owing to the years of experience somebody had.

This is a tacit knowledge dependent to the particular individual. Now, how are you going to tap this tacit knowledge is the again a most challenging part for many organizations.

Now, organizations are concerned how do we you know tap those tacit knowledge as well. Now, there are static knowledge that is very specific to a knowledge and there are procedural knowledge which are required to how it is to be acquired as you know very procedural knowledge. Then comes a prior knowledge that is gained from an independent evidences.

Let say there are different situations has happened at different you know experiences are you know certain uncertain situations happened, then you would have learned certain experience from that uncertain situations. So, that becomes a priori knowledge that you will use it for when you encode a similar experiences elsewhere or a different situations. Then, subjective knowledge which is dependent knowledge gained from an individual experience, its very subject to an individual knowledge.

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Importance of Knowledge Management

As the marketplace becomes ever more competitive, one of the best ways to stay ahead of the curve is to build the organization in an intelligent, flexible manner. Knowledge management has become important because -

1. A merger or acquisition could spur the need for codifying knowledge and encouraging teams to share their expertise.
2. The imminent retirement of key employees could demonstrate the need to capture their knowledge.
3. An upcoming recruitment drive shows the wisdom in using knowledge management to assist in training new employees.

Inclusion -> Overlap

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Now, having trying to understand different types of knowledge. So, what we are going to do is that why this knowledge management is important. So, I was already a reiterating the fact is that knowledge management is critical because you know organization has to store the knowledge. So, that the knowledge can be easily accessed and used as and when you require.

Now, if you look at the current business environment or any organization for that case become very competitive. So, how are you going to be you know ahead of the other part is that you know based on your when you are able to compete or become go ahead is that you know is that you have to be intelligible in a flexible manner.

Now, as an organization you should actually become more flexible in so, that you will become you know more competitive and knowledge management becomes more important. The reason is that now let say a company is going for a merger or an acquisition. You want to

do you know two companies merged or maybe one company occurring a new company, where we need for codifying the knowledge and encouraging steam to share their expertise.

Because, now let us say new company is occurring one company is occurring in another company where now become another company has to know what were their knowledge is that the existing you know employees had and now you need to codify this knowledge transfers. Or, maybe merger two companies are merged now you need to say that you know how the you know knowledge of the other companies getting merged with this company.

How are you going to codify this knowledge and encouraging teams to share their expertise is very critical that is why knowledge management is important. Then comes you know sometimes you would find you know the eminent people means those who are very experienced people retiring from you know job role. So, then so, you need to you know employees could demonstrate the need to capture their knowledge.

You know if that is why knowledge management is important when a very senior person you know retires or leaves the company, then that is why you know learning from the particular persons, the tacit knowledge as I talked about earlier you know how are you going to tap the tacit knowledge from the particular person is that is why knowledge management is important.

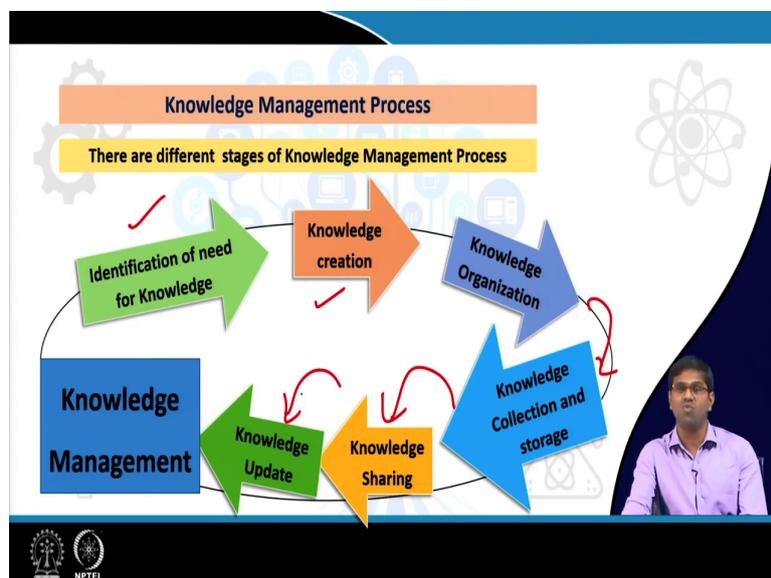
Then, let say upcoming new recruitment drives you know source that you know when you are going for a large number of hiring shows that a wisdom in using a knowledge management to assist in training new employees. So, how are you going to use the knowledge, what were is required for a new employee to learn about the you know new organization what he or she has to do, that is why knowledge management is important.

For example, you have lot of you know repository of about the activities, tasks, what has to be done and it becomes easier for you to try in the new employees, right. For example, you know induction program. So, induction program we give orientation. So, during the orientation if

you have lot of you know repository about your organizational policies or the you know basic rules and regulations.

Certain SOP about you know how to you know run a particular machine or carry out an operations, certain tasks that is actually a knowledge management capacity. So, that is going to help an employee, new employee to train that is why knowledge management practices in an organization is very critical and significant for an organizations.

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Now, what were we going to do this discuss is that we are going to discuss about knowledge management process. There are different stages in knowledge management process. So, now look at what is the first step? First step is identification of need for knowledge.

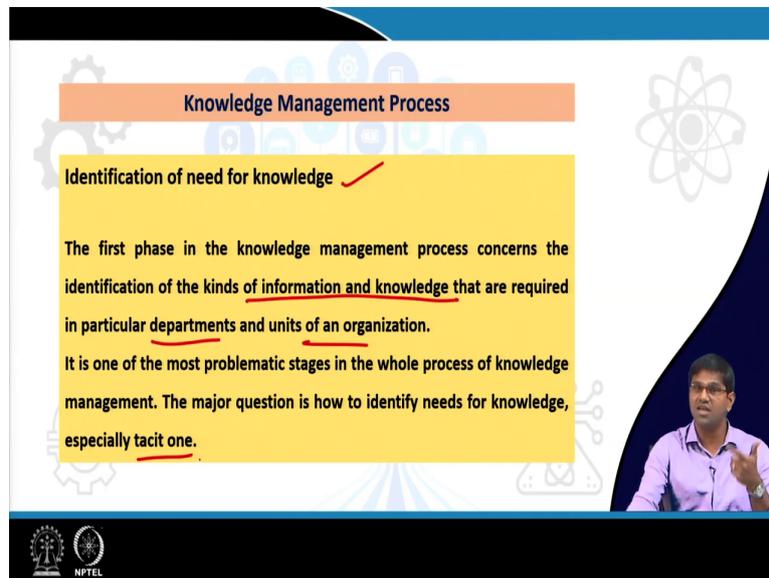
This is a very important step; I am going to discuss in detail in going forward. Then, once you identify the need for knowledge what type of a knowledge I require. So, then comes a knowledge creations. How do you create the knowledge? Then comes the organization of a knowledge. So, you get lot of IPs of information.

How are you going to organize this knowledge? Then collection of knowledge and storing of the knowledge that is also very critical as, but next phase comes the you know knowledge collections and storage. Then, sharing of knowledge, knowledge sharing is important then it is a kind of a cyclic process.

Now, comes knowledge update, then again you need to go through this process of you know knowledge you know identification because you see that you know as and when organizations are going for a new technologies and diversifying their business, coming up with the new services or maybe expansion of the business.

So, all that requires you know identification of new knowledge that you require so, that you will exceed. So, I am going to discuss each of the steps what do you do in each of this step. Ok.

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Knowledge Management Process

Identification of need for knowledge ✓

The first phase in the knowledge management process concerns the identification of the kinds of information and knowledge that are required in particular departments and units of an organization.

It is one of the most problematic stages in the whole process of knowledge management. The major question is how to identify needs for knowledge, especially tacit one.

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Let us talk about this first phase which is a now identification for need for knowledge. So, the first phase in knowledge management is generally concerned about identification about kind of information on knowledge that are required for departments and units in an organization.

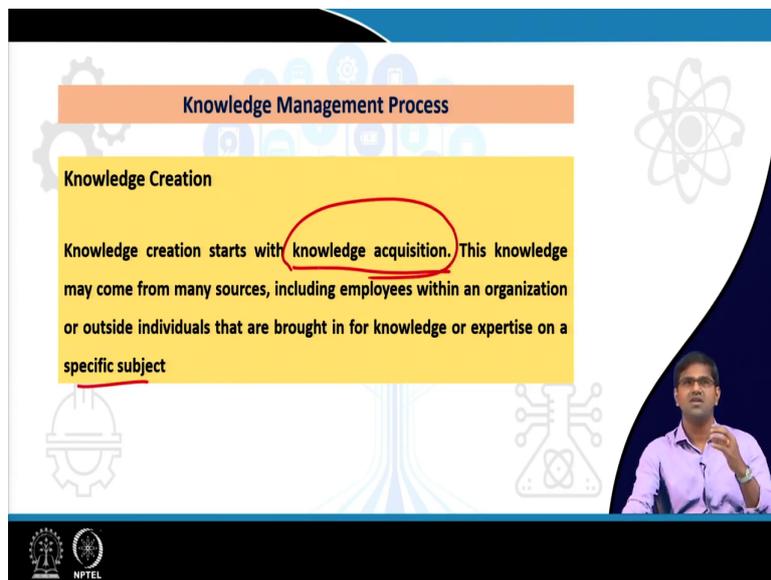
So, this is about ok. So, what type of an information a knowledge is required for each of the departments or divisions or units in an organizations. So, that you will be able to create the knowledge. Right so, for that you should know what type of an information you require.

Let say for operational perspective ok, what are the information you required to running a particular you know shop floor or production or let us say I wanted to go for a software development. What are the information's I require or knowledge required for the software product development. So, that determines what type of a knowledge I required.

And, another important thing to understand in this series you know it is the most problematic on a challenging stages, where in the whole process of knowledge management. Because, if the major question is how do you identify this you know knowledge requirement and especially the tacit one. So, it is very important.

So, this phase is very critical phases that you need to understand what type of an information, what type of a knowledge types I require so, that you will be able to create those knowledge that becomes the first stage.

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The slide is titled "Knowledge Management Process" in an orange header. Below it, a yellow box contains the text "Knowledge Creation" followed by "Knowledge creation starts with knowledge acquisition. This knowledge may come from many sources, including employees within an organization or outside individuals that are brought in for knowledge or expertise on a specific subject". The words "knowledge acquisition" and "specific subject" are underlined in red. The slide features a background with various icons like gears, a hard hat, and a person. In the bottom right corner, there is a small video inset of a man in a purple shirt speaking. The NPTEL logo is visible in the bottom left corner.

You identify the information or knowledge required at this stage next comes the you know acquiring knowledge where the knowledge creations. Knowledge creations starts with knowledge acquisitions, ok. So, you need certain information on knowledge, how are you going to acquire. Here comes you have to acquire from many sources. It might include

employees within the organizations or probably outside the organizations that brought in the knowledge or expectation or subject matter.

Let say you need specific information's where do you learn about this information. You might understand more from within the employees who are already carried out this activities or probably reach out to expertise outside the organizations to create you know source information knowledge acquisition process where you acquire knowledge on required information and knowledge in this process step.

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The slide is titled "Knowledge Management Process" in an orange header. Below the header is a yellow text box containing the following text:

Knowledge Organization

Knowledge organization process is an important part of knowledge management because without it, knowledge becomes disorganized and has no structure, making it difficult or impossible to find in the future when knowledge is needed.

This knowledge must not only be organized, but it also needs to include security features so that knowledge can be accessed by authorized personnel when needed

To the right of the text box is a red hand-drawn diagram showing a vertical stack of three rectangular boxes, with a red circle around the top two boxes. The slide also features a small video inset of a man in a purple shirt in the bottom right corner and the NPTEL logo in the bottom left corner.

Next comes the knowledge organization. So, this is an important part of a knowledge management because without this knowledge organizations, knowledge becomes disorganized and has no structure. So, what will happen when it is disorganized no structure?

It will become you know difficult or impossible to find out this knowledge where knowledge is needed.

So, because unless you do not organize the knowledge then as an when you require, you cannot access it. When if you remember when we behind the lecture, we were talking about you know easy accessibility. When the knowledge is cannot be accessed easily, then there is a cost involved, you are searching for this knowledge elsewhere or outside the organizations. It involves time, it involves resource, it involves money and people. So, knowledge organization is very critical.

So, that as an when company requires the particular knowledge, you can easily access. So, the knowledge organization is nothing, but how are you going to organize the knowledge. So, how you are going to categorize the knowledge's and types of knowledge's and what type of knowledge has to be stored for what type of a departmentalization.

Let us say you know organizing knowledge required related to a specific departments or the knowledge required to spend you know related to a process aspects or a probably you know knowledge that are required on the respect to the operational or account sections. So, whatever it is you have to organize the knowledge in certain fashion. Otherwise, it become very difficult for you to you know access it.

For example, in order to give a simple analogy is that let say you are going into a website and you are going for you see that there are drop down menu right. Ok. You click this then you get another icon and a lists coming, then you click then it gives you another icon. So, as you see you go and you will be able to organize this, what we are talking about knowledge organization. How are you going to organize the knowledge is in this step becomes very critical.

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The slide is titled "Knowledge Management Process" in an orange header. Below the header is a yellow text box containing the following text:

Knowledge collection and storage

This stage involves collecting the knowledge created or gathered before, in the employees' minds and in various types of media: paper documents, electronic databases, etc.

Most authors observed the advantages of electronic databases in the fact that they allow to adapt and improve knowledge and information. In addition they access to all data to many users at the same time.

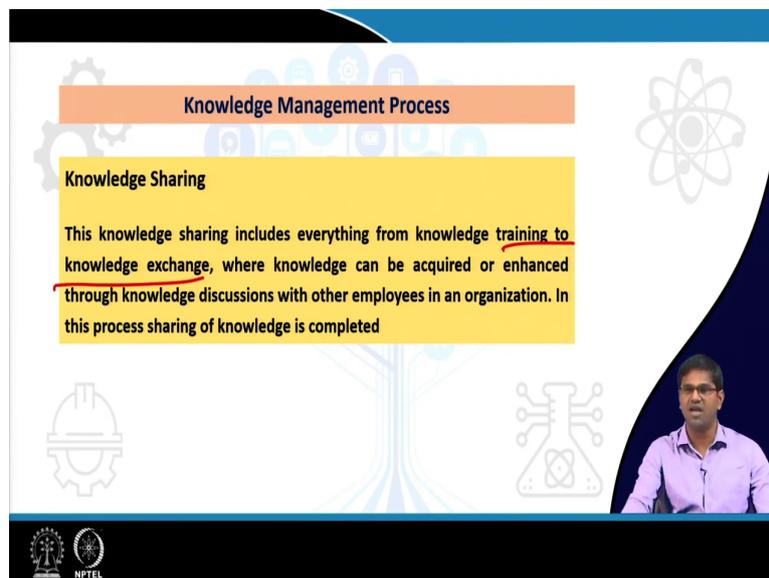
In the bottom right corner of the slide, there is a small video inset showing a man in a purple shirt speaking. The slide also features various icons like gears, a lightbulb, and a network diagram. At the bottom left, there are logos for IIT Bombay and NPTEL.

Then, comes the knowledge collection and storage. Now, you need to you know collect the knowledge creator as generated before then and then what you have to do you have to store this knowledge. You know may be you know may be an electronic databases or in any forms you need to store all this you know day knowledge you have created or identified or you know sourcing from various sources of the knowledge creations.

Then, you need to you know store it in terms of you know paper documents either can be a paper documents or electronic databases or you know cloud you have to store this knowledge, that is very critical because it is not only about occurring this knowledge, collection of the knowledge then it is very critical is that how you have to store in certain forms. Maybe in a you know paper format or maybe in electronic format.

Now, most organizations go for a you know electronic format, they put all this you know electronic format you know their knowledge is in a repositories where all your employees can access to those resources as and when they required. So, you have to you know store those resources as you know database. You creating a database management system and store those data and as a knowledge that you store those in a database systems.

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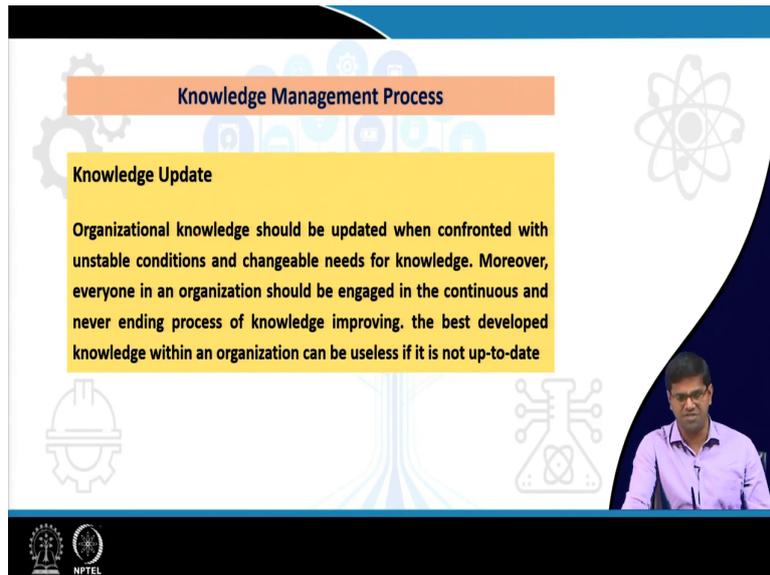
The slide is titled "Knowledge Management Process" in an orange header. Below it, a yellow box contains the text: "Knowledge Sharing" followed by "This knowledge sharing includes everything from knowledge training to knowledge exchange, where knowledge can be acquired or enhanced through knowledge discussions with other employees in an organization. In this process sharing of knowledge is completed". The slide features several icons: a gear, a tree, a hard hat, a circuit board, and an atom. A small video inset in the bottom right shows a man in a purple shirt. The NPTEL logo is in the bottom left corner.

Then, comes the knowledge sharing. Ok. Knowledge sharing includes ok; so, this knowledge sharing includes how do you transfer the knowledge to employees from new you know old employees to new employees through you know training to you know exchange knowledge exchange or let us say you know for example, hand holding or let us say induction programs.

So, sometime you know we you this is how we know to transfer the knowledge it is very critical. Let us say somebody is going to retired, then you need to put somebody well in

advance. So, that this person stays with the person learns with the person shadowing, shadowing meaning that just observing the person to understand and this person will also transfer you know critical knowledge's to the other person who is going to occupy the particular tool. So, that is from the knowledge sharing happened.

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The slide is titled "Knowledge Management Process" in an orange header. Below it, a yellow box contains the text: "Knowledge Update" followed by "Organizational knowledge should be updated when confronted with unstable conditions and changeable needs for knowledge. Moreover, everyone in an organization should be engaged in the continuous and never ending process of knowledge improving. the best developed knowledge within an organization can be useless if it is not up-to-date". The slide features several icons: a gear, a lightbulb, a brain, a person, and a network diagram. In the bottom right corner, there is a small video inset of a man in a purple shirt. The NPTEL logo is visible in the bottom left corner.

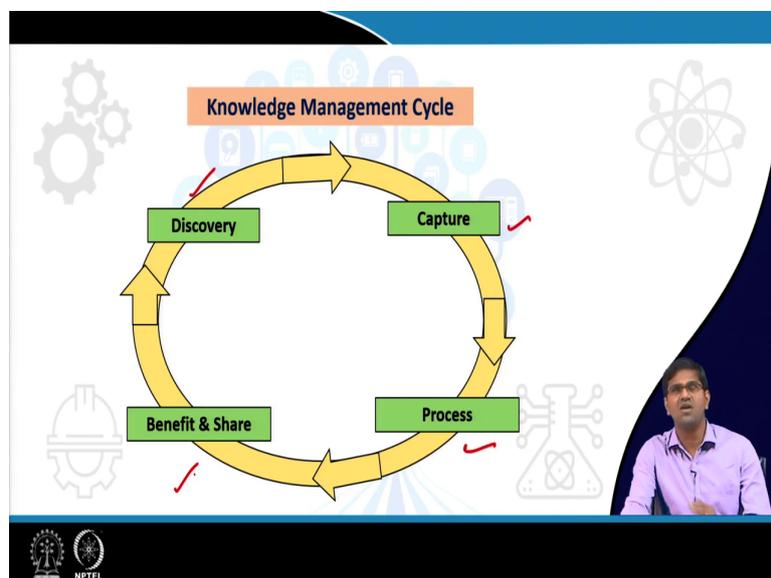
Then, comes the knowledge update. Now, knowledge update is talking about you know organization knowledge should be always updated when confronted with unstable situations are changeable needs for knowledge. You know every organization should be always engaged in a continuous process to improve the knowledge, because you as an organization you are keep evolving and keep growing.

And, you might you know experience certain new challenges, new situations, you should always seek out for a new knowledge that you are required to manage this you know different

type of a situations, you as an organization experience. So, that comes the knowledge update comes.

Then, this as I said it is a cyclical process, you will again continue this you know identification of knowledge required store, collect and you know then on the databases. Then, you know you have to share the knowledge so, that people can use this knowledge effectively for the better functioning and effectiveness of the organization.

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Ok. Now, we will understand these knowledge management cycle. The first cycle comes a discovery phase, then capturing, then process and benefit and share. So, let us try to you know look at each of this you know phases ok.

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The slide is titled "Knowledge Management Cycle" and is presented in a yellow box. It is divided into two main sections: "Discovery" and "Capture". The "Discovery" section states that organizations must identify all available sources of knowledge, with a particular emphasis on information that could be easily lost. The "Capture" section states that capturing all available knowledge and data creates the foundation for future processes, and that sloppy or incorrect knowledge collection leads to decisions without a complete understanding of the organization and its capabilities. The slide also features a small inset image of a man in a purple shirt pointing, and logos for IIT Bombay and NPTEL at the bottom.

Knowledge Management Cycle

Discovery

During the discovery process, organizations must identify all the available sources of knowledge, with a particular emphasis on information that could be easily lost.

Capture

Capturing all the available knowledge and data creates the foundation from which future processes built. Sloppy or incorrect knowledge collection leads to decisions without a complete understanding of the organization and its capabilities.

First is a discovery phase. So, during this discovery phases, organization will identify all available sources of knowledge. So, with a particular information for emphasis on information that could be easily lost. So, organization has to identify what type of a knowledge that we have, what type of you know available sources of knowledge that we have.

And, you see you know there are time some information may be easily lost, to identify that information is not getting lost from the knowledge system we creating. So, that you create a better repository. So, then comes capturing, capturing of all available knowledge and data creates a foundation from which all process built.

You know in because sometimes what will happen is sloppy or incorrect knowledge is you know knowledge collection will leads to without any complete understanding of the organization and its capability.

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The slide is titled "Knowledge Management Cycle" and is divided into two main sections: "Process" and "Benefit and Share".

Process
The process involves the deep analysis of the knowledge gathered in the previous two steps. Data must be assessed and organized into a structured, searchable, and easily accessible form. Processing of the gathered knowledge is required to ensure it is accurate, offers value, and is up to date.

Benefit and Share
Leadership must prioritize and reward knowledge sharing, creating an atmosphere where team members are actively encouraged to both teach each other and learn from one another.

Handwritten annotations in red ink include a circular arrow pointing to the "Process" section and the text "(Know)ledge Building".

The slide also features a small video inset of a man in a purple shirt speaking, and logos for IIT Bombay and NPTEL at the bottom.

So, it is very important that you capture all available knowledge and you know dead and then creation of a databases that is very critical for the next cycle, next phase. Then, comes a process, the third step comes a process. Process involves deep analysis of the knowledge gathered. You have collected enormous amount of knowledge's, now you need to you know analyze the gathered in two steps.

First data must be assessed and organized into a structured and it should be in its also made into a searchable and easily accessible form. So, the very first step is ok as I collect all the knowledge, then you have to you know analyze this knowledge and then try to structure it and

you know make it searchable and easily accessible. So, gathering the processing of the gathered data is required to ensure that it is accurate and it also offers value and it is up to the data.

You are keep updating the data as a knowledge as and when you get additional information about the particular aspects. So, it is very critical process here the process step is collect all the knowledge's, categorized structure the knowledge and categorizes the structure and then make it searchable identically easily accessible; as they were saying you know creating the process flow right ok. So, when I require information, I can easily go and access whatever the knowledge which I have.

Then, benefit and share. So, leadership or the organization or a management has to ensure that they must prioritize and reward knowledge sharing and you know creating an atmosphere where team members are actively encouraged to both teach each other and learn from one another. Because, see knowledge management practices are very critical, why? As I said sometime you know we say we are also talking about knowledge hiding, knowledge hiding or you know inefficient knowledge management practices.

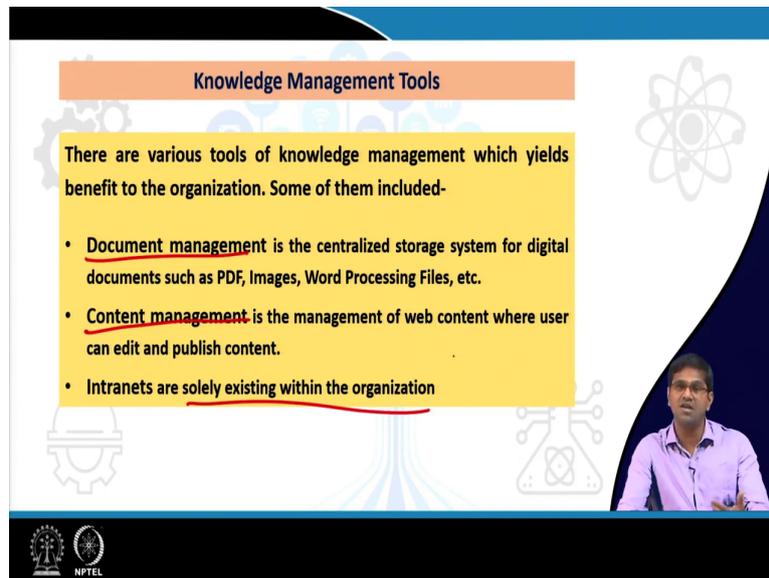
Certain times people might consciously withdraw in sharing of the information, where you are talking about knowledge hiding. You just keep certain knowledge is within you and if you do not share those knowledge, it becomes it creates what inefficient performance of the company.

So, organization has to ensure that you know people or employees are involved or engaged in knowledge sharing process. And, the organization has to reward people for sharing the knowledge with people, because you know organizations competitiveness comes from the knowledge management practices.

So, how effective these knowledge has been transferred from one employees to other employees. So, that you know this knowledge have been effectively used for the better

functioning and performance of the organization. This is the four process, acyclic process in a knowledge management cycle ok.

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The slide is titled "Knowledge Management Tools" and features a yellow text box with the following content:

There are various tools of knowledge management which yields benefit to the organization. Some of them included-

- Document management is the centralized storage system for digital documents such as PDF, Images, Word Processing Files, etc.
- Content management is the management of web content where user can edit and publish content.
- Intranets are solely existing within the organization

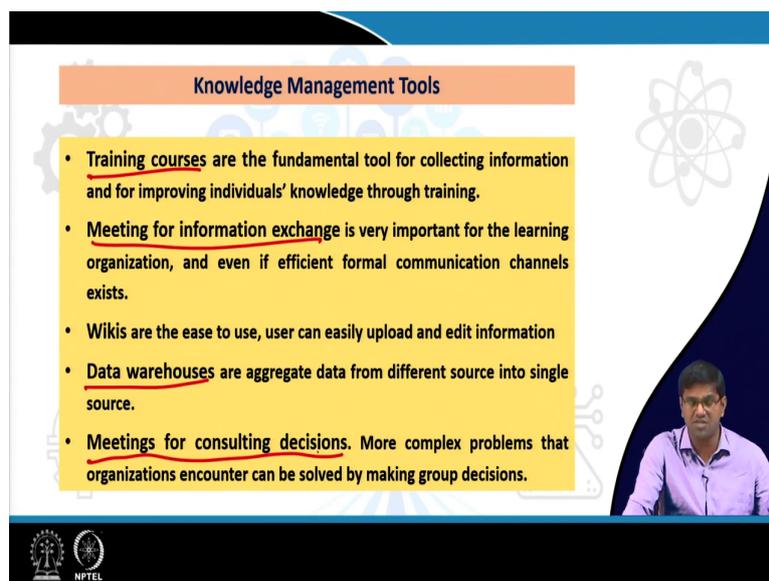
The slide also includes a small inset video of a presenter in the bottom right corner and the NPTEL logo in the bottom left corner.

Now, I will discuss about this you know various you know cycles and processes, now we are going to discuss about knowledge management tools ok. We discussed about you know storing of data, gathering of data. So, now, what we are going to talk about what are the tools that have been used in a knowledge management practices in an organization.

First the data document management, it is a centralized storage system for a digital documents such as you know either a PDF, images or word processing files. So, where? In the document management, you manage the documents; this is one tool document management where you will be able to access to the all the data in terms of a PDF files or image files or a word files.

Then, content management is a management of web content where users can edit and publish content right which is about a content management. Then, comes internets are solely existing within the organization where you know you just accessible only to internal employees to access the repositories and available information within.

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The slide is titled "Knowledge Management Tools" and features a list of five bullet points on a yellow background. To the right of the text is a small video inset showing a man in a purple shirt. The slide also includes a logo of a stylized atom and a gear icon. At the bottom left, there are logos for NPTEL and a tree.

- Training courses are the fundamental tool for collecting information and for improving individuals' knowledge through training.
- Meeting for information exchange is very important for the learning organization, and even if efficient formal communication channels exists.
- Wikis are the ease to use, user can easily upload and edit information
- Data warehouses are aggregate data from different source into single source.
- Meetings for consulting decisions. More complex problems that organizations encounter can be solved by making group decisions.

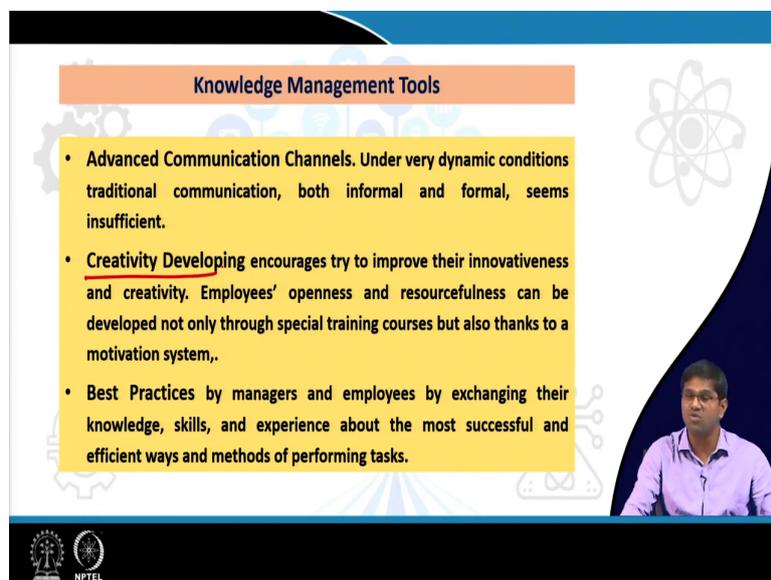
Then, training courses or the fundamental courses for collecting information's and improving individuals knowledge through training. So, you conduct training instructions that is also of knowledge management tool to gather and you know impart training about certain knowledge's.

Then, meeting for information exchange is another you know very important learning for organization where if efficient formal communication standards exist, where you need to collect information's, create the knowledge base right, that is you know it is important. Then,

data warehouses where you know aggregate the data from different sources into a single source where you create a data warehouses, where all these information's are gathered and stored in a single source.

And, meetings for consulting decisions are more complex problems that organizations are encounter can be solved by you know making group decisions, where you need to go for consulting you know people or groups to make a certain decision that is also a knowledge management tools.

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The slide is titled "Knowledge Management Tools" and features a yellow text box with three bullet points. To the right of the text box is a video inset showing a man in a light blue shirt. The slide also includes a logo of a stylized atom in the top right corner and the NPTEL logo in the bottom left corner.

Knowledge Management Tools

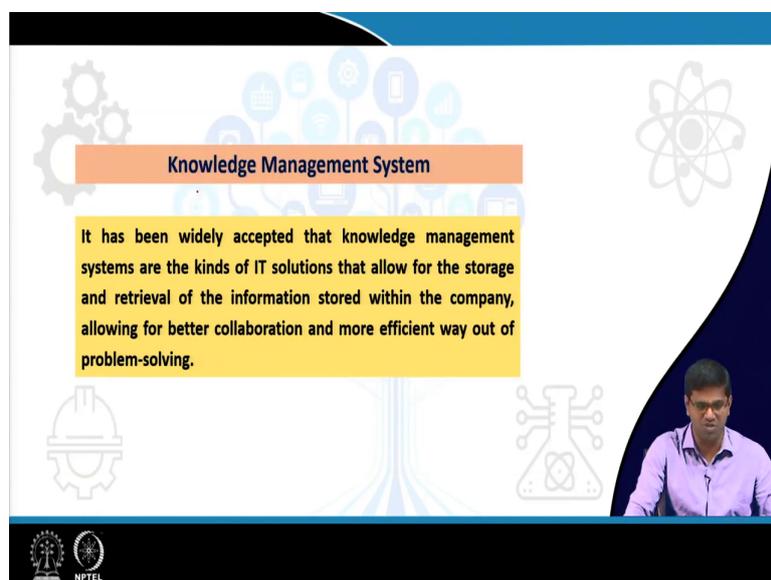
- **Advanced Communication Channels.** Under very dynamic conditions traditional communication, both informal and formal, seems insufficient.
- **Creativity Developing** encourages try to improve their innovativeness and creativity. Employees' openness and resourcefulness can be developed not only through special training courses but also thanks to a motivation system,.
- **Best Practices** by managers and employees by exchanging their knowledge, skills, and experience about the most successful and efficient ways and methods of performing tasks.

Then, advanced communication channels you know go for advanced communication channels to you know collect gather information. So, that you know the knowledge been effectively shared. Then, creativity developing. So, where you know increasing to try to improve more

innovativeness and creativity where you know employee being open and resourcefulness in in terms of you know sharing information's, managing the knowledge.

And, also a best practices we manage is an employees for exchanging their knowledge and skills. So, identify best practices wherein you will be able to share, manage the knowledge, share the knowledge for other employees that is also one of the you know management tools.

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The slide features a blue header and footer. The main content area is white with a background of faint icons including gears, a network diagram, a hard hat, and a circuit board. A central orange box contains the title "Knowledge Management System". Below it, a yellow box contains the text: "It has been widely accepted that knowledge management systems are the kinds of IT solutions that allow for the storage and retrieval of the information stored within the company, allowing for better collaboration and more efficient way out of problem-solving." In the bottom right corner, there is a small video inset showing a man in a purple shirt speaking. The NPTEL logo is visible in the bottom left corner of the slide.

Now, as we discussed about different type of a knowledge management tools, now we are going to discuss about a knowledge management system. So, where you know organization creates you know knowledge management systems which are widely accepted knowledge management system. Again, we mostly in a IT enabled solutions that allows an organization to store knowledge created and retrieve the knowledge by the employees.

Now, you say you know many organizations goes for you know SAP based things or you know ERP, we are talking Enterprise Resource Planning. Or, these are also one type of you know certain you know access to certain information's or knowledge being kept where organization goes for knowledge management systems. Ok.

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The slide is titled "Knowledge Management System" in an orange header. Below the title, a yellow box contains the text: "The system has three important aspects included as follows:". This is followed by a bulleted list of three items, each with a red underline under the key term: "Feedback database", "Research files", and "Shared project files". The background of the slide features faint icons of gears, a lightbulb, and a network diagram. In the bottom right corner, there is a small video inset showing a man in a purple shirt. At the bottom left, there are logos for IIT Bombay and NPTEL.

Knowledge Management System

The system has three important aspects included as follows:

- Feedback database - Those who are involved in a production, design, sales, customers, can share their feedback with the organization and all the stakeholders can have access to the feedback.
- Research files - In developing projects and ideas, a company needs market survey and consumer research to determine what is needed, the files are then shared within the organization to allow all departments to benefit from the research conducted.
- Shared project files - This system allows for greater collaboration and teamwork, especially across distances.

Now, on this knowledge management system, there are three important aspects are included in it. One is a feedback database. Ok. What is this about this? Those are involved in production, design, sales, customer can share their feedback with the organizations, all stakeholders can have access to the feedback.

So, now this is also one way to understand ok how effectively you know we have been able to carry out, take this you know feedback so, that we will be able to improve upon. Then so, research files in developing projects and ideas company need to do a market survey, a

consumer research to determine what is needed. And, files are then shared with the organizations to all of all departments to benefit from the research conducted.

Now, here now you are conducting research. So, what you do? You are conducting your research and you are analyzing the market and new market you know and then and share those information's with all different departments. So, that they understand what are the expectations of my customers. What do they need, what type of a product or services that you should develop.

And, shared project files, you have to create a shared project file. This allows for a greater collaboration and teamwork, especially across distances when your employees are located in different locations, you know geographically separated. Then, you create a shared files where everybody have access to certain files where this also knowledge management practices.

So, when you are creating a knowledge management system, you should create that there is a component of feedback, there is a component for research files should be shared and also shared files where everybody have an access. Now, look at you know for example, you know on a Microsoft Teams, we have a SharePoint where you say ok for every topic you populate all this.

You know everybody can populate the day you know information's are data related to specific topic or operations on a system, where every employee as and when they require they can go to the SharePoint, download and read and access those files. There we are talking about SharePoint where everybody is able to have access to the shared files, that will improve the knowledge management practices. Ok.

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Benefits of Knowledge Management

Benefits of knowledge management can be pointed out as follows:

The more effectively and efficiently a company shares its information with its employees, the better the business will perform. The benefits of knowledge management include:

- Faster decision-making ✓
- Efficient access to knowledge and information ✓
- Increased collaboration and idea generation ✓
- Enhanced communication throughout your organization ✓
- Improved quality of information and data ✓
- More security for intellectual property ✓
- Optimized training ✓

The slide features a blue header, a yellow text box for the main content, and a video feed of a presenter in a purple shirt on the right. The NPTEL logo is visible in the bottom left corner.

What are the benefits of this knowledge management practices? This as a lot of benefits. For instance, faster decision making when you are able to you know store the knowledge well and access the knowledge already available, it will help you to make a faster decisions. And, efficient access to knowledge and information, it will make you to you know have a very efficient access when you have a better you know knowledge management practices.

It will have an increased collaboration and idea generations, because you know as you are sharing the knowledge, it will you know promote more collaborations and idea generations. And, it will enhance communication throughout your organizations, the knowledge management will improve the communications within the organizations.

And, when you improve the quality of information on data, because knowledge management will improve the quality of information you have. And, it a more security for intellectual

property and also give some optimized training for a better knowledge management practices ok.

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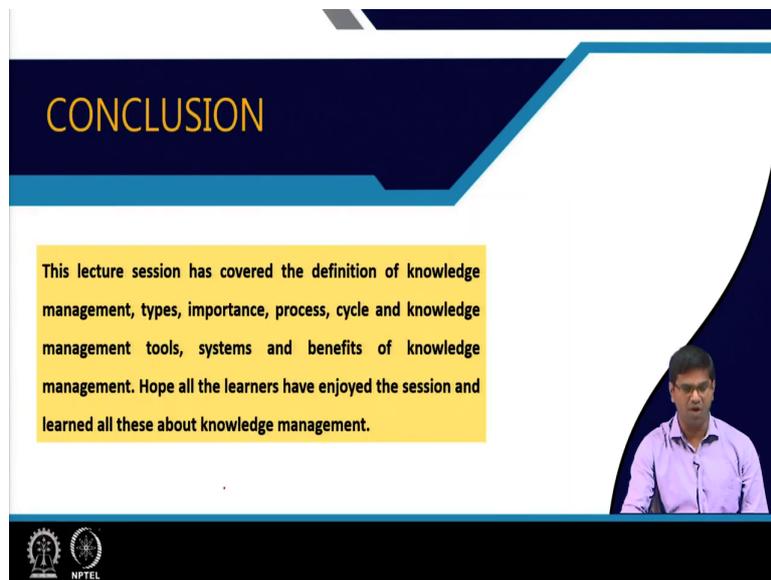


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CONCLUSION

This lecture session has covered the definition of knowledge management, types, importance, process, cycle and knowledge management tools, systems and benefits of knowledge management. Hope all the learners have enjoyed the session and learned all these about knowledge management.

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So, what did we discuss today? We were discussing a very important topic today that we discussed about what is knowledge management. We developed an understanding about knowledge management and we also discussed on a very different process and cycle of knowledge management process. And, also we discussed on knowledge management system and what are the different type of knowledge management tools organizations use in the workplaces.

So, with this we are completing this lectures and then we will see you in the next lecture on discussing on IT information system used in an organization. How does this information system also have relevance to organizational management with respect to design and structure, that is what we will discuss in the rest of this lectures in this particular module.

Thank you.