



GNITED MINDS
Journals

**HOW DOES KNOWLEDGE MANAGEMENT
IMPROVE THE SERVICE INDUSTRIES**

*International Journal of
Information Technology
and Management*

*Vol. VII, Issue No. X,
November-2014, ISSN
2249-4510*

AN
INTERNATIONALLY
INDEXED PEER
REVIEWED &
REFEREED JOURNAL

How Does Knowledge Management Improve the Service Industries

Himanshu Bhardwaj*

Ph.D. (Management)

Abstract – The idea of Knowledge Management (KM) is a basic to business world in current situation. This reality is demonstrated when we experience the present business, management, technology and organization literature. This study gives a review and elucidation of knowledge management literatures in multi-national corporations. Knowledge management is an efficient process for creating, acquiring, synthesizing, learning, sharing and utilizing knowledge and experience to accomplish organizational objectives. An appropriate stream of information is fundamental for the development of each organization. Knowledge management is a need that can have all the effect amongst survival and an early destruction. Today larger part of business organizations have knowledge management program in some form. Indian business organizations are likewise feeling need of new business ideal models. Numerous organizations in India have begun knowledge management activities. This study studies the role of knowledge management in Indian business organization. The study researches the extent of successful implementation of a knowledge management procedure in the working environment of business organizations and gives future directions.

Keywords: Knowledge Management, business, management, technology, organization, corporations, process, information, development, Indian, activities, successful, environment, Improve, Service, Industries, etc.



INTRODUCTION

Knowledge is perceived similar to a critical asset in organizations nowadays. In spite of this, numerous organizations are not doing what's necessary to successfully manage this critical asset for its competitive leverage. In light of this, knowledge management which is characterized as a process that adequately makes, catches, shares and uses extensive knowledge to enhance the organization's performance was considered and has subsequent to increased broad acknowledgment the world over.

This study gives a nitty gritty process view of organizational knowledge management with a focus on the potential role of information technology in form of Knowledge Management Systems (KMS) in different types of multinational corporations. Drawing upon the literature review and analysis of knowledge management processes, we talk about a few critical research issues encompassing the utilization of Knowledge Management systems in backing of these processes. The primary reason for this study is the gathering of literature on Knowledge Management (KM) and to comprehend the essential ideas/key terms, traditional definitions required to Knowledge Management (KM). This study likewise introduces different approaches to Knowledge Management (KM)

process and their associations and contrasts are talked about. Toward the end we have condensed the advantages of Knowledge Management (KM).

Knowledge And Knowledge Management: Knowledge is a critical organizational resource that gives a sustainable competitive preferred standpoint in a competitive and element economy To pick up a competitive favorable position it is vital yet inadequate for organizations to depend on staffing and preparing systems that focus on selecting employees who have particular knowledge, aptitudes, capacities, or skills or helping employees procure them. Organizations should likewise consider how to transfer skill and knowledge from specialists who have it to beginners who need to know. That is, organizations need to emphasize and all the more viably endeavor knowledge-based resources that as of now exist inside the organization.

Components of Knowledge Management: Based on actual experiences of the leading global KM case studies, the components for KM can be broadly categorized into three classes - People, Processes, and Technology (Figure 1). While all three are critical to build a learning organisation and get business results from KM, a majority of organisations worldwide implementing KM have found it relatively

easier to put technology and processes in place, whereas the "people" component has posed greater challenges. The biggest challenge in KM is to ensure participation by the people or employees in the knowledge sharing, collaboration and re-use to achieve business results. In many organisations, this requires changing traditional mindsets and organisational culture from "knowledge-hoarding" (to keep hidden or private) to "knowledge-sharing" (share among team members) and creating an atmosphere of trust. This is achieved through a combination of motivation / recognition and rewards, re-alignment of performance appraisal systems, and other measurement systems. A key to success in Knowledge Management is to provide people visibility, recognition and credit as "experts" in their respective areas of specialization - while leveraging their expertise for business success.

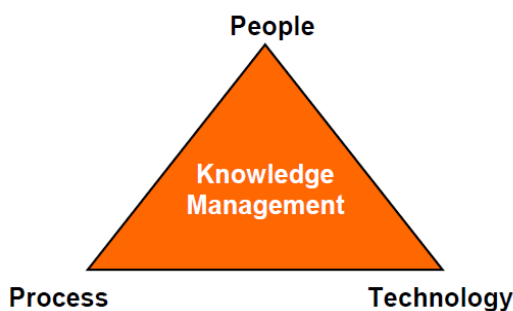


Figure 1: Components of Knowledge Management.

The Process segment incorporate standard processes for knowledge-commitment, content management (tolerating content, looking after quality, keeping content current, erasing or chronicling content that is outdated), recovery, enrollment on groups of practice, implementation-ventures in light of knowledge-reuse, strategy and standard formats to archive best-practices and case studies, and so forth. It is essential for processes to be as clear and basic as could be expected under the circumstances and well understood by employees across the organization.

REVIEW OF LITERATURE:

Knowledge is multifaceted and thus may not easily be defined. There are many different views on the concept of knowledge. Researchers use various metaphors to define knowledge and its operationalization in the context of knowledge management. Some favour viewing 'knowledge as stuff', whereas others see 'knowledge as thoughts' or 'knowledge as feelings' as more compelling. These various metaphors represent the notion of interpretation and meaning that knowledge is associated with. In addition, Alavi and Leidner (2001) demonstrate the various lenses that can be used in examining the nature of knowledge. It is argued that the adoption of a particular lens affects the perceived operationalization of knowledge. If knowledge is considered as an object, for example, leveraging knowledge will primarily focus on managing and

transferring knowledge stocks. In contrast, if knowledge is seen as a process, it will then involve optimisation of knowledge flows, and sustaining of knowledge processes. When knowledge is managed as a process towards enhancing capability, it implies the capitalization of information, learning and experience, into an ability to improve best practice. This notion highlights the relevance of knowledge to an organisation for driving its innovation and effectiveness.

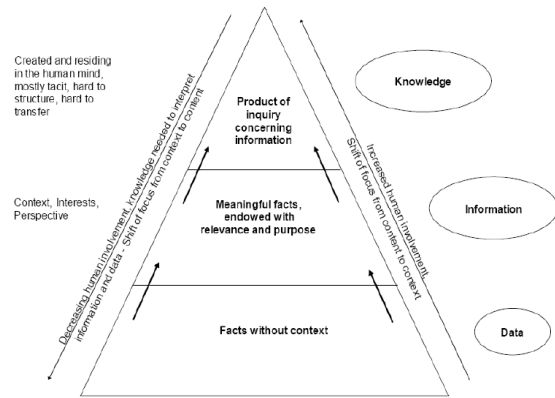


Figure 2 - Information Pyramid

Knowledge in the Organisation: One of the principle matters for organizations dealing with their knowledge resources is dispersion of knowledge inside the organization. Knowledge resources can be partitioned into no less than two unique parts contingent upon the likelihood of organizing and coding of knowledge. Organized knowledge is frequently diffused by various systems for putting away and sharing knowledge and today there has been much logical enthusiasm for the technology of these systems. Unstructured knowledge is additionally diffused by various forms of systematizing, composed or talked and logical interest has been gone for the communication of knowledge in various forms.

VARIOUS STUDIES:

According to Liebowtz (2014), knowledge management is combined by three components: people, process and technology. The "people" side is about how to create and nurture a knowledge sharing environment and culture in the company and the "process" side is about managing the knowledge management processes and aligning knowledge sharing with the daily work of the employees. "Technology" is about creating a unified platform for the employees to communicate and share knowledge.

Ahmad and Daghfous (2013) claim that for knowledge transfer to be successful and effective, it is important that the source of knowledge recognizes and understands the needs and requirement of the knowledge recipient to enable the knowledge to be transferred in an appropriate and suitable form. It

has also been claimed by a number of theorists that the crucial element in the transfer of knowledge is the degree to which the receiver of knowledge is able to acquire and obtain knowledge that is highly useful to him and enables him to use the acquired knowledge in his tasks.

Wang and Noe (2010) outline understanding differences between interpersonal and technology-aided knowledge sharing as an under-researched area. Szulanski (2000) points at the importance of this kind of study, but there still seem to be a lack of studies within this area.

Crowne (2009) shows, the role of expatriates is more important on knowledge diffusion especially when parent-firm knowledge needs to be transferred to foreign subsidiaries because of the differences in host-country markets. In addition, the expatriation literature has also considered the dissemination of unique functional knowledge an important reason for filling positions in foreign subsidiaries with expatriates.

Jennex (2007) defined knowledge management as the practice of selectively applying knowledge from previous experiences of decision making to current and future decision-making activities with the express purpose of improving the organization's effectiveness.

Alavi, Kayworth and Leidner (2005) suggest that to develop a knowledge management system and to achieve its objectives an organization requires a change in the corporate culture, for its workers to become knowledge-based workers, and also its activities to knowledge-based, which means creating a culture of knowledge management that support knowledge sharing and value creation and encourage its use.

CONCLUSION:

Knowledge Management empowers a learning group to take in more adequately. Knowledge Management and Knowledge Management Systems are vital for any multinational organization. In this study we have attempted to study the diverse parts of Knowledge Management Systems and importance of KMS in multinational organization. Key ideas of Knowledge Management are knowledge learning, knowledge creation or knowledge revelation and knowledge sharing. Every one of these ideas is mind boggling in nature. The most vital region of Knowledge Management is Tacit Knowledge. Dissimilar to most other management tools, knowledge management encases each person in the organization cutting across offices, capacities and business units. Keeping in mind the end goal to make these ideas simple Knowledge Management systems are being utilized by multinational corporations. Knowledge Management Systems helps organizations in making of knowledge

storehouses, enhancing knowledge access, upgrading the knowledge environment and overseeing knowledge as an asset. In this study we have depicted that how Knowledge Management System is a fundamental piece of Knowledge Management process as it aides in knowledge creation and knowledge sharing.

REFERENCES:

- Ahmad, N., and Daghfous, A., (2013). Knowledge sharing through inter-organizational knowledge networks challenges and opportunities in the United Arab Emirates. *European Business Review*, 22(2): pp.153-174.
- Alavi, M. and Leidner, D.E. (2001). "Review: knowledge management and knowledge management systems: conceptual foundations and research issues", *MIS Quarterly*, Vol. 25, pp. 107 - 136.
- Alavi, M., Kayworth, T.R.,and Leidner, D.E., (2005). An Empirical Examination of the Influence of Organisational Culture on Knowledge Management Practices. *Journal of Information Systems*, 22(3), pp. 191-224.
- Crowne, K. A. (2009) "Enhancing Knowledge Transfer During and After International Assignments", *Journal of Knowledge Management*, Vol. 13, No. 4, pp. 134-147.
- Jennex, M. E. (2007). *Knowledge Management in Modern Organizations*. United Kingdom: San Diego University, USA.
- Liebowitz, J. (2014). *Beyond Knowledge Management: What Every Leader Should Know*.
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, 20(2): pp. 115-131.

Corresponding Author

Himanshu Bhardwaj*

Ph.D. (Management)

E-Mail – kbsinstitute9@gmail.com