Knowledge Management: A New Vista for Organizational Success
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ABSTRACT
As we are in the 21st century that a fast changing world of information technology throwing a great open challenges and innumerable opportunities. In this rapid changing technology, knowledge is increasingly being seen as an essential requirement for gaining momentum of competitive advantages in today’s globalization scenario. The effective performance of the organization is directly depends on the intangible assets of the organizations. Every organization has realized that knowledge becomes an emerging powerful organizational asset that enables sustainable competitive advantages in hypercompetitive environments. Today many organizations has designed and developed their own information system for sharing and integrating the knowledge from time to time among the employees. Such system is could referred to as knowledge management system (KMS). This paper is study about the theoretical importance of knowledge management in organizations and role of information technology for creation knowledge management process. Based on the availability of literature it also presents the best practices of knowledge management in Indian organizations.

KEYWORDS
Technology, Information System, Organizations, Knowledge management

1. INTRODUCTION
Things have changed drastically over time. It is rightly said, Change is the only permanent thing in the world. It also plays prominent role in business sector too. There was a time when an entrepreneur used to run the entire business as sell the size of the business was small. Now numerous complexities have set into business environment. Therefore business functions have been chalked out into several functional areas like Sales, Marketing, Finance, Manufacturing, Personnel, Research and Development etc. Each functional area is headed by various functional heads as each activity is deferent from each other.

The working system of business organizations has been done through availability of organizational assets. The function of every organization basically can be considered in three main functional levels. These levels required different information for performing their task. MIS always provides information support for management activities. The talk about fast changing information technology, information technology started around a decade and half ago - IT was EPD or MIS provide information to every levels of management as per their requirement. Early information technology was designed just to assist managerial works by processing vast amount of data and converted into information (MIS). An emerging line of systems targets professional and managerial activities by focusing on creating, gathering, organizing, and disseminating an organization’s "knowledge" as opposed to "information" or "data." These systems are referred to as Knowledge Management Systems (KMS) [1]. Knowledge Management has existed as an activity since the beginnings of consciousness about knowledge itself. As a disciplinary/professional field however, Knowledge Management (KM) originated during the late ‘80s and became prominent only with the rise of the Internet [2]. Since then internet is a good source to capture and share knowledge. Organizational knowledge is now recognized as a key resource and a variety of respective suggest that the ability to marshal and deploy knowledge dispersed across the organization is an important source of organizational advantage[3,4]. This paper consists of six sections. Section 2 is about relevance of KM in today’s scenario. Section 3 is on the challenge ahead. Section 4 describes influence of KM in organization. Section 5 is on feature shock and Section 6 is on conclusions.

2. RELEVANCE OF KM IN TODAY’S SCENARIO
In fast growing of superhighways of information technology, use of IT in organization is to give momentum, speed and direction to building the organizational advantage. Thus it becomes a strategic tool for success and key competitive factor. And the seeds of IT will ensure a rich harvest in terms of gainful opportunities in the world of globalization. As knowledge becomes more central to competitiveness, it comprises a unique and distinct set of knowledge, skill within a common process. Accepting this key process, the ability of IT gives to facilitate gaining of knowledge that makes a powerful tool for the modern business organization.

In recent times, introduction of IT in business organization, there is great talk of knowledge management. Knowledge management initiatives in organizations are consequently increasingly important and making significant IT investments in deploying knowledge management systems (KMS). In today’s competitive scenario knowledge is becoming a fast replacing physical assets. Knowledge based on up to date
information through information system is taking a vital role for success in today's highly competitive business environment. Today Knowledge management has emerged as a key corporate function like personnel, manufacturing, research and development, sales, and finance etc. Knowledge management is all about creating system in an organization which facilitates capturing knowledge and retaining it into a database for the purpose of everyone use. KMS also encompass a variety of technology based initiatives such as the creation of databases of experts and expertise profiling and the hardwiring of social networks to aid access to resources of non-collocated individuals [5,6]. Knowledge management is the systematic and organizationally specified process for acquiring, organizing and communicating knowledge of employees so that other employees may make use of it to be more effective and productive in their work[7]. On other ways knowledge management system is a system that has process or method through which knowledge available in the organization can be captured and retain in a database and then made it available to all the employees in any time when needed in order to long term competitiveness of an organization. Knowledge is unlike other physical asset which does not depreciate on usage. Sharing of knowledge among the employees leads to appreciation in the knowledge as newer idea are generate very fast.

3. THE CHALLENGED AHEAD
The definition of KM has evolved quite a bit since the mid 1990s. The process of collecting knowledge is a challenging task to build a successful organization and Sharing of Knowledge is road ahead of success in the wake of mounting competitive pressures, fast changing technology rising aspirations of consumers, highly ambitious employees. Knowledge management refers to all management activities necessary for effective creation, capturing, sharing and managing knowledge. Knowledge management is a complex activity that cannot deliver business impact without a concrete plan. The concept of KM is nothing new [8]. The three elements of knowledge management, people, processes and technology, work together to deliver the expected outcomes in an efficient and cost-effective manner. Organizations have always used KM practices (in various disguises) to make decisions, and to produce goods and services, though not in a deliberate and systematic manner [9]. Essentially, what is new about KM is the act of being conscious about the existence of a KM process [10]. Organizations that use the KM practices without knowledge and awareness of it will not reap the benefits to its full. Deliberately managing knowledge in a systematic and holistic way can increase awareness of benefits to both individuals and organizations. Knowledge Management has existed as an activity since the beginnings of consciousness about knowledge itself. Most of the well managed companies have taken a lead to wide knowledge management by establishing a systematic enterprise information system. Some of the companies doing with excellent knowledge management system are: Dr.Reddy's laboratories an multinational company dealing pharmaceuticals business established knowledge sharing centre 'ANKUR' at Hyderabad to facilitate knowledge sharing amongst it's employees. RPG group established “KIP” knowledge integration programme to facilitate knowledge sharing to all employees to solve in the recent time Y2K problem. KPMG a famous world leader financial and management consultancy established a system called K-word for sharing the knowledge globally to all the employees of KPMG in the area of human resource devolvement (HRD) and information technology (IT) through its intranet system. Many other companies established knowledge management system to share the knowledge amongst their employees. Indian Most Admired Knowledge Enterprises (MAKE) Awards ceremony was held on September 28, 2006, in Bangalore, India, as part of "Infovision 2006 - The Knowledge Summit," organized by Confederation of Indian Industry (CII) and International School of Information Management (iSIM). Rory Chase, Managing Director of Teleos, announced the result of 2006 Indian MAKE Survey. Mr.R.R.Shah, Member Secretary, Planning Commission, Govt. of India presented the MAKE awards to all the winners. Tata Steel has been recognized as the overall (1st place) 2006 Indian Most Admired Knowledge Enterprises (MAKE) Winner compared to its 6th position far the last year (2005). Other 2006 Indian MAKE Winners are (in alphabetical order) [15]:

-- Bharti Airtel (Telecommunications)
-- Eureka Forbes (Consumer products)
-- Infosys Technologies (IT solutions)
-- MindTree Consulting (IT consulting & solutions)
-- Tata Consultancy Services (IT solutions)
-- Wipro Technologies (IT solutions)

4. INFULENCE OF KM IN ORGANIZATION
With the fast growing of information technology and introduction to the industries started popular use of computer as tool for storing and retrieving information. Around 1992, when e-mail started to become available to the general public the term information communication technology was introduced. With the convergence of Information technology (infotech) and communication technology (telecom) has become much easier to collect knowledge and share with partners. Electronic mailing system is become easiest tool to share the ones knowledge at minimum cost. Sharing the knowledge with business partner, a common knowledge database through communication network will get the chance for continuous learning of new things and practice in their workplace. At the same time it will create a better environment for rapid development of knowledge among the employee. It is about getting “the right knowledge, in the right place, at the right time,” particularly in influencing an action or a decision [11]. It can be established enough knowledge employee and always make organizational excellence performance.

Every organization has main two assets such as intangible-often are referred to controlling or accounting and intellectual-
this assets are referred to human capital. Knowledge is seen as supplanting other physical assets as the most important competitive resource. It is argued that most of the valuation of a company is based on its intangible assets, including its intellectual capital [12]. In addition, for many companies, knowledge is their product as opposed to physical assets or actions [13]. The success of organization would be to build a strong knowledge database in the organization – knowledge can be shared by new people as the oldies leave the organization. If the knowledge management does not exist within the organization then the organization is at risk to loose knowledge any time when the people leave the organization. Organizations must find ways to motivate individual community members to share what they know and to apply the knowledge of others [12]. If one individual or community group has latest knowledge which help them better perform in their work and the same knowledge eventually adopt by other in a newer ways doing the things. For instance, say an Indian automobile engineering manufacturing company has used a special knowledge of climatic conditional work painting; the same knowledge could be share and apply to its subsidiary local units or subsidiary unit which is situated in some other countries which has similar climatic condition. It is sure that such sharing of knowledge the company will go ahead in world of competitive edge. And the employee will learning the latest knowledge and contributes the effective knowledge management that capable of delivering highly organizational performance.

5. THE FUTURE SHOCK
We survive today in the so called modern civilization. It is the characteristic of growing pace of change. In this modernized society there exist a lot of enormous things that are difficult to understand but appreciate the surviving change; these impacts of changes we often count as future shock. On the other hand, these fundamental shifts do not appear immediately, they are always a part of a longer historical evolution, in which technological development plays a part. It is not out of place to cite Alvin Toffler a famous trio author who coined the term future shock about forty years ago. In dealing with the future, at least we need to know the purpose and usefulness of all these change agents at hand; it is also more important to be imaginative and insightful than to be one hundred percent “right” as they elicit condescending smile today. We believe that ICT will be a key factor in future positive change – provided they are in the possession of people who use them creatively and for the common good [14].

When the changes took place in the function of the organization due to the rapid change of technology. When the change starts in the organization, fear to face may occur among the employees, due to lack of knowledge. In general organization like information technology, technical, and other service sector the mobility of people are very high due to lack of new knowledge or some other opportunities. Competent employees will not remain competent forever. People entered the organizations that are capable of performing at an optimum level but their skill becomes absolute over time. In such situation knowledge sharing is the vital success to improve their absolute skill knowledge in the wake of mounting competitive pressure with the fast changing technology. But it is not sure to say that openly sharing the knowledge in business organization or an enterprise is free from various risks. There could have many potential dangerous, when people leave the organization and there is highly chance to leak the sensitive information or knowledge to the competitors at any time. Once the employee leave a company and join to the other competitor company, he or she may share the latest knowledge gaining from the previous company. This is the most dangerous disaster for a company. And such practice can not prevent unless a legal forceable bond is establish or there should have designed round the clock monitoring pattern in the KMS to prevent at least some leakage of knowledge. At the same time some risks have to accept as a whole prevention is not possible, otherwise knowledge management is become meaningless.

CONCLUSION
Knowledge Management is a vista of an organizational success and emerging as a powerful source of competitive advantage. However, the general recognition of the importance of such systems seems to be accompanied by a technology-induced drive to implement systems with inadequate consideration of the fundamental knowledge problems that the KMS are likely to solve.

Our study suggests that knowledge management benefits will gain only when it well realized by organizations. And not only technologically adept, but that make the long term investment to align the cultural, managerial and organizational elements for knowledge management. Knowledge management aims to increase awareness and understanding of knowledge management; identify potential benefits of knowledge management to all employees. A good knowledge management practice; act as a basis for operational plans for knowledge to constitute a road map for action and a mechanism for monitoring of organizational success progressive. The success of a KM initiative depends on many factors, some within our control, some not and some critical success factors can be considered information technology infrastructure, roles and responsibilities, culture and leadership.

FUTURE SCOPE
Our paper may be inevitably incomplete and selective but we hoped that some useful factors have been identified the potential benefits and needs of knowledge management in the organization. We believe some major targets could have identified to shaping the future of knowledge management in competitive of organizational success. Needs of Knowledge management database designed could a major further study for more effective use of knowledge management.

REFERENCES
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