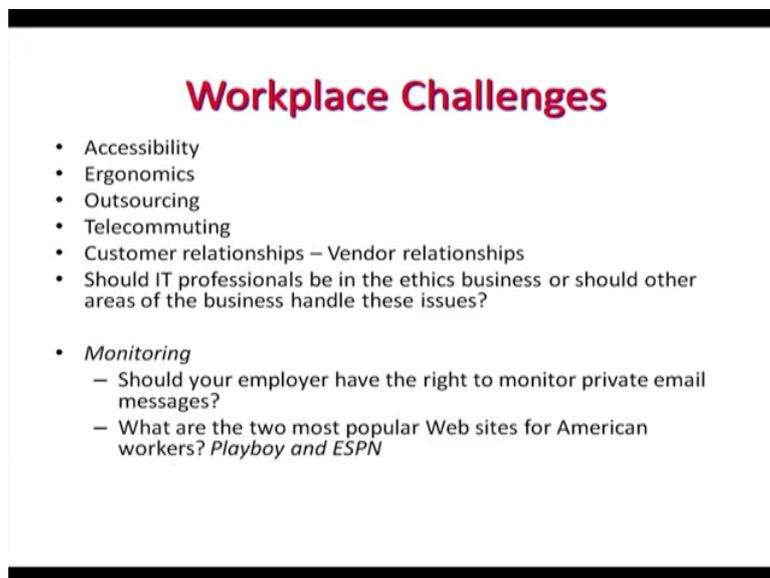


**Knowledge Management**  
**Prof K B L Srivastava**  
**Department of Humanities and Social Science**  
**Indian Institute of Technology Kharagpur**

**Lecture – 35**  
**Managerial Issues**

Okay, so remember we have been discussing about different kind of challenges for the managers when they are going to implement knowledge management systems in organizations.

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**Workplace Challenges**

- Accessibility
- Ergonomics
- Outsourcing
- Telecommuting
- Customer relationships – Vendor relationships
- Should IT professionals be in the ethics business or should other areas of the business handle these issues?
  
- *Monitoring*
  - Should your employer have the right to monitor private email messages?
  - What are the two most popular Web sites for American workers? *Playboy and ESPN*

And some of this challenges or concerns are related to ethics and legality and moral issue may be there. Similarly there are a lot of challenges for managers at different stages of knowledge management systems. And different kind of issues and concerns may be there. So what we are going to discuss now is some of the workplace challenges and what kind of role managers as well as knowledge managers especially those who are at the helm of knowledge management system are going to have.

And how they are going to how they are going to resolve. So they must be aware about these kind of things. So that they can take proactive actions and as and when it is required they can also take certain actions to prevent such things in the future. If you look at some of the challenges like access to the information right. Most of the places you will find that people hold information okay.

Sometime the system is not available it is not working it could be related to behavior also where coding is there or it could be related to the system where there could be some technical issues because of which accessibility becomes a problem. Similarly you also need to see that the other issues like how man and machine interface take place. The people who all are going to work with these machines.

How comfortable and stress free they find themselves and that area is known as ergonomics. So basically the ergonomics talks about comfort ability of the people when they are going to work with any machine on any kind of system right. It is very much required for example if you are sitting and working in the front of computers okay. So the chairs have to be designed in such a way so that you do not feel any kind of stress physical stress or mental stress.

So that deals with ergonomic. Then another issue is related to outsourcing. Then outsourcing means whether you are going to buy in or build in those kind of systems. These are the things that are to be decided by the managers then Telecom at whether you allow people to work from home or not. Then how the manage your customers okay. How you are going to manage your vendors. So these questions pose lot of challenges to you.

Then you also need to see that whether IT professionals be the business of the ethics. Or it is the responsibility of the managers top management, senior managers, or business managers even those are in the helm of the affairs knowledge management right. Similarly there is another issues that how you are going to monitor the use of the system okay. For example there are some companies which monitor email of the employees okay.

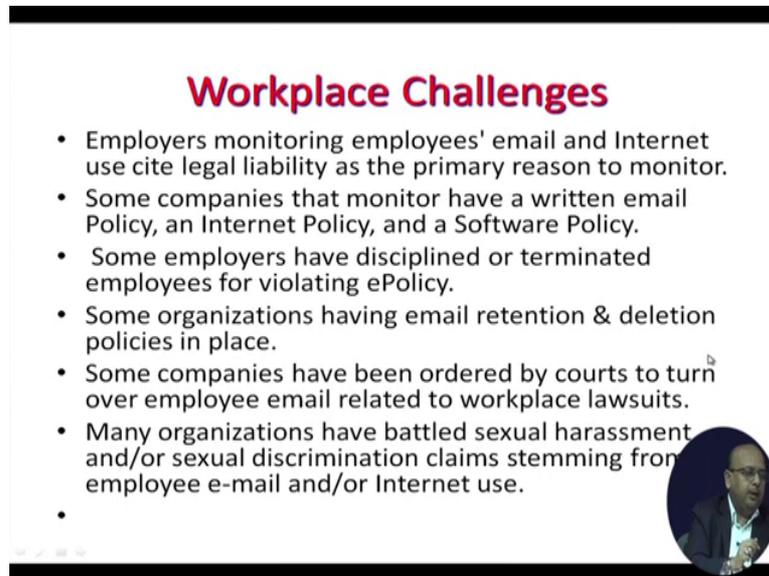
Are you supposed to monitor private emails or not. So that becomes an ethical issue for the managers. And then they have a policy they should have a policy to decide whether they are going to monitor private emails or not. Whether they should be allowed to have access to private emails during the working time. It has been found from the research especially from the U.S. it has been found that the two major websites which American people see even at the workplace.

And that is ESPN which is a sports channel. So they lot of watch sports if Internet access is there. Because they do not need to spend money we have to see whether it is ethical or not. Some where they also watch Playboy, which is a porn sight. But it is the most often and most

frequently watched site even during the working hours. So these kinds of challenges are there for the managers to see that how they are going to use the restricts.

Whether it is ethical issues what kind of things or policies should be there in the place?

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**Workplace Challenges**

- Employers monitoring employees' email and Internet use cite legal liability as the primary reason to monitor.
- Some companies that monitor have a written email Policy, an Internet Policy, and a Software Policy.
- Some employers have disciplined or terminated employees for violating ePolicy.
- Some organizations having email retention & deletion policies in place.
- Some companies have been ordered by courts to turn over employee email related to workplace lawsuits.
- Many organizations have battled sexual harassment and/or sexual discrimination claims stemming from employee e-mail and/or Internet use.
- 

So in accordance to that we also need to see that should there be a policy for monitoring email or intern Internet use. And again have to see whether it is legal or ethical culture or not. So some companies have written email policies or Internet policy or even software policy and they decided that okay these are the things or activities which are allowed over the Internet okay.

And similarly you will also find that they also restrict the use of certain websites by putting certain systems in place okay. So that people are not able to have access to those websites okay and they will not be able to watch those sites right. And if you are going to violate those policies then there is a possibility that the employers might take certain actions against you.

So we should know what are the different kind of policies related to use of software's right, use of Internet, use of email and these kind of things so because they might be having servers whether to monitor your use of Internet and emails and they can see that what you are doing with your Internet and computer facilities. Especially IT professionals had these monitoring activities in place in their organization right.

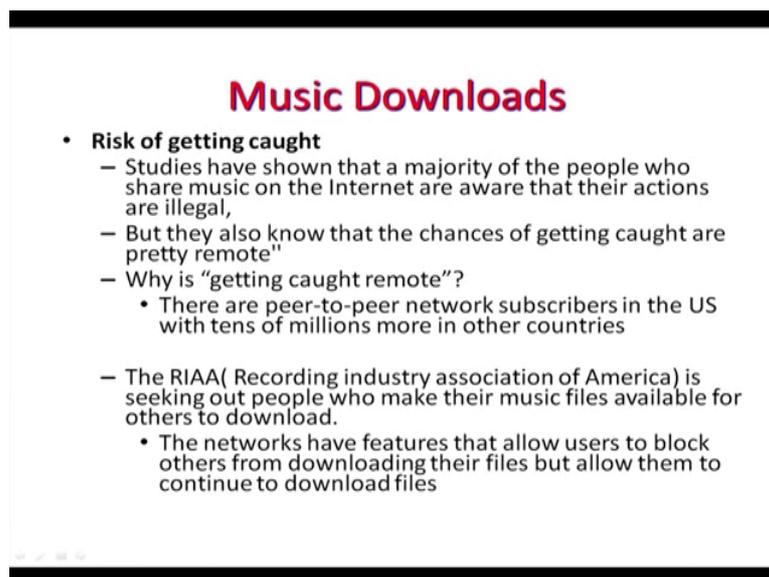
And sometimes it has been found that even with the employees have gone to the court or

when the employers also have gone to the courts and there are lawsuits against employers because they say that ok employers are not supposed to have interfered with the private emails or what they are going to watch and see. But that is okay but when you are going to be there the workplace you are supposed to work for the organization.

You are not supposed to do something that is private in nature okay. Similarly there could be a policy on sexual harassment. That is why you know the government has come out with the sexual harassment acts and everybody need to be communicated and should be aware about what constitutes a sexual harassment and what kind of actions may be taken. And if anybody is found guilty then what kind of action can be taken right.

When you are going to use IT what this kind of activities. So this was a lot of challenge for the managers.

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**Music Downloads**

- **Risk of getting caught**
  - Studies have shown that a majority of the people who share music on the Internet are aware that their actions are illegal,
  - But they also know that the chances of getting caught are pretty remote"
  - Why is "getting caught remote"?
    - There are peer-to-peer network subscribers in the US with tens of millions more in other countries
  - The RIAA( Recording industry association of America) is seeking out people who make their music files available for others to download.
    - The networks have features that allow users to block others from downloading their files but allow them to continue to download files

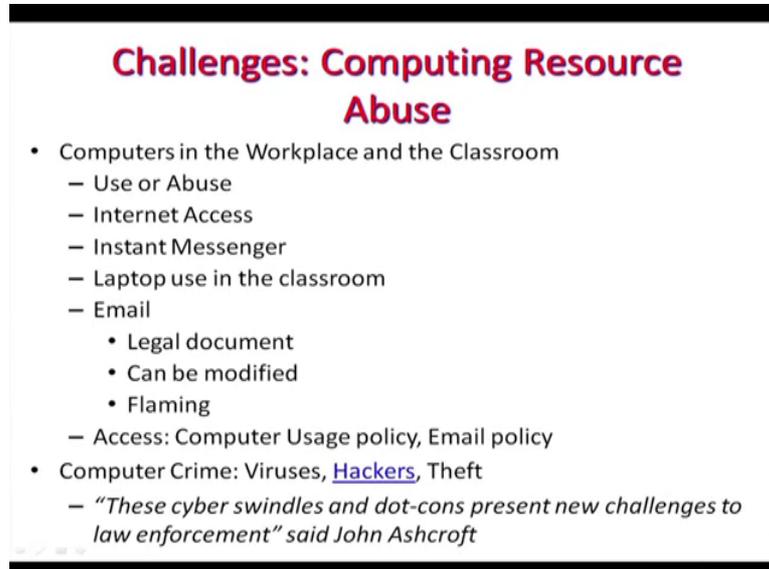
Similarly another area of importance you know that when you are going to down music okay music files or video files so these kinds of things. You know that we download lot of music or share music with others using Internet. And you know that it is not legal but they know that they cannot be caught in the process.

And that is why they are not worried about it. It has been found that many countries it happens where you are going to share or download music using internets and America has a policy regarding this. India also has a privacy policy in the court and there could be legal actions against you. And there is a possibility that these websites may block downloading and

they have systems in such a way.

So that they do not allow you to download music's or any kind of things related to that one.

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**Challenges: Computing Resource Abuse**

- Computers in the Workplace and the Classroom
  - Use or Abuse
  - Internet Access
  - Instant Messenger
  - Laptop use in the classroom
  - Email
    - Legal document
    - Can be modified
    - Flaming
  - Access: Computer Usage policy, Email policy
- Computer Crime: Viruses, [Hackers](#), Theft
  - *“These cyber swindles and dot-cons present new challenges to law enforcement” said John Ashcroft*

Now the most possible abuse that has happened is related to the use of computing right. Computer is available to use computers at the workplace or even in the classrooms. For example you will find that the advent of computers and smart phones people bring their laptop computers smart phones even in the classroom.

So how we have to allow them or not allow them to use or restrict the use of fire these kind of say these kind of computing facilities during the class right. So for example they may even record the entire lecture right. Which is again in range of intellectual property right? Then whether you should allow them to have Internet access at the workplace or in the classroom right.

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## Challenges: Computing Resource Abuse

- Computers in the Workplace and the Classroom
  - Use or Abuse
  - Internet Access
  - Instant Messenger
  - Laptop use in the classroom
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    - Legal document
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  - Access: Computer Usage policy, Email policy
- Computer Crime: Viruses, [Hackers](#), Theft
  - *“These cyber swindles and dot-cons present new challenges to law enforcement” said John Ashcroft*

And there are a lot of technologies that people are using on and off in the workplace. Like using the Internet, okay using smart phones, messenger's activities chat chatting on Facebook and this kind of things right. These cannot create a problem. Because if you are using these things especially during the working hours or during the class hours is not only distracting but you are also losing the productive time during which are supposed to do something else right.

So most of the companies have these kind of policies related to email computers okay. Then another important issue is that off late are computer-related crimes like cyber-crimes okay. Where your computer might be affected by viruses you might be hacked, there could be theft of data and these kinds of things.

So there need to be and prevent these activities that is why you have antivirus systems in place you also need to ensure that your system is so robust so that you are not it is not going to be hacked okay. You might have also heard about ethical hackers where you are going to allow them to use our hack certain things in the interests of the masses but that is again debatable.

Whether for example you have a knowledge management system in place would you allow it to be hacked by others or not. For example even if it is going to be used by others or not. But again the questions relate to intellectual property comes into the picture. So basically you have to see that those people who are engaging these kinds of things have created legal issues for the organization, not only ethical issues.

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## Challenges: intellectual Property

- Electronic Copyright
- Licensing
- Interoperability
- Licensing
  - Cyberlicenses, Shrinkwrap, Shareware, Freeware
- MP3
  - court case against college students
  - University Internet Usage policies
- Internet Downloads
  - Files
  - Graphics
  - Text



So moving further we are going to discuss major challenge related to intellectual property okay, because that has become major problems of the organizations. Now if you look at intellectual property we have a body known as a work intellectual property organization VoIP right. And then basically VoIP is supposed to maintain and regulate activities related to intellectual property or the granting patent these kind of traits rights.

So if you look at the Intellectual property issues this will could be related to copywriting, licensing okay, paramilitaries okay. Licensing issues like cyber licensing shrink-wrap shareware free wares. So these are some the licensing that could be arranged and then you have to see that you are going to pay for these licenses if you are going to make use it right. For example if you are going to buy a software okay.

And then have subscribe it for a particular period then again next again you have to go for renewal. For example when you are using SPSS statistical analysis is software which is copyrighted by IBM. Now when you want to use it then you have to license to use it or you have to subscribe it by paying certain fees for a limited period. And then again you have to go for the renewal those most of these things are available free.

So if you are hacking this software using them that is not only unethical but it is also illegal then using MP3 files right. There have been court case against college students when regarding the MP3 files or again there have been cases about using the investor Internet uses. And in these kind of places especially in many country it has been found that yes they have been nine cases tools especially in those kind of activity to be treated within court not

political but also legal right.

Then you we all download files using Internet from different websites depending upon our require it could be word files, media, PPT's right. They also copy and paste graphics or text. Now the question is that all these are things are protected in the copyright. Now the thing is if it is protected in the copyright are you are allowed or have you got permission to use it if it is not so then you are covered by the intellectual property rights issues.

And there could be legal cases against you. And sometimes if you are using it you also either cote the source so that you are not going to be prosecuted by the court of the law okay.

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**Challenges: Intellectual Property**

- Patent, trade secrets, and copyright law
  - Who owns the program
  - Who owns the algorithm
- Software Piracy
  - Why shouldn't I use pirated software? Who am I hurting by doing so?
  - Piracy exists in everywhere.
  - Loss of revenue hurts everyone.
  - All software piracy is illegal and **Software piracy is unethical.**
  - Various studies have found that the software industry loses approximately \$12 billion every year .
  - [State Industry Study](#)
- [CD-RW](#)

Then there are issues related to granting Patents and having trade secrets in copyright laws okay. Now you have to see that who owes the program. When it is related to knowledge management system you have developed it. So are you going for patenting it? Obtained that patenting our manual to go far process innovation and then you go for invention a patenting right.

Then who knows that or who owns the algorithm. Algorithm means the process the systems through which certain things are being done. And if you have devised it. Then you own the copyright you are going to file a patent okay. Under the patent law and then the patent would be granted right. And then we also have issues relate to piracy okay piracy is the software.

Where most of the people not only in India but most of the countries use pirated versions of

the softwares. Let me give an example when for statistical analysis you will you can find pirated version of SPSS that is statistical package for social science okay. So if you are using a pirated version what will happen whether you should use or not use.

Because if you are going to use it is going to help you to do your analyses, but if you do not use it is going to put you into lot of burdens as far as cost is concerned because you are going to pay for it and then only you can use it okay. But if you are not going to pay that, those who have developed are going to lose certain money because it has a commerce value right. So like people go for pirating say videos, music's, films.

So this piracy exists everywhere in all field not only in software. And because of this piracy what happens the companies or organizations who have done lot of work and put in lot of effort time and resources in developing those softwares are going to lose money, because it has it has potential to generate lot of revenue. But if it is pirated you are going to use it is means you are not going to pay for it.

And that is where you can say that yes, use of pirated ship software is not only unethical but it is also illegal okay. And it has informed that when you are in software industry industries have been losing almost Twelve billion per year, which is not less amount right. And then there are studies that are related to industry wise where it has been found that it has been done.

Like in CD RAM's you are going to copy certain things music, files, videos, pictures and then you are going to see it. Which is not legal or ethical in behavior right?

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## Other Challenges

- Decision making using Expert Systems
- Network Security
- Software accuracy and reliability who is ethically responsible?



And then the other challenges like how you are going to use and make decisions using expert systems okay. Which is a higher version of what you call decision-taking process right? Then there issues relate to the network security that how you are going to secure your network, whether you are going to have a robot system, whether things are being encrypted, whether you have the technology in place to ensure that your network is secure.

It is not being hacked privacy and confidentiality of the knowledge is being maintained or not. And then similarly you also look at issues about the software okay. Whether your software is accurate and reliable it means whether it is giving consistent results, whether it is valid software.

Which is providing the results that you are expected because if it is not reliable and valid then the persons who are developing the software are going to be held ethically responsible okay?

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## Issues related to computer and networks

- **Computer ethics today is now a global effort**
  - The gap among the rich and poor nations, rich and poor citizens exists. How can it be eliminated or reduced ethically and morally to provide information and services that will move them into the world of cyberspace?
  - Will the poor be cut off from job opportunities, education, entertainment, medical care, shopping, voting - because they cannot afford a connection to the global information network?
  - Whose laws will apply in cyberspace when hundreds of countries are incorporated into the global network?
- **What happened? Where did our knowing right from wrong go too?**
  - Are we missing an opportunity to introduce ethics at an early age in children by not integrating these thoughts and practices in video games?
  - Should more controls and regulations be introduced into the system? Will they actually help to improve our moral and ethical behavior?
- **Unethical behavior continues to permeate industry**, what measures, policies, codes of conduct be changed to change this behavior?

Then moving further especially related to computers and networks let us see that what about computer ethics? Why we are talking about computer ethics? It is I mean not only in India but across the globe it has become a major issue today. There are people who can afford it. And people who cannot afford it. So there is a wide gap which exists between the rich and poor.

Because you have people who are living in under developed countries and those who are living in developing countries. So the access and access of information is not equal. So what is the way out is that they are going to resort to certain unethical and illegal approaches, like using pirated softwares. And this kind of things because they cannot afford it.

So you have to see that whether we can handle this problem try and reduce such kind of unethical and immoral behavior. Because there is inequality of access to information. People in developed countries have access to information. Similarly people in the developing countries or underdeveloped countries do not have access to information which provides them and does not provide them a level playing field.

And they become unequal on that and accept. And that is why there is sure to this kind of activities. And since you do not have access to information then you are deprived from job opportunities, entertainment, care, shopping these kind of things and that is why you are sure to these kinds of activities. So if you are connected to good network information and network then probably you have the access to information.

And then you can have access to opportunities and all kind of activities that you want to take up. Now another question is that in cyberspace which law is going to be applied okay. Because there could be a number of countries which are involved in the global network okay. Whether the person who is going to be engaged in un-ethical or ethical behavior his home country or from where he has done it that country or the software that is developed by some country.

There he is going to be suit for that. So these are some of the issues related to cyberspace loss okay. In India also we have cyberspace loss and any crime that is committed in the law of act would be dealt by the cyber laws of the country okay. Now another issue is that suppose we know that we are doing something wrong okay. Or somehow something that is done by us which is right but it goes wrong okay.

It means that you have not trained your people to behave ethically and it is very important. It is very important to tell them and train to know or make them aware that what is ethical behavior and what are the things that they should do or what are the things that they should not do.

And similarly not only inculcating ethical behavior but you should also try to see that you have rules and regulations, control mechanism in place which will deter people not to engage in any kind of unethical or illegal behavior right. Now you have to measure that how unethical or illegal behavior is being done by people across the world and you can see that you know that now you have lot of indexes okay.

The most corrupt countries, the most unethical countries okay. And these kind of indexes have come up which tells us okay cause the ranking of the countries where you can find out okay which country is most corrupt whether people are most corrupt our where people are engaged mostly in unethical behavior or illegal behaviors. Where the crime rate is very high in this kind of data is available today which can tell you that okay.

What is happening across the world? And then you can take certain policy measures you can also derive certain code of conduct to change and to ensure that what constitute in ethical and legal behavior.

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## Leadership of Knowledge Management

- The CEO designates the KM leadership who could be the **Chief Knowledge Officer, Chief Learning Officer or the Chief Information Officer**
- The **chief knowledge officer** is usually expected to balance social and technical aspects of KM,
- The **chief learning officer** and the chief information officer are generally charged with KM in organizations where the emphasis is on social aspects as well as technical aspects

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Now moving further we are going to talk about another issue which is very important is leadership issues in knowledge management right. You know that if you look at the structure of the organization okay. You also need to see that where does KM leadership stand with the risk in the structure okay.

Now if you look at the structure of an operation CEO is responsible for that, running the organization is also responsible to ensure that KM system is running effectively for the benefit of the organization okay. So most of the organizations have adopted certain practices where they are pointing specifically to look after these kinds of issues.

Like they have appointed chief knowledge officer, chief learning officer's or chief information officer okay. Now these people directly report in to the CEO of the company. So know if you look at their position they may not be a part of the mechanical structured or formally structured part of the organization okay.

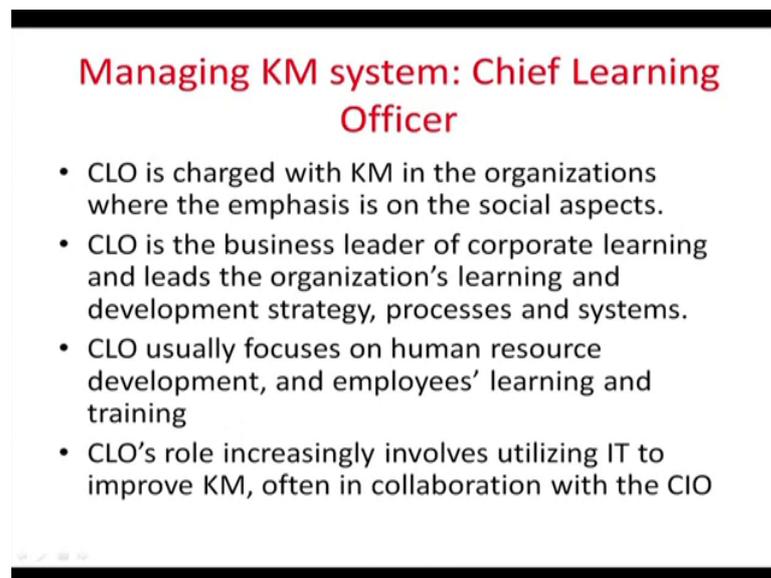
They could be loosely associated with the formal structure that at the same time they would also be reporting to the head of the institution or the organization right. Now if you look at chief information officers, the chief learning officer's, chief knowledge officer these have been appointed by the management to ensure two things that how the knowledge is going to be management managed in the organization.

And how learning and developing activities is going to be taken care of the people right. Now if you look at the chief knowledge officer he is supposed to look at the technical and social

aspects of the knowledge management.

Now if you look at the chief learning officer basically or the chief information officer. He is also responsible for knowledge management but he is going to look after more on social aspects than the technical aspects.

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**Managing KM system: Chief Learning Officer**

- CLO is charged with KM in the organizations where the emphasis is on the social aspects.
- CLO is the business leader of corporate learning and leads the organization's learning and development strategy, processes and systems.
- CLO usually focuses on human resource development, and employees' learning and training
- CLO's role increasingly involves utilizing IT to improve KM, often in collaboration with the CIO

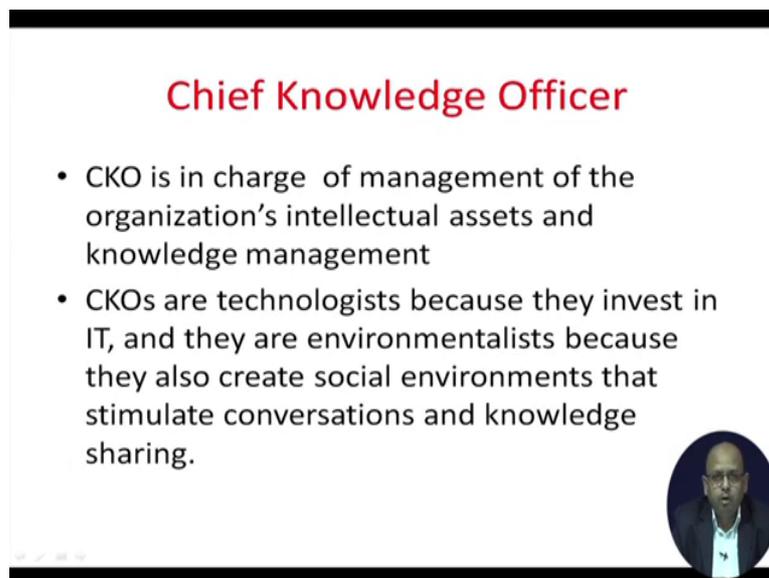
Similarly if look at and the role of chief learning officer okay. He as I told you that he is mostly concerned with social aspects and he is responsible for learning and development activities of the organization, because if learning and development activities is very important. So he is going to decide that what is the strategy? What is the process? What kind of systems should be in place?

So that peoples develop those competences which are required by the organization okay. So if you look at the role of CEO sorry CLO that is chief learning officer or chief information officer they are primarily responsible for employee development or what you call the human resource development right.

So they are basically a engaged in activities like an training and development, coaching, mentoring, counseling and through which they try to develop those activities sorry those competencies which are critical for the organization to perform well right. Now the idea is that you can also use IT as a process and then if you have suppose training systems as a part of the knowledge management which could be used by them.

And that is why you know that now, nowadays we have for more developed computer-based training systems ok or computer-assisted training system. So the entire thing is put on the computer in the system and then people can learn it at their own pace and easy okay. And then that is how they are going to develop the critical knowledge which is required for performance.

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### Chief Knowledge Officer

- CKO is in charge of management of the organization's intellectual assets and knowledge management
- CKOs are technologists because they invest in IT, and they are environmentalists because they also create social environments that stimulate conversations and knowledge sharing.

Now if you look at the chief knowledge officer they altogether have a different kind of role and they are basic responsible to manage the intellectual capital of the organization right, that is human capital. And also look after the knowledge management activity starting from the scratch to implementing the knowledge management system in the organization right. So they are good in technology they also know the business.

They also take assistance of IT people to see that how they can create an environment. So that people are really interested to develop, create and share knowledge in the organization. So for that matter if you look at KM system it is the responsibility of the chief knowledge officer who is who is in a reporting relationship is going to report to Chief Executive Officer directly.

And he is at the helm of affairs that is responsible for developing a knowledge management system, and also ensure that effectively utilized.

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Now if you look at the initiatives that is taken by chief knowledge officers both for tacit and explicit knowledge and what enough initiative we can take this source like knowledge in the explicit form. He is responsible for ensuring that yes, how the expertise of the people can be utilized right. So what he is going to do?

He is going to see that yes, he is going to leverage the competencies of the people that is used the competencies of the people to create industrial knowledge right. And he is going to link it with say reward structure, He is going to decide about the processes through which happens. He is going to ensure that people develop those competencies right. And also create a climate for knowledge sharing right.

Now if you look at the kind of initiative supposed to take for developing a knowledge management system that is the technical part. He is going to see that knowledge directories are developed there are knowledge channels okay. How his intranet is going to be developed so that knowledge can be retrieved from the knowledge management system right.

He also issues that yes people are there to support these kind of activities and then he is going to see that how people come together collaborate with each other to solve problems in the work group right. And then has also sees that okay through collaborations or team work and these kind of activities.

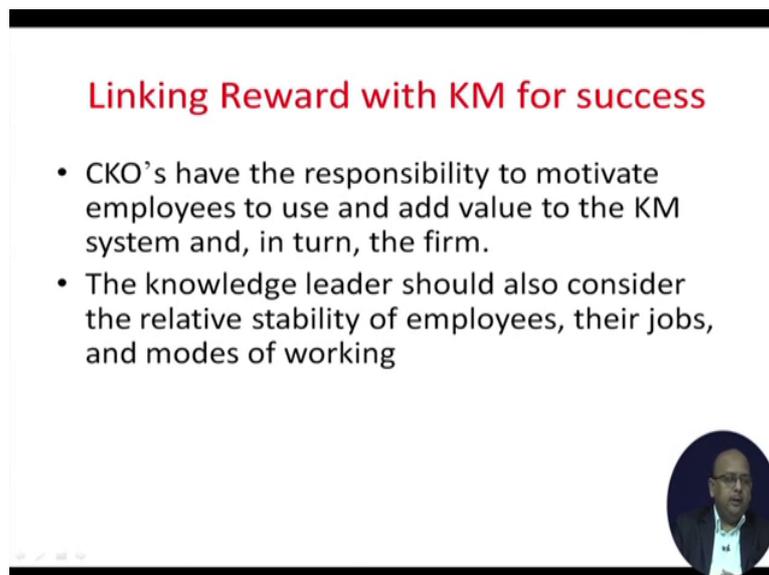
How people are going to learn from each other and whatever lessons are learned how it is going to be document? That is related to the explicit part. Now if you look at the initiatives

which is related to tacit part. It says that you are how you are going to benchmark? You are going to develop certain communities of practice, which could be standardized right.

So you also need to develop micro-communities in the groups of people who are knowledgeable right. They could be proved from Cross-functional areas okay. Across departments, across firms also from the same organization okay. And then you have to see that how this tacit knowledge could be converted transformed into explicit form.

Then at the same time also need to create channels for tacit exchange it could be at the personal level like face-to-face interactions through video conferencing okay, whiteboards, or capturing assumptions and ideas of the people. So there could be lot of technical support that is required to capture the tacit knowledge of the people.

So if you look at the CKO, CKO or the chief knowledge officer he has lot of responsible in that with that regard and he is going to be involved in those kinds of activities.



**Linking Reward with KM for success**

- CKO's have the responsibility to motivate employees to use and add value to the KM system and, in turn, the firm.
- The knowledge leader should also consider the relative stability of employees, their jobs, and modes of working



Similarly he also need to link reward with of the success of the knowledge management right. He need to motivate people or employees to see that they are going to use knowledge management system. And if they create not only use knowledge but they also create knowledge right. And then the knowledge is there in the KM system so that people can use it.

Similarly you also need to understand that yes, the employees are going to treat it or considered as a part of their job. Or it also need to be considered as a part of the job description.

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**Linking Incentives and Motivation  
with KM**

- Link incentives to a team approach, where team performance will determine size and nature of the incentive
- Use awards for teams as well as individuals for unique contributions
- Flextime allows the team to decide on when to work, when to quit, and so forth
- Monetary rewards, bonuses, and special prizes can be a hit with the winning team
- Publicize success throughout the firm



So linking incentives and motivation is very, very important because if you do not provide incentive for knowledge creation, knowledge sharing okay. Use of knowledge for productive purposes and if they are able to use knowledge to reduce cost and improve quality increase efficiency. Then they must be rewarded for that purpose right. So you have to see that the groups or the individuals who are using these right.

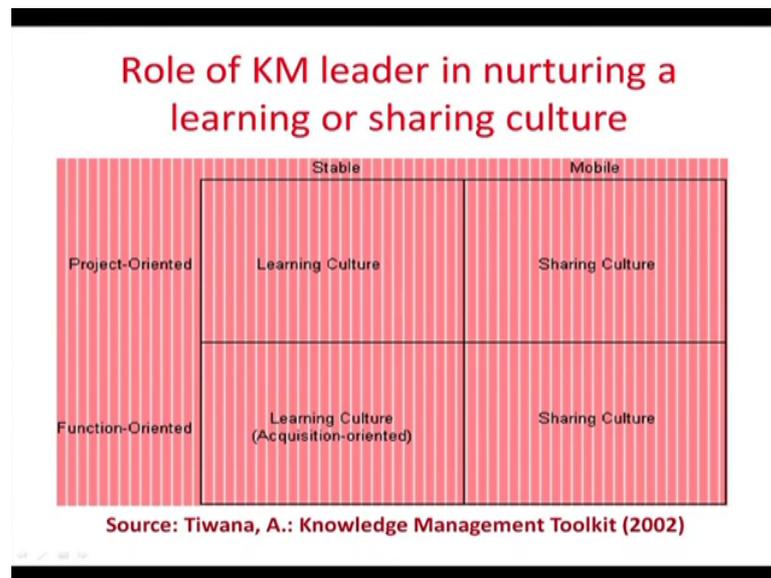
You have to see that based on their performance of the uses of the knowledge management system they are being suitably rewarded right. Similarly the individuals who are going to capture knowledge are those who are going to transform tacit knowledge to explicit knowledge are also being rewarded okay. Similarly you need to announce rewards different kind of monetary and nonmonetary rewards.

Like you can create award what non monetary award like knowledge champion, so you can announce every months who is the knowledge champion the person who is going to create knowledge or share knowledge? And you can also make use of the performance appraisal system by including knowledge sharing as one of the entity in the performance management system. So those who are going to share their knowledge okay.

There should be basically evaluated it as a criteria for performance management or performance appraisal system. And if organization is getting benefited out of it. This need to be communicated to the people that yes look at it how the organization has benefited by using the knowledge management system right. So incentives and motivation is very, very

important.

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Now if you look at this you can see that how knowledge management leadership is going to learner, nurture or create a learning and sharing culture right. Both in both kind of environment whether it is stable environment or mobile environment okay. So they need to create a learning culture, which is basically project oriented in.

Or in a mobile learning environment basically they need to create a sharing culture. So that people are ready to share their knowledge with each other right. So you have to see that yes the KM leadership has to take responsibility for learning and sharing knowledge. And unless you create learning and sharing culture you cannot think about sharing knowledge for the benefit of the organization.

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## Role of HR in Institutionalizing KM

Focus on strengthening collaborative team effort to leverage collective knowledge of the enterprise.

Corporate Education.

Performance Management and nurturing (sharing, doing and caring) culture.

Talent management.

Recruitment, training, skill and competency development.

New HRM roles are those of human capital steward, knowledge facilitator, relationship builder, and rapid deployment specialist.

Then HR is also very important probably we overlooked or do not look at the role of the HR in the knowledge management system, because it is the responsibility of the HR to ensure that the team is strengthened and they work up to the task right. So they are supposed to provide training and development activity. They are looking into the performance management system, talent recruitment in these kind of things.

Now you have to see that what roles HRM is going to play in the process right.

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### New HRM Roles

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**Human capital steward**

- Creates an environment and culture in which employees voluntarily contribute skills, ideas, and energy
- Human capital is not "owned" by organization

**Knowledge facilitator**

- Procures necessary employee knowledge and skill sets that allow information to be acquired, developed, and disseminated
- Provides a competitive advantage
- Must be part of strategically designed employee development plan

**Relationship builder**

- Develops structure, work practices, and culture that allow individuals to work together
- Develops networks that focus on strategic objectives

**Rapid deployment specialist**

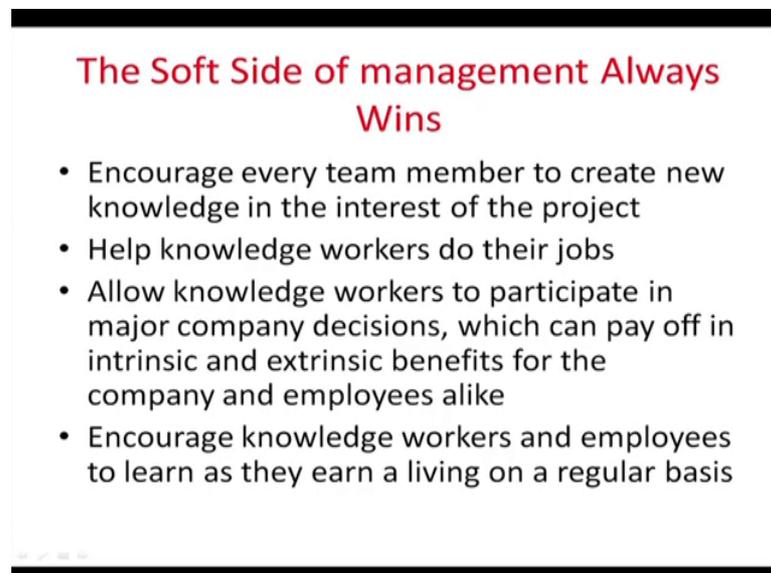
- Creates fluid and adaptable structure and systems
- Global, knowledge-based economy mandates flexibility and culture that embraces change

If you look at this they can act as human capital Steward means create an environment and culture where people voluntarily contribute skills ideas right .Then they are supposed to be knowledge facilitator means that you have to enable people to see that they have access the information that is there in a knowledge management system right.

Which is going to provide competitive advantage? Similarly also need to see that employees develop those critical competencies which will help them to create new knowledge. Then they are also suppose to develop good relationship at the workplace. They need to facilitate a structure okay.

Practices and culture which allows people to have good relationship because unless you create collaborative culture you cannot expect people to share their knowledge right. Then you also need to see that your how you are going to adopt the culture and systems of the place.

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The slide features a title in red text: "The Soft Side of management Always Wins". Below the title is a bulleted list of four points. At the bottom left of the slide, there are four small navigation icons: a square, a circle, a triangle, and a square.

- Encourage every team member to create new knowledge in the interest of the project
- Help knowledge workers do their jobs
- Allow knowledge workers to participate in major company decisions, which can pay off in intrinsic and extrinsic benefits for the company and employees alike
- Encourage knowledge workers and employees to learn as they earn a living on a regular basis

And finally we are going to discuss that yes it is not the technical part which is important, but there are lot of human related issues which comes into the picture right. So you have to see that how you are going to allow team members and motivate them to create new knowledge okay.

And it is the responsibility of the leadership not only the HR leadership it also the top management in the KM leadership okay. And then you have to see that however to facilitate these knowledge workers to perform their job effectively. So you need to provide all kind of resources, support and commitment to ensure that knowledge workers are allowed to use their competencies to be efficient okay.

Similarly you are they should also be allowed to participate in the decision-making process

right, because that will internally intrinsically motivate them apart from extend the benefits like reward and other things you need to ensure that when they are going to participate in the decision-making process. It is going to be intrinsically motivated for them okay. And then you can also encourage them so that they learn okay.

And then earn a living on a regular basis because if they are motivated and they are being rewarded for these kinds of activities probably it would strengthen and that become a part of their habit. And that is why if you look at it what we have considered three major issues ethical, legal and managerial issues when you are going to develop a knowledge management system. Thank you very much.