
KNOWLEDGE MANAGEMENT (KM): CONCEPTUAL AND THEORETICAL FRAME WORK

Mahesh V Mudhol

Purushothama Gowda M

Abstract

KM is an important sector of human resource management capturing and managing knowledge requires certain skills. Skills that are needed are described and management principles are listed out in this paper.

Keywords :

1. INTRODUCTION

The term knowledge sounds synonymous with the terms intellectual acquaintance, fact or condition. Knowledge Management (KM) is an important sector of human resource management. It is organizing human knowledge for enhancement for all other resources. Knowledge Management (KM) is one of the most trendy expressions of recent years. Many organizations claim to be switching over to KM, but no one is clear from where they are switching from. This is because KM as a concept is not new, but its technology dependence is of recent origin. Management literature is flooding with writings on KM.

Skills that enable businessmen to capture relevant knowledge are now being formalized for learning and application purposes. KM is an important sector of Human Resource Management. Corporate sectors control resources for better use and services. Knowledge can be divided into two categories viz tacit and explicit knowledge. Tacit knowledge is the knowledge acquired by persons. Explicit knowledge is systematically recorded in documents. Knowledge provides synergy for active resource mobilization, utilization and service. Knowledge emerges from observation, experimentation, simulation and actualization of work environment. They produce a chain of events leading to intellection, intuition and application of knowledge to different sectors for multiple enhancements for social and economic productivity.

Knowledge Management (KM) policies need to coordinate with Human Resource Management. Internet is an example of knowledge through strategic development. This strategic centered control helps movement of the rest of the resource control. The main focus is the human survival. For this we should encourage individual blossoming mind for team coordination in varieties of ways.

Knowledge supports building of corporate vision. Pandit Jawaharlal Nehru first prime minister was an example of a person with vision. It is knowledge vision. He promoted knowledge, industry, arts, science and services to India and its people. The impact of this vision is visible in India even today.

The biggest failure of Knowledge Management (KM) system in recent world history occurred on 11th September, 2001 the day world trade centers had collapsed due to unforeseen and unconventional calamity. The building was designed to withstand from known and conventional calamities like earth quake, lightening, whirl wind, accidental fire etc., but it has proved that conventional knowledge may not be fool proof.

Capturing and managing knowledge requires certain skills. The Knowledge Management (KM) principles are essential for this. Knowledge provides rational and emotional intelligence; knowledge promotes

action; knowledge promotes development. Accordingly we get different examples of knowledge and management. Development of professional expertise in each of the application is done in collaboration with specialists in the field.

Here are few examples

1. Knowledge provides rational intelligence. It provides a variety of intellectual inputs to enhance the value of end products and services.
 - The know-what type: Definitional knowledge; logical knowledge
 - The know- why : Enquiry knowledge; epistemological knowledge
 - The know-how: Procedural knowledge- systematic knowledge
 - The show-how : Demonstrative knowledge -exhibitive knowledge
 - The do-how: Working knowledge- Engineering knowledge
 - The teach-how: Pedagogic knowledge- Educational knowledge
 - The learn –how : Informal knowledge – Self knowledge
 - The transfer- how: Receiving knowledge-Communicative knowledge
 - The delegate-how : Team knowledge – management knowledge
 - The technology –how : Technology knowledge- technology management

2. Knowledge provides emotional intelligence. It provides input to enhance emotional harmony in minds of persons and teams towards achievement of targets of action such as mission of technology, arts and sports.
 - Articulate knowledge :Communication and language presentations
 - Rhythmic knowledge : Listen- how : music
 - Informational knowledge: Chat – how : Conversational knowledge
 - Gesture knowledge : show-how – symbolic knowledge
 - Silent knowledge : Silence : spiritual knowledge
 - Debating knowledge : Argue how- argumentative knowledge
 - Motivation knowledge : Motive –how : emotional psychology
 - Cognitive knowledge: cognate – how cognitive psychology
 - Behavioral knowledge: behave- how : behavioral psychology

3. Knowledge promotes action ; it helps in learning , problem solving and decision making towards an intended action.
 - Adventure -how : Adventure knowledge travel management and research management
 - Experiment- how : modeling knowledge : model management
 - Produce –how : production knowledge – production management
 - Market- how : marketing knowledge : market management

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- Cooperative –how : cooperative knowledge : cooperation management
 - Charge- how : Orienting knowledge : purposive management
 - Plan – how : Future knowledge : planned management
 - Change –how : change agent knowledge : change management
 - Arrange- how : organizational knowledge management structured management
 - Feedback –how feedback knowledge : feedback management
 - Herd – how ; Gathering knowledge: collection management
 - Integrate-how : integrative knowledge : integrative management
4. Knowledge promotes developments. It helps in harmonic, organized movement growth and development. It helps in evolution of thoughts, dissemination of thoughts and presentation of thoughts. For example
- Create-how : creative knowledge: creativity
 - Develop –how : developmental knowledge : developmental ontology
 - Play-how : gaming knowledge: Games management
 - Apply- how : application knowledge: application management
 - Try- how : heuristic knowledge : heuristic management
 - Adopt –how : ecological knowledge : ecological process
 - Evaluate- how : value knowledge: value processing
 - Use-how : usability knowledge: usability processing

We can thus array sets of knowledge management principles helpful in diverse context . They help growth of innovation in knowledge management. They also provide dexterous strategies for knowledge management.

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ABOUT AUTHORS

Dr. Mahesh V. Mudhol is a senior Lecturer in Library & Information Science in University of Mangalore. He has vast experience of teaching. He has published several number of papers in national conferences & seminars.

E-mail : maheshmudhol@yahoo.com

Dr. Purushothama Gowda M. is a Sr. Asst. Librarian, Mangalore University Library, Mangalangothri, Mangalore-574 199. Karnataka (India).

E-mail : purushotham@mangaloreuniversity.ac.in