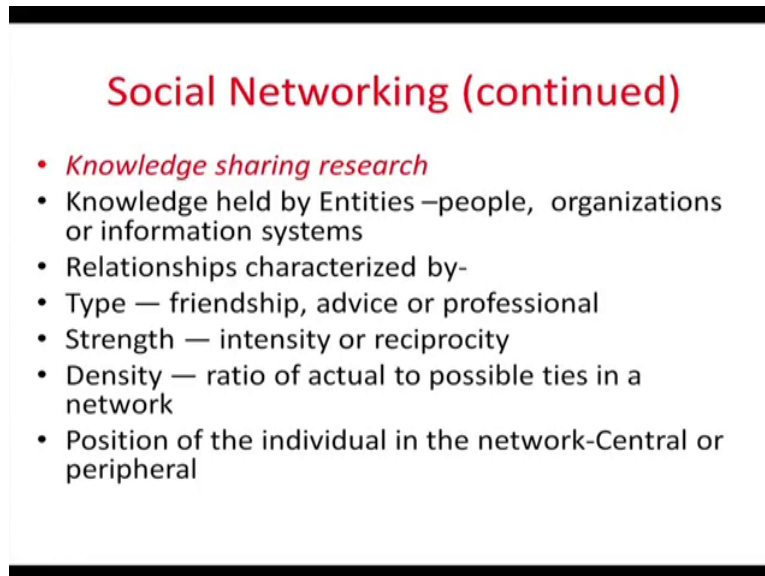


Knowledge Management
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Lecture – 40
Future of KM (Contd.)

So in my discussions we have seen that how social networking sites have been used for knowledge sharing

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Social Networking (continued)

- *Knowledge sharing research*
- Knowledge held by Entities –people, organizations or information systems
- Relationships characterized by-
 - Type — friendship, advice or professional
 - Strength — intensity or reciprocity
 - Density — ratio of actual to possible ties in a network
 - Position of the individual in the network-Central or peripheral

By people across individuals, groups and organizations okay and you can use it in a different way you can make friends, you can have professional networks, also okay you can interact and have a dialogue with people, you can post information okay and that is how social networking sites have been found to be very useful, so for knowledge sharing is concerned.

Now if we look at the enterprise use of knowledge sharing through social network site, it is in a big way that most of the organizations today have a Facebook page through which they are sharing that information and that is being used for contact management okay, for marketing purposes.

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Social Networking (continued)

- Enterprise uses of social networking
- Contact management
- Marketing
- Knowledge sharing
- Talent management
- Advantages - Self-organizing
- Leverages real-world connections



For knowledge sharing for talent management, for advantages personal information and also they are trying to use it as to get some leverages okay, when they are trying to see that how people are being connected and how it could be useful for them. Now if look at the use of enterprise I told you that they have Facebook pages, through which you can interact share information, have dialogue, then can post information to the company, companies can post information to the individuals and groups okay.

And that is how they have been able to manage content in the organization and outside the with the outside world, also you know that even Facebook and other LinkedIn have been used for marketing, advertising, recruiting and different kind of activities, for their products in the people, similarly which is well known that this Facebook sites, social sorry social networking sites have been used for knowledge sharing whether it is Facebook, whether it is LinkedIn or whether it is twitter or whether it is what you call YouTube.

The most of these websites have been extensively used for knowledge sharing okay, where you can upload information, where you can download information, where you can watch audio and video and where you can find a lot of useful information, depending upon your interested like okay.

Social networking sites have also been used for talent management okay because people when you are going to watch videos related to the organizations, they would able to create an impression, about the reputation, about the brand, other image of the organization okay, which might attract them so you are going to post very useful information through these

websites about the character of the organization, what it does what kind of product they offers.

What kind of practices it follows for people okay, so that it has people to decide whether they want to stay with the organization, whether they want to join the organization or not and then at the same time it also have them to self organization, because since most of the information is in the public domain, you try to present a better pictures and that is organizations yourself in a better way okay, and that used to also ensure to have real world connection.

When I am talking to real world connection, it means you can get reactions, feedbacks from anywhere, anytime, from any people across the world, if there go certain information. For example you buy a product okay, you are not from the organization, organizations the product is faulty okay and you are not able to provide services okay, the person who has suffered because of a faulty product, may post this information of the social networking sites okay.

And then people will come to know that this organization is not good, so for as service delivery is concerned or providing quality services concerned right and they do not respond to the customers requirement and you know that it becomes ideal no time and then everybody comes know about the organization, so this helps to create a kind of image which is not very favorable to the organization.

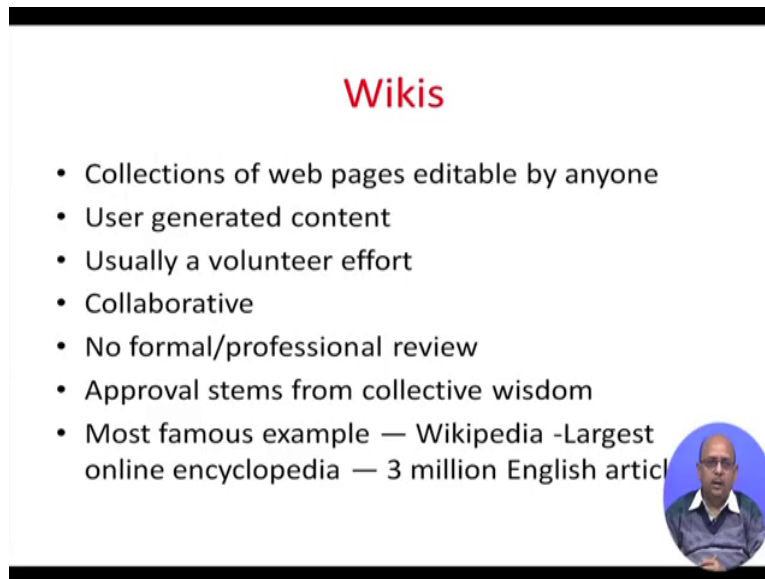
I give an example recently one of my friend purchase product from a very good company, but it was not working well to start and then try to contact customer care, they are taking lot of time to replace and do all kind of things, but ultimately he faced posted this information in the web page and also into the Facebook, so everybody started commended about that looking at the response, the customer care of the unit of the organization came forward to help the person and immediately replaced it.

So that it is not able to create a bad impression okay so that is how collecting real world and that is our try to create a image for yourself okay, a better image for yourself it has become very, very important today to use social networking sites to get feedback about the organization, how you are doing what you are doing, how they selling your products and services and all kind of things are being done using these social networking sites.

Now I going to take about talk about another thing which is very, very important like wikis


okay.

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Wikis

- Collections of web pages editable by anyone
- User generated content
- Usually a volunteer effort
- Collaborative
- No formal/professional review
- Approval stems from collective wisdom
- Most famous example — Wikipedia -Largest online encyclopedia — 3 million English articles



Wikis are nothing but is the collection of web pages which could be a edited by anybody okay like you have Wikipedia okay, Wikipedia is the largest comparison of information knowledge okay, the only thing is that most the information may not be authentic and reliable okay, because anybody can update edit, share, information knowledge okay, so it is basically the content is generated the way use.

So you go to the Wikipedia place you can upload any information that you want related to any field it will remain there and will also recognize that yes you have uploaded, it so another person can also go through information found that certain things or they can update it they can go for editing, it so most of the content that you can found out this wikis are user basically generated okay, because of the organized the system does not generate.

Any content that is generated by people is going to be compiled kept there okay and it is voluntary you are not going to wait for it, so organization does not pay any money for uploading the content, so it is your choice whether you want to upload any content to the wikis or not okay as a collaborative effort, a lot of people are doing it okay. Similarly there is no formal of professional review in the sense that any information that is being compiled.

And uploaded on these kind of websites okay just for review, professional review or formal review, so the reliability and validity of information that is being uploaded or posted on the sites is not very credible, I am not saying that it is credible at all, but since a professional a

formal review of the information, in terms of its reliability and validity okay, it is not guaranteed okay, you can use this information at your own choice.


But lot of people are using this information because this provides some information at surface level may not in the deeper level, but and if you go to the link then you can get better information using those things okay, so approval comes from collective information depending upon your knowledge and this experience, you are going to see whether you are going to use it or not whether it is relevant or not and whatever study that you have.

Wikipedia which is the largest comparison of information on the web right, it is a kind of online encyclopedia where you can find any kind of information and any field okay, and it has a nominal the data says that it has three million articles in English, which has grown up now and it may be around five to six million articles, so wikis have been very, very useful in that sense okay, to get information. A lot of information being updated only thing is that reliability and validity is that states okay.

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Web Logs (Blogs)

- Web diary / journal Posts in reverse chronological order
- Used by people / organizations to communicate with public, to mainstream media for breaking news, Chronicle of events
- Army of Dude Twitter — a microblogging service
- Facilitates online presence for maintaining weak ties



Now you have weblogs which is known as blogs okay, weblogs is another mediums which are going to share information and knowledge okay, you have web diaries a generous that is posted in reverse generous article okay, and you also use it organization their also have own blogs to communicate with people, to also to communicate with the media, coming on the breaking news okay, and also can post of post every lot of happening on these blogs okay or you have a new twitter micro blogging services which is used okay.

So twitter is also there which is very, very important because you can tweet about anything

any issue happening, when you can take a particular news using these kind of things okay and basically it creates a kind of facilitator for online previews for maintaining with eyes okay, it depends upon how you are going to use it okay, you can criticize somebody using this kind of things, you can appreciate somebody okay and that is how it is being used okay, so I mean because there is no control of the organization of the system.


You are going to use another system there is a moderator, if you are going to do if you want take tweet or you can re-tweet or you can take out whatever elaborate over there, so these facility are there then another important development has taken place like open source document which is very, very popular, then most of the information which is it is a open source document, it means it is available to anybody for use okay.

Even you know that journals and magazines has also come open source okay, whether do not pay any fees to access information if it is a open source document okay and has come up with development of a particular system that is known as Arpanet okay, and where you have free change of codify, such as research as use the general and if it is available in open source you can have access without paying any subscription to it okay.

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Open Source Development

- Originated after the development of ARPA net
- Free exchange of code for researchers
- Open source
 - Coined by Tom O'reilly
 - Collaborative
 - Development of software
 - Exchange done through internet
 - Free software foundation- A legal entity under which the open source movement operates



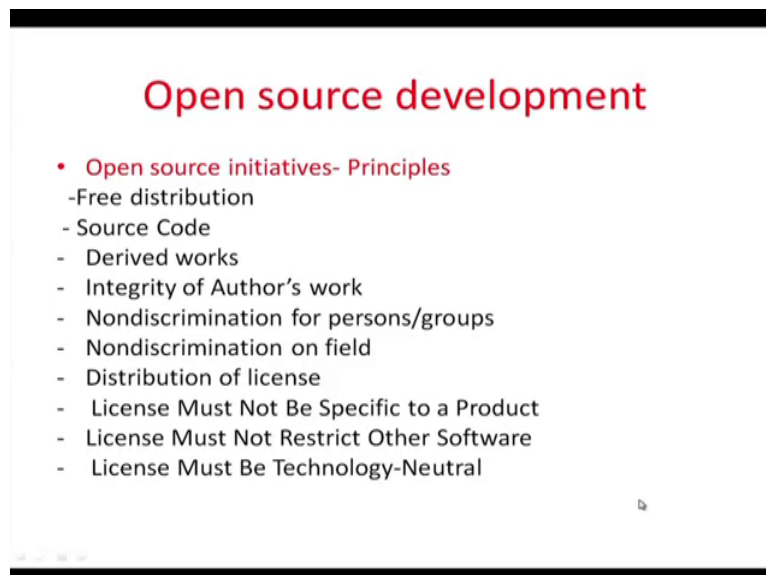
And that is why it is known as open source okay, the advantages of open source is that a lot of information that is available there can be accessed by you without any payment, by without any subscription okay, so it is almost free of cost that you can have this information the idea of using this open source or having an open source document, is to make available information freely online to who, so ever requires it that is the basic idea having a open

source system okay.

It was again you know find by Tom O'reilly and it is very collaborative because people make efforts to provide information do this kind of system, the only thing that you require software for this okay which is going to manage the content and any kind of information visual to have access the only thing that required is a internet through which you can have access to journals and magazines any information, that is available as a open suppose document okay.

These free software foundation basically a legal entity under with open source document most are it also operates, so there is no problem because it is very, very legal.

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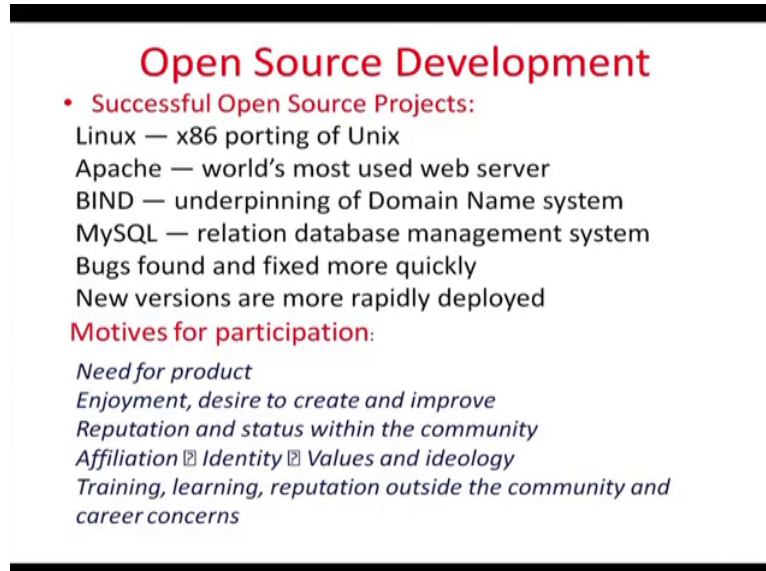


Now if look at this open source initiatives certain principles is followed by this open source a development softwares, it basically Millicent is institution of information so you want anything okay and then certain source to get the information okay, it could be derived work bag integrity of the authors work is not questionable okay and there is no discrimination for people above and anybody have equal access okay.

So that is another important issue for this similarly the only thing that you look at it the distribution of lies okay, so you must get a license for a product want to use eyewitness with open source okay and it should not restrict other software, so any kind of software can be used okay and it should be technology neutral means, that you can use a different platform to access information through this open source document, it could be Linux, it could be windows based, could be android based, what could be called say ideal platform.

So any kind of platform can be used it has to be technology neutral so that open source document can be accessed by the people.

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Open Source Development

- **Successful Open Source Projects:**
 - Linux — x86 porting of Unix
 - Apache — world's most used web server
 - BIND — underpinning of Domain Name system
 - MySQL — relation database management system
 - Bugs found and fixed more quickly
 - New versions are more rapidly deployed
- **Motives for participation:**
 - Need for product*
 - Enjoyment, desire to create and improve*
 - Reputation and status within the community*
 - Affiliation ☐ Identity ☐ Values and ideology*
 - Training, learning, reputation outside the community and career concerns*

Now if look at open source development okay there a lot of projects which have been very, very successful in open source document, when it starts with Linux when they when supporting this unique system, unique system is very unique in the sense that it does not have virus and it is very, very essential, because your document is safe and secure when you are going to have access and you cannot any kind of disturbance into the system.

Similarly you have possible most to web use the server basically which is used by people, then you are buying basically underpinning of the domain name system through which were being controlled and MySql basically talks about the relational database management system how are going to have access and control over the system, and if bugs are found it could be fixed very quickly because you have system in place okay.

And newer and newer versions are coming up regularly, so these are the different kind of projects which are very, very successful when you talking about the open source document projects okay. Now the major questions that has come out why people are going to participate in open source projects okay and why they want to create open source document right, because there is need for such products, because everybody cannot afford it and then you also want to see that people have access to the information okay.

They should know what you are doing, why you are doing, since going to put an open source

framework probably people will have access to it without any cost and other things right, then it also have another thing that is you once you have created open source document people are reading it, people recognize is that you have created, so it creates some kind of you can say satisfaction to the people who are going for this kind of things okay.

And the idea is to create and improve okay, so you get feedback about your paper suppose you have the paperwork published in open source journal okay, so get feedback, you can grow upon it, people have access to it, so people come to know what you are doing, which provide you not only intrinsic satisfaction, it also helps you to see that how based on feedback, how can grow and develop yourself okay.

It also provide use affiliation identity and while ideas because since you are talked with this your provide your affiliation is known okay, your identity is known, so because open source document does not hide this kind of things, it recognize all these things okay and then you also come to know that what is happening outside the world okay, and it may help you to develop you personally and professionally to go through learning personality.

You can also train yourself to because you have access to information and through this open source okay, so these are the motivations for which open source participation is very, very important.

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Virtual Worlds

Metaverse

- parallel online abstraction of the offline world
- Interaction via avatars Second Life and Developed by Linden Labs
- Highly interactive 3D, real-time, social network
- Virtual economy with currency — Linden Dollars
- Used for recreation, marketing, political campaigning, socializing, entertainment, and commerce
- Avatars interact in a 3D world known as the Grid

Project Wonderland

Developed by Sun ☒ Used for virtual
Collaboration Runs on java
Use of open document format
Use XML to change virtual world

So another important thing is moving to the virtual worlds is a new development okay and here I am talking about two different projects which has come up off late metamorphism and

project wonderland if look at this metamorphism basically is a parallel online obstruction of the off line world, it is interactions via pass second life developed by Indian labs this one example that giving a visual world and basically is a highly interactive which is three dimensional nature.

Similarly will find that it works in real time it is a social network sites basically okay or and that is why we go for visual economy and currency, so everything that happens here is visual okay so any kind of transaction, any kind of sharing, any kind of information transaction, all takes place or virtually okay and you this is being used for recreation, marketing, political campaigning, socializing, entertainment and commerce

It has lot of applications that most of the companies, organizations are using this for entertainment, for marketing their products also it, could be used for political campaigning also, you know the digital media is very much used for political campaigning these days like, you might get information from political parties on your SMS, your email, okay and phones also okay.

So they are using these kind of platform for a political campaigning to make you are about what they want to do, what they do not want to do and it is also used for socializing okay and also it has a commercially, because you can sell, buy your products online okay and then of the Avatar interact is a 3d world known as a great, so they have a system software and hardware in place okay and for running this kind of systems.

Now in the project which has known as project wonderland, if look at this project wonderland it is done by sun Microsystems it is used for virtual collaboration, virtual collaboration actually it run on java and it has it is open document format basically and it uses XML tool change the visual world, so these are two examples that have taken a this metaphorism project wonderland and these are both you can say open source document.

And they are very, very useful it has lot of applications you can say various activities for not only organizations but also other kind of organizations also not only industrial organizations, but other kind of organizations also okay and that is why the kind of technology that is required for these virtual world much more different compared to the physical world, so having a knowledge management system in a virtual world is different.

Because the kind of technology the kind of complexity in that software and hardware that is involved is very, very different, but it has been very, very useful because it is more interactive and lot of activities can be then using these kind of virtual worlds.

Now if look at the future, what are the various issues that is coming to the virtual world now here we try to summarize the whole things okay, now if look at the future of knowledge management, what is happening basically that is a major question, see we have talked about knowledge management system, we have talked about the architecture, we have talked about how are going to create, capture, disseminate and use knowledge, how knowledge management system is going to be useful for the organizations.

We also look into the legal ethical and manually issues okay, we also try to examine what the latest development happening in the digital media space, which is changing or the nature of interactions and this kind of things.

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Looking at the future

- The future of knowledge management, will be highlighted by three continuing trends:
 - (1) KM will benefit from progress in information technologies
 - (2) KM will continue the shift toward integrating knowledge from a variety of different perspectives
 - (3) KM will continue to make trade-offs in numerous important areas.



Now if you look at all these what lies in the future knowledge management system, because the technology is involving very fast okay, so if you think that knowledge management, knowledge is a product okay, so since each product has a life cycle okay, knowledge which is being created and put in the repositories are in the system, is going to be obsolete in it okay, so you need to create the most important thing is dynamic knowledge management system so that you are able to manage and maintain and update system with current on it.

And for that you the kind of systems the kind of technology, the kind of readiness, the kind of

leadership, culture, support system that would be required could be very, very different okay. Now if you look at some of the major trends the first major trend is coming from what you call IT, how the IT system is changing okay, it is related to development of the software and hardware, development of the communication technology or development of various software programs and this kind of things okay.

Now how KM is going to be benefited by using this information technology, we have all seen that, but the way that IT, the nature of IT itself is changing the nature of information communication technology which is going to have a big influence on the knowledge management system right, see the way we have moved from MIS to DSS expert system to artificial intelligence okay, which is trying to be more three dimensional, it is going to be more interactive okay and real time.

And these things are happening because of the development of the technology okay, similarly will also find the way people have been communicating okay has changed right and since we are moving more and more to virtual world for all kind of transactions okay, with the help of information communication and technology okay, the transactions that is happening, whether it is creation of knowledge, whether it is transforming tacit explicit whether it is using knowledge okay.

And when we are going to use the online platforms and the nature of the online platform itself is going to change, so many to just that how the nature of the changing online platform the systems of ICT is going to benefit knowledge management system, so this is one major trend that needs to be explored, so you have to see that how KM is going to involve itself using this changing ICT systems in future and what kind of benefits which is going to derive.

In terms of decision making, in terms of problem solving, in terms of improving the efficiency, productivity of the organization, okay. Now if you look at the second major issue talks about that KM will continue the shift from towards integrated knowledge from a variety of different perspectives okay, see our focus has been on creating knowledge, capturing knowledge, the simulate using knowledge within the enterprise okay.

Now since you are going to live in a competitive world will confrontation is not required, but we need to collaborate okay, value added to compete we are to collaborate with each other

right so if we are going to live in this kind of world, so what is required that you need to go for more not fragmented but more integrated knowledge space okay, which does not require the data or knowledge server organize but from a collective list of organizations.

And then integrating that knowledge base for visual benefits of everybody okay, so that is another important thing that you are going to create knowledge management systems, which is not going to be integrated, even at the enterprise level, but also at the industry level okay and at the same time you also need to see that you are going to use various perspectives, different perspectives but I am in my different perspective.

You are not going to look at only is from the organization perspective, it was also need to look at the individual perspective, technical perspective, social perspective, ethical perspective, customers, customer perspective, so that could be different perspectives okay and then you need to incorporate these perspectives, when are going to have a integrated knowledge management system in your organization, so that everybody is going to benefit out of it.

Third point it will continue make tradeoffs in numerous important areas okay, yes tradeoffs that is the exchange, how going to use this trade off in different areas, so what we are going to discuss now that how KM is going to have trade off okay so you need to move beyond information to knowledge okay, because knowledge management system is going to be more dynamic, based on the progress that is happening information technology okay.

So you have to see that how IT is going to help you to improve your costs, okay performance ratio, in a depending upon the investment in it okay and then when you are moving for digitization, what is the cost okay and also the cost of the coordination across individuals close units and departments okay. So that you are able to reduce costs to the extent possible right and then also have rules the ratings okay.


Which are going to be different from it was earlier like, you need to world theories and have to create world of your own okay, depending upon the move from physical to digital or what you called physical to virtual, because your visual identities is going to be different than your physical identity, similarly you have to see that you need to process free, what I mean to say you need to make sure that you have do not left.

But you free to see that the information relax by anybody and everybody okay, you go for more knowledge sharing using this digital media.

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Moving beyond information technologies

- KM will benefit from continual, and even more dynamic, progress in information technologies
- Improvements in cost/performance ratios of IT have caused the cost of digitizing information to approach zero, and the cost of coordinating across individuals, organizational sub-units, or organizations to approach zero as well.
- "evolutionary agents" may be dramatically different in their abilities to:
 - build theories and create a world of their own
 - assume any virtual identity they wish
 - possess free will
 - develop a moral code and a value system of their own




Social networking sites, open source and documents, so that information is available to anybody, who requires that is very, very important okay and also need to develop a moral ethical code and value system for the people, who are going to make use of this kind of system, so you need to be moved on it and need to create a systems which is very, very important.

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Integrating knowledge from different perspectives

- KM will continue the shift toward bringing together, and effectively integrating, knowledge from a variety of different perspectives.
- KM originated at the individual level, focusing on the training and learning of individuals.
- The impact of KM is expected to continue with its use across networks of organizations and across governments, enabling collaborations across historical adversaries and integrating knowledge across highly diverse perspectives and disciplines



Another important advertisement that talking about integration okay, since you are going to shift from what you call virtual to physical world okay, most of the knowledge management

system actually original individual level, tacit level okay, so you have to see that how are going to create more and more tacit knowledge through learning and development of the employees.

Since KM is expected to continue with since cross network of organization, you have to see that how different stakeholders, including government is able to collaborate in make use of this knowledge okay and you are able to integrate diverse perspectives across disciplines and say units with these kind of things.

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Making trade-offs in important areas

- Same communication technologies that support the sharing of knowledge within an organization also enable the knowledge to leak outside the organization to its competing firms.
- It is essential to maintain a balance between using technology as substitutes for people (e.g., software agents) and using technology to enable collaboration from a wider range of people within and across organizations.



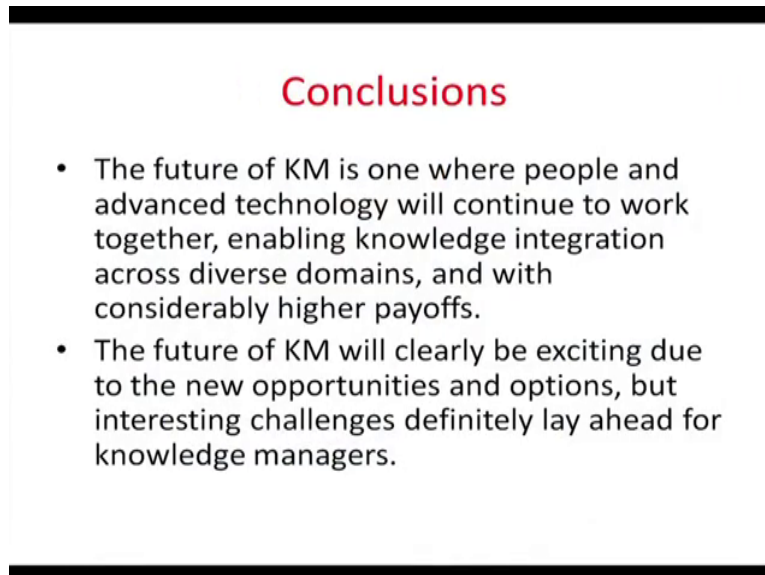
Now then the third part I was talking about the trade off in different areas, now when I am talking about trade off different and important areas you can see that how this communication technology is going to support sharing of knowledge within the organization, and also innovating the organization truly outside the organization to its competitors okay and that is the rule of virtual media, what you call digital and social media and the social networking site is very, very important.

And you have to see that how to make use of this community technology for that particular purpose, similarly also need to maintain a balance between using technology as substitute of us do not think that KM system only is only dependent on the technology, because technology is one just one enabler which helps you to store and disseminate information, but when it comes to creation of knowledge okay people are more important.

Because ultimately you need to depend on people to create knowledge right, so you are going

to use technology to see that collaboration happens across people okay within and outside the organization and also sure make sure that this technology enable the transformation of tacit knowledge into explicit knowledge into some codified and classified form, so that people can make use of it okay.

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Conclusions

- The future of KM is one where people and advanced technology will continue to work together, enabling knowledge integration across diverse domains, and with considerably higher payoffs.
- The future of KM will clearly be exciting due to the new opportunities and options, but interesting challenges definitely lay ahead for knowledge managers.

So ultimately were going to conclude this if you look at the future of knowledge management okay, is where people and advanced technologies continue to work together, so we have to see that people and technology both are going to lay on the, so they are interdependent on each other okay, so we cannot say that people are less important on technology is more important, similarly the role of technology can also not be determine okay.

Because we need to comes integration of knowledge across domains okay that is why technology comes, but when it comes to creation of knowledge that is the people become more important okay, so you have to see that how they can collaborate together to get better returns from the knowledge management system and if you look at the future it is going to very, very important, because it going to create new opportunity.

And options for the organization because the kind of knowledge that is going to be created it is going to create a challenges for the organization how people are going to make use of this knowledge, to be more innovative in their we have in their approach, so that they are able to come out with new products and process in the systems, so you have to see that how you are going to make sure people what kind of the challenges are basically in the leader support, culture, into some creating and facilitating a knowledge sharing culture.

Then also how people are going to collaborate with each other so these are the challenges which is going to there for knowledge managers in the future and if their able to another the challenges then probably employee could be able to hope with the challenges okay and whistle come out with the products and services which is going to help the organization to grow and develop okay.

And that is where we have to see that how knowledge management systems is going to involve the future and how it is going to be affected by the technology and in what it is going to benefit the organizations and that is how I would conclude by session thank you very much.