

Knowledge Management
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Lecture – 36
KM Experiences form Indian Companies

Okay so the last model a knowledge management the last with and in this model basically are going to discuss are KM implementation in a now rises and will also pick up some cases will see that how the band of myself have implemented KM in there are organization, said and meant to the manufacturing operations software, industries, public-sector organizations and even private many private sector organizations will go for some the surveys.

And reports to examine at how has been implemented in Indian organizations what are the impacts, similarly the next part will also talk about some cases and see that how they have been able to implement KM in their organizations and finally will talk about the future of knowledge management will say the new develop up and that has come up in the will of knowledge.

(Refer Slide Time: 01:24)

KM in Indian Organizations

- The competitive forces have forced Indian organizations to use KM include quality, cost reduction, improvement in efficiency, improved delivery, flexibility and innovation
- Many organizations in India have initiated knowledge management initiatives.



So we are basically starting with KM processes in any organization so why in a row admissions have implemented are initiated to have a knowledge management system there are nations if you look at the Indian our rises after the process of liberalization in 1995 and the way what happens in the forces of globalization came here and that affected everything, so most of the admissions investigates and they went far restructuring the leering rightsizing.

And also took certain strategy decisions in order to remain competitive, so it had with a very difficult in the beginning for organizationd to cope with the competitive racer okay. So in order to see that how came can be useful to cope with the challenges of the competitive forces many Indian organizations have tried to use it implemented it initiated it, with the objective that this knowledge management system are going to help them to improve quality, reduced cost, improve the efficiency, delivery.

And then there will have a very flexible system, so that if there are there is any change that is going to happen in the external environment there would be able to cope. Similarly there similarly you will find that KM while also being linked with innovation sites reverser if you look at knowledge man system is basically it helps in new knowledge creation will also try to see that how KM highly with information.

And that is precisely the reason because of which many Indian our nation public-sector, private sector, manufacturing sector, services in the IT industry okay, is have embraced knowledge management system in their organizations.

(Refer Slide Time: 03:20)

KM in Indian Manufacturing Organizations

- A survey conducted in manufacturing organizations showed the reasons for using KM as follows:
 - *ensuring competitive advantage;*
 - *creating new knowledge for the organization;*
 - *managing resources effectively;*
 - *developing new technologies and products.*
- Planning, organizing, shop-floor operations, and R&D are the main areas where the use of KM is important for manufacturing firms

Source: M.D. Singh Ravi Shankar Rakesh Narain Adish Kumar , (2006),"Survey of management practices in Indian manufacturing industries", Journal of Knowledge Management, Vol. 10 Iss 6 pp. 110 - 128



What will discuss the surveys and services have been conducted in the field of knowledge management to see that how they have adopted, implemented and benefited from the knowledge management system. Now to start with will tax about the how came has been is implemented in Indian man manufacturing operations benefits in arm issues are basically are in the core sector okay, and there are a lot of stresses have been conducted and core sector to find that whether knowledge management is going to be useful in this particular sector or not.

With this objective many of your manufacturing operations, would manifest warehouses and said have implemented knowledge management system and then let of objectives behind implement a knowledge management systems, as I told you the forces of globalization is okay created of situation where they had to compete not nationally but internationally also in terms of quality, cost and all kind of things.

And that is why if to ensure competitive advantage, so that they are going to remain ahead suffice competition is concerned many under Indian are manifestly now issues add up having and developing a knowledge management system in their organizations. Similarly they also wanted to see that whether the new knowledge that is being created by the organizations are not okay.

And in the process they try to see that if they are going to have a knowledge management system in the organizations will head to create new knowledge or not, so they also wanted to test whether it is going to create new knowledge uses will be useful for the organization most of the manifestly organizations have been working since long. So they have lot of databases okay.

They have a lot of systems and less well-established processes so they wanted to see that whether using them and transforming the tacit knowledge of the people into explicit form whether this is possible for employees to use these knowledge management system to come out with new products and new technologies okay.

And how the will to manage different kind of resources in a more effective manner with so what that did basically most of these are manufacturing organizations try to plan organization lot of operations with the help of knowledge management systems, they started planning their activities, they are organization activities, they also are introduced are knowledge management systems in the soft lore.

And definitely R and D was one of the major areas where that right to be more create more creative innovative, so that are in units come out operates with new products, new processes, new systems in place to make them come it and that is why you will find that are in the systems of the manufacturing system. Now organizations well more instrumental in implementing knowledge system and organizations.

(Refer Slide Time: 06:28)

KM in Indian Manufacturing Organizations

- A survey indicated that manufacturing sector has been benefitted from KM in the following ways:
 - Ensuring the availability of the right kind of technology;
 - Using best practices;
 - Devising ways to narrow the gap between marketing, manufacturing and R&D;
 - Using IT tools;
 - Developing new capabilities;
 - Deploying the right people in right place;
 - Using knowledge maps; and
 - Improving quality and productivity and plant capacity, etc.

Source: M.D. Singh Ravi Shankar Rakesh Narain, and Adish Kumar , (2006), "Survey of knowledge management practices in Indian manufacturing industries", Journal of Knowledge Management, Vol. 10 Iss 6 pp. 110 - 128

Now if you look at about in the manufacturing organizations basically it include all kind of sector could be affected could be iron, steel sector, coal sector okay other manufacture organizations okay, different areas, now when we are looking a different kind of reports and surveys which were conducted to examine that how well the KM has implemented in Indian organizations.

And they have a lot of data which shows that is many Indian manufacturer organizations have been benefited from the knowledge management system in their organizations, so it help them to have known the appropriate technology which were going to be very, very useful so they used KM system to ensure the right kind of technology are manufacturing systems are were not able to compete with the kind of technology is ahead.

So they also made improvements in the technology, they also examine the kind of technology they had and then they try to ensure that they have a technology with the help of its they are going to produce goods and services which is going to be very, very competitive the nature and at the same time they are try to identify best practices, which include communities of practices, commentaries of systems okay.

And these commodities of practices well very, very imparting for them because they try to identify these are practices which are develop through basis of collaboration of the people through knowledge sharing and collaborative effort, which had come out in the organizations which are very, very were instrumental for them to ensure that they are able to use these best

practices in the interest of the organization to increase productivity quality reduce costs.

And also see that our rises meet become more and more efficient okay similarly they try to see that India going to development knowledge management system and the organization and so the different part of the organizations which might have been working in are not in a very integrated manner, because of the knowledge that is created develop in Department was not being used arrive not communicated to other departments.

So the these kind of knowledge man system basically try to unite various departments in the process, okay so whether it is written marketing and manufacturing that is manufacturing and R and D, so they try to integrate their activities in such a way so that they could reap the benefits of knowledge man system.

And that was one of the major objectives of implementing knowledge management systems in Indian organizations with the idea that whatever is being done through are in the goes to the manufacturing systems, in the production operations, so they are able to come out with products and services which are more efficient have good features and then their activity was also integrated with a marketing part so that would be marketed well.

Most of the IT see most of the manufacturing systems are not using IT but when the demand KM they started using IT in order to develop the system, because you know that when you're going to use an IT system organization the basic objective of using IT tools is enable to have a KM architecture not only for are creating interface with the knowledge management system by the users.

But also ensure that the kind of software and hardware that is meant to be configured in such a way that you are going to create a very robust KM system, which could be used by the people okay and it was also used to see that however to capture the tacit knowledge of the experts and transform them into explicit form and then this capture knowledge to archived in the system.

So when you are going to develop of a knowledge man system IT is one of the enable helps you to create the repositories and also ensure that were able to retrieve the required information for use and that is IT tools have been very, very useful and effective and that is

why many Indian organization's have used our IT tools to their benefit to reduce costs, to streamline the process.

And there was the rather benefits also like reducing the headcount also because you are going to use IT systems were performing jobs view do things more accurately with the speed and that is where is the process of error is not going to be there, were too see that how this is going to be useful. Similarly when are where to use knowledge management system and two develop employees.

So what happened that most of these manufacturing systems which had a knowledge man systems were used by implies to understand various processes and systems which your in explicit form are documented in explicit form, so the also what benefited they try to learn and of themselves and that is how they develop those competencies, which are required become more creative, innovative in the system.

To see that how organization's going to be more proactive efficient as similarly you also wanted to see that when your to organization activities with depending the capabilities that people have develop you to plan your manpower activities, to ensure that people who are working in different positions are capable of doing those things and that is one of the objectives which are made by a KM systems when it was implemented in manufacturing our organizations.

We already talk about knowledge map when you are going to see that what is the existing knowledge organizations and okay what are the required knowledge and based on that they also try to create knowledge map not only father units and departments for the entire operations, through which they were made able to identify gagged the gaps in the knowledge.

And then also try to see that what needs to be done in order to ensure that these knowledge maps are the gaps in the knowledge management is best and that is a that was very, very important. Similarly also try to say that it is going to help them to improve the quality productivity and efficiency and all kind of things so that it is not going to create any kind of problems okay.

So these were the survey that was then by the number of people which was published in

knowledge management journal so that how various manufacturing organizations have been benefited by the knowledge management system and the organization.

(Refer Slide Time: 13:30)

KM practices in Indian Public and Private sector

- In India, KM in public sector is still in its early stages and has a long way to go in order to keep pace with private sector counterparts
- **Private sector** fared better compared to public sector on existence of KM system and mechanism, involvement of stakeholders for ideas, mechanism of transferring best practices and knowledge, and importance of tacit knowledge
- **Private sector** better use of internal benchmarking effectively to identify improvement opportunities through identifying employee knowledge gaps, take action to bridge gaps and create reusable repositories.

Source: Deepak C., & Himanshu JJ. (2010), "Knowledge management initiatives in Indian public and private sector organizations", Journal of Knowledge Management, Vol. 14 (6) pp. 811 - 827

Now will take and the survey to see that how knowledge management system has you are in different kind of organizations in India we have both public sector operations and private sector's Public sub sect traversals are those organizations with the majority the stakes are held by the government, municipal government of the State government and private sector is owned by the owners, that people are the owners okay could be in the number of people or one people who owns the organization.

Now the results shows that most of the public sector operations in India have implemented but they have not yet gone full-fledged to implement knowledge management system in the organizations, many of them have started it some of the are R and D organizations like defense, research end of the land development, lavatories when the see some electronics companies or some pharmaceutical companies have tried to implement knowledge management system in a big way.

But otherwise most of the public sector organizations are still in early stages and direct to develop up a good and effective knowledge management system in the organizations if look at the private sector organizing you will find that most of the private sector our nations with a disservice our nations services IT systems okay have been able to implement good management knowledge and systems and got benefits out of it.

Now study was an to compare both the public sector and private sector organizations and say that to what extent of public sector has and better compared to of have private sector, the results of these studies and surveys suggest that private sector has done much better far as KM is concerned okay. Now when it comes to the developing and mechanism for knowledge management systems are and involving stakeholders, employees, customers, vendor, supplier in developing the knowledge management systems.

Because they got a lot of ideas from these stakeholders to ensure the kind of KM system that they want to develop, similarly they also try to are identify best practices a comment is a practices and say through which they could transfer knowledge which was both tacit organizations into more explicit form and they also recognize the importance of tactic's. So you can say that yes private sector has a much better compared to public sector.

So far is implementing KM systems looking for ideas from the stakeholders and use of best practices. Similarly are they also identified benchmarking, see talked about benchmarking this relies process through which you go and try to compare yourself with the set targets and standards which has been set up to the benchmarking process, now private sector had their own benchmarks okay.

To see that how they can improve their opportunities okay, what they also try to see whether they go knowledge gap employees, so they are conducted complacent competency mapping exercises and these competency mapping sizes using three sixty degree feedback, help them to identify the gap knowledge and skill base of the people and this also well certain interventions through training and development.

To ensure that how the gap in the knowledge and skill base and fulfill using these systems, so they try to identify the competency mapping to start with and then they also try to use certain training and development interventions to fill this care, similarly also try to create repositories which have been regularly being used by the employees in the private sector.

(Refer Slide Time: 17:39)

KM practices in Indian Public and Private sector

- **Private sector** encourage more job rotation, apprenticeship, mentorship, etc. to maximize the sharing of tacit knowledge and its conversion into explicit form
- **Private sector** create a strong linkage between KM and improved business performance
- **Private sector** demonstrate greater tolerance for uncertainty and ambiguity that encourages employee ability to experiment, innovate and create new ideas
- **Private sector** developed strong metrics and knowledge audit systems to determine the return of its knowledge investments

Deepak C., & Himanshu JJ. (2010), "Knowledge management initiatives in Indian public and private sector organizations", *Journal of Knowledge Management*, Vol. 14 Iss 6 pp. 811 - 827

Let us look at other indicators what actually happens. So what private sector has been doing they try to increase more job rotation environment from entering get to see that how it will are going to share the tacit knowledge and how could be transformed into explicit. So private service sector went for this kind of thing so that people can learn different activities in different job.

Job rotation they also created mentorship so that they can learn from the seniors especially the tacit knowledge which is available with the seniors, which could go through the juniors okay and then how they are will to transform it to explicit form and the idea was that that how the kind see that the private sector are going to were work in an uncertain environment. So how this challenges of the environment which is very, very uncertain okay.

And they also created a kind of tolerance is an uncertainty and ambiguity basically in the system so that implies are encouraged to be innovative and creative and also experiment with so they also try to ensure that people start taking take do experiment new ideas and a successful it is going to help you manage what most of the fire public sector operations. Since they are bound by rigid hierarchies okay.

They did not go far these kind of things though they have put systems and process in place but they do that experiment new things and that is why they were not able to is that successful compared to the private sector's organizations. Similarly is where it comes to evaluating the knowledge are part of private sector is muscle head compared to the public sector operations the develop both kind of metrics which are financial and non-financial metrics.

And they try to examine that whether they are reaping would benefits of the knowledge management system or not so when they try to invest in knowledge management activities they also ensured that they give good return of these investments. Now what we have that how private sector has fared better compared to public sector organizations.

(Refer Slide Time: 19:57)

KM practices in Indian Public and Private sector

- **Public sector** encourages more formal discussion, facilitates systematically knowledge sharing
- **Public sector** have a more coherent strategy for KM and they are more advanced in areas of knowledge sharing
- **Both public and private sector** organizations in India need to improve on various dimensions of KM like *process, leadership, culture, technology and measurement*.

Deepak C., & Himanshu JJ. (2010), "Knowledge management initiatives in Indian public and private sector organizations", Journal of Knowledge Management, Vol. 14 Iss 6 pp. 811 - 827

Now we will see that how public sector has and what other standpoints further public sector organizations, public sector promises also encourages more formal discussion then started it. Now and they try to see that in a systematic way how people go and share knowledge with each other, so that was a good thing for them similarly they also try to adopt strategies for knowledge management system.

And see that how they can at least go far sharing knowledge so that they can create a explicit form of knowledge either informal documents are that systems right, not if you look at it in validly can see that yes both public and private sector organizations are they will do need to improve on a lot of accounts, basically are some by public sector also need to improve themselves on certain they will accounts.

Similarly of private sector had to improve on technical accounts, so the second of the KM which basically are travelling are supporting forces need to be examined in both public sector as well as private sector organizations, like what of the processes far knowledge capturing sharing, what enough leadership support is available with the you have created a culture to facilitate, knowledge sharing are not what enough technologies being used.

And however to major the impact offer KM systems on using various metrics related to quality efficiency in this kind of things and that is why if look at public sector they have to are more compared to private sector, but similarly when and private sector also the issues relate to legislate culture and this kind of things which scriptable of the after discussion of far the knowledge management system, Indian public and private sector of nations.

(Refer Slide Time: 21:47)

Knowledge Management : Some Suggestions

- KM should become a policy in the company.
- The involvement of top management is needed in allocating the necessary resource flow to initiate and sustain KM practice.
- KM awareness and commitment
- People need to be aware of the importance of documentation

We can also see that what actually happens then what needs to be that and that is why some suggestions have been forwarded in this regard that yes the KM system should be a part of the organization and it should be, there strategy for knowledge management system in the organization and with the corporate that the source of is policies concerned were organization.

Now think of having and developing a knowledge management system in the organization benefits useful, similarly and the important issue is the support from the top management because the if leadership support is not available, problem the commitment and resources that is required to have a good system will not be there, similarly also need to sustain support to ensure that gaps resources are made available for implement the knowledge management system.

And it is being implemented effectively in the organizations and that is a support and commitment of top management is very, very important issue is making people aware about the knowledge management system it has not found, that most in most of the public and private our nations people don't know and that organizations has a knowledge management

system are living in the organizations.

Even knowledge management system in many of organizations has not been able to reach out to all the employees okay, similarly they have not been able to integrate their activities with other departments, within HR department, will study department and or other departments organizations. So it is very important to communicate with all the stakeholders to make them aware about the knowledge having a knowledge management system.

And also communicate quite is important what the benefits with we can have and then gets convinced and commitment from the top management to ensure that how the knowledge management system is going to be useful for the organizations is and then people should also be told that if these processes are documented and it is available when people are living the organizations you can make use of them to work effectively okay.

So these are some of the services that can be useful for the various levels which are working in the field of knowledge management in the country.

(Refer Slide Time: 24:15)

KM Practices Problems and concerns

- Individuals are not visibly rewarded for knowledge sharing.
- Lack of knowledge sharing and tendency to hoard knowledge
- KM is not given due importance in the performance appraisal system
- Culture is not facilitating sharing and learning in the organization to a very high extent
- The maturity level of employees towards the concept of KM is inadequate
- No formal mechanism to transfer the knowledge gained through seminars, training programmes, deputation abroad to the workplace

KM Practices in IT Companies, Sinigh and Soltano, TQM, 21(2),145-157, 2010.

Now we will take a look at the issues and concerns which are related to knowledge management practices in Indian organization and the important issue is that has come up that why should I participate in knowledge creation, knowledge capture, knowledge of activities okay. So you need to see that the people who are going to be involved in knowledge sharing and in activities they are somehow in wise.

You also need to link knowledge sharing with okay so you can make a difference by stating that those people who are going to share their knowledge with others would help them to see that tacit knowledge is being limited must be rewarded stably, otherwise the motivation for sharing this, similar you also need to say that there is a tendency in many people to hold knowledge.

So it is a very important to ensure that people do not hold knowledge willingly share their knowledge with each other it will also need to create an environment, in the myself is actually lacking in most of the Indian organizations that with holding formation are safer going to have a good knowledge management system and you have created a better infuser face through which knowledge accessed by all the creating a situation.

Where people find it easy to use and access and use knowledge which would benefit them to work the effectively. So it is very, very important not to create a situation of holding knowledge, so that knowledge is very recent lies it is available to people only and will have access to both make sure that it is being linked the reward.

Similarly also need to discourage knowledge holding are in the organizations similarly you can also make it a part of their performance apply system, so in performance apparel basically what will packet that how well the people has performed okay. But you can also you would use knowledge sharing, collaboration, creates a new knowledge as a criteria and additional corrective and say in the performance of file system.

And if you are for if you find that people are parts separately in these processes them lately be a part of the performance apparel system let them be evaluated on this character as well when their performance is being evaluated right. Similarly you also need to create a culture more internal culture are the market were any oriented culture freely, to create organic culture in the system.

So that people are ready to share the knowledge, okay because culture is very, very important if you do not create knowledge sharing culture then what will happen people will hold knowledge, people will not committed which other knowledge will remain tacit in the minds of the people, it will never be transformed into explicit form right and the important issue is whether people are mature enough to understand the use and benefits of the knowledge

management system.

And that is where the you need to communicate the implies about the benefits to make them sure that yes, these are things that you can do using knowledge management system for your work. Now also need to train them, so that you can also organization seminars, workshops, training activities to ensure that people are made aware and communicated about the knowledge management system.

So if you look at the knowledge management system in Indian Army, you find that officials in the whether deliberate to knowledge sharing, our culture are hoarding of information or not being a part of the performance apparel are organization, do not have a culture of sharing okay. Our people do not understand the benefits of knowledge management system these are creating from scratch.

Is a which is a major concern for most of the Indian organization will is an effective system of this public system or the private. So what you need to look at it that yes most of the problems and concerns must be addressed by these organizations when they are going to develop up a good knowledge management system.

Similarly you also need to see that how a knowledge management system and IT companies has okay, IT companies more technology system the using at from dreaded technologies computer designs okay lot of software yes you can say.

(Refer Slide Time: 29:03)

KM Practices in IT Companies:

- IT companies are extensively using software like CAT and CAD as a knowledge tool while designing.
- LAN can be used more extensively for information sharing and also centralized cataloguing of reports can go a long way in managing knowledge.
- There is a need to document experiences gained from earlier projects so that this learning can be applied on future projects
- Companies must be able to capture, validate and distribute new knowledge fast enough to change strategic direction and resource allocations, if they are to prosper in turbulent environments.

KM Practices in IT Companies, Sinigh and Soltano, TQM, 21(2),145-157, 2010.

And the also use of local area networks very extensively for information sharing and also they have centralized get lock reports okay, I will with this thereby are basically able to document the knowledge and that is what happens that if you are able to share information okay. So it is digital available with the organization of the operation which can be used by anybody the organization KM system okay.

And the most of the IT companies have gone far document management okay whether went to a record also processes are relate to the what are any project that they are true and this is used as a learning tool for other projects. So suppose you have gone had a group of people have gone through a project, so you are going to record are all the processes through which the project has been completed.

And an undocumented form and once it is recorded document it, descriptive in the repositories knowledge repositories and then it could be used by the people and the organization, so are most IT companies found that if they have been able to capture, validate and distribute knowledge, much better than any other organization and that has helped them to are basically created strategic direction for the organization.

And also these organizations have gone a better resource allocation to ensure that yes they are able to cope with the challenges in a environment which is very, very your take an answer thank you