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## KNOWLEDGE MANAGEMENT: ISSUES, PRINCIPLES AND BENEFITS

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### Abstract

Knowledge Management is an exciting, vibrant field of practice. Full of challenges and surprises. Full of cross-disciplinary applications and the need for innovation. This paper presents some issues in knowledge management, the guiding principles in knowledge management and also the key benefits of knowledge management in customer service ranging from reduction in research time, increment in resolution accuracy, training time reduction and managing increasing service volumes.

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## 1. INTRODUCTION

Understanding knowledge is the first step to manage it effectively. There are number of characteristics of knowledge, and some tools and approaches for making the most of the knowledge assets in your organization.

Winston Churchill said, "The empires of the future are the empires of the mind."

Tom Peters said, "Heavy lifting is out; brains are in."

In this paper we include about some key issues in Knowledge Management. It is person's view about some of the main issues dividing practitioners about how to pursue Knowledge Management, Comprehend it, and eventually realize its value.

## 2. ISSUES IN KNOWLEDGE MANAGEMENT

There are different issues in Knowledge Management.

The issues we covered include:

What is Knowledge?

What is Knowledge Management?

Knowledge Management and Data Management

Knowledge Management and Information Management

### 2.1 Knowledge

Here's a brief survey of definition offered by writers and researchers in knowledge management.

Knowledge is: "**Information in context**": This is a definition that may have its root in Cartesian Rationalist epistemology. Its import is that a knowledge claim is valid if it fits without contradiction and adds to the systematic coherence of a larger framework of knowledge.

"**Justified true belief**": This is also a definition given by many philosophers, especially of empiricists who believe knowledge claims can be justified by facts.

"**Knowledge is** experience or information that can be communicated or shared"

"**The most essential definition of knowledge is** that it is composed of and grounded solely in potential acts and in those signs that refer to them"

## **2.2 Knowledge Management**

Knowledge Management is a human activity that is part of knowledge management process of an agent. This reduces Knowledge Management to the definition of the Knowledge management process, And the Knowledge Management Process, in turn, is an ongoing, persistent, purposeful network of interactions among human-based agents through which the participating agents through aim at managing other agents, components, and activities participating in the basic knowledge processes in order to produced a planned directed, unified whole, maintaining and transmitting the enterprise's knowledge base.

The definition of Knowledge Management given by some researcher is as,

### **Malhotra**

“Knowledge Management caters to the critical issues of organizational adaption, survival and competence in face of increasingly discontinuous environmental changes.. Essentially, it embodies organizational processes that seek

synergistic combination of data and information processing capacity of information technologies, and creative and innovative capacity of human beings.” Malhotra looks at Knowledge Management as a synthesis of IT and Human innovation!

### **Ellen Knapp**

“We define knowledge management as” the art of transforming information and intellectual assets into enduring value for an organization’s clients and its people.”

### **Karl Wiig**

“Knowledge Management in organizations must be considered from three perspectives with different horizons and purposes:

**Business Perspective:** focusing on why, where, and to what the organization extend must invest in or exploit knowledge

**Management Perspective:** focusing on determining, organizing, directing, facilitating, and monitoring knowledge-related practices and activities required to achieve the desired business strategies and objectives.

**Hands-On Operational Perspective:** focusing on applying the expertise to conduct explicit knowledge-related work and tasks.”

### **2.3 Knowledge Management and Data Management**

What is the relationship of KM to data management? Both KM and knowledge processing must employ data management as an aspect of both, but it is immediately apparent that both KM and knowledge processing are much broader than data management. For one thing, data management is not about theories, models, or conceptualizations of system dynamics. It is about managing structures of information for testing and validating them. For another, data management is about managing how data is produced, distributed and processed and data production and integration is only a small part of knowledge production and integration.

The path to knowledge management from data management goes through information management, because data, like knowledge, is really a type of information, and knowledge management

encompasses both data and information management.

### **2.4 Knowledge Management and Information Management**

Knowledge Management and Information Management both concepts refer to handling, directing, governing, controlling, planning and organizing processes and the product of those processes. In addition, since knowledge is a form of information it follows that Knowledge Management is a form of Information Management. KM is a more robust form of IM that provides management of activities not generally available in information management.

One difference between basic IM and KM is that basic IM focuses on managing how information is produced and integrated into the enterprise, while KM does the same with respect to knowledge. A second difference between basic IM and KM is that basic IM focuses on managing a more narrow set of activities than KM. The two information processes managed by an organization are Information Production, and Information Integration. The two basic

knowledge processes are Knowledge Production and Knowledge Integration

Basic information processes are different from knowledge production and integration processes in that they lack knowledge claim validation. Information Production includes information acquisition, individual and group learning, even knowledge claim formulation, but stops at knowledge claim validation. Similarly, information integration includes broadcasting, searching/retrieving, teaching and sharing, but what is being broadcasted, searched for, retrieved, taught, and shared is information rather than knowledge.

### **3. Principles Of Knowledge Management**

A navigation technique is to look at the stars to tell you where you are. Similarly, we must use a powerful new "knowledge lens" in order to navigate or manage our companies. But we can't manage knowledge in a traditional way. Always changing, knowledge is more organic than mechanical.

Nevertheless, here are some fairly steady principles about knowledge as,

#### **1. Knowledge is messy**

Because knowledge is connected to everything else, you can't isolate the knowledge aspect of anything neatly. In the knowledge universe, you can't pay attention to just one factor.

#### **2. Knowledge is self-organizing**

The self that knowledge organizes around is organizational or group identity and purpose.

#### **3. Knowledge seeks community**

Knowledge wants to happen, just as life wants to happen. Both want to happen as community. Nothing illustrates this principle more than the Internet.

#### **4. The more you try to pin knowledge down, the more it slips away**

It's tempting to try to tie up knowledge as codified knowledge-documents, patents, libraries, databases, and so forth. But too much rigidity and formality regarding knowledge lead to the stultification of creativity

#### **5. Loser is probably better**

Highly adaptable systems look sloppy. The survival rate of diverse, decentralized systems is higher. That means we can waste resources and energy trying to control knowledge too tightly.

#### **6. There is no one solution**

Knowledge is always changing. For the moment, the best approach to managing it is one that keeps things moving along while keeping options open.

#### **7. Knowledge doesn't grow forever**

Eventually, some knowledge is lost or dies, just as things in nature. Unlearning and letting go of old ways of thinking, even retiring whole blocks of knowledge, contribute to the vitality and evolution of knowledge.

#### **8. No one is in charge**

Knowledge is a social process. That means no one person can take responsibility for collective knowledge.

#### **4. Key Benefits of Knowledge Management**

Key Benefits that Knowledge Management enables via customer service management as ,

#### **4.1 Reduction in Research Time**

By understanding the customer's true intent and delivering accurate and consistent answers to the contact center desktop, you can cut costs, reduce average call-handle time, and improve the overall customer experience. This is easier said than done. Agents typically must find answers to service issues hidden in a multitude of sources, including product manuals, marketing collateral, corporate policies, bug databases, and case notes. Requiring agents to sift through multiple applications and thousands of irrelevant and outdated documents takes time and leads to an expensive support call as well as frustrated customers.

A knowledge management system equipped with powerful search that scans the enterprise to bring back only the snippets of knowledge relevant to solving the issue is crucial to reducing research time. Furthermore, an agent should never have to research a query that has already been answered. Through case linking and rapid inline creation of knowledge, enterprise wide searches can be reduced as

the system becomes smarter and more efficient.

#### **4.2 Increment in Resolution Accuracy**

Most questions can be asked in a multitude of ways, such as “Upgrade service?”, “How do I upgrade?”, “What are my upgrade options?”, and so on. But traditional search and content management engines interpret each word in these questions separately, bringing back hundreds if not thousands of irrelevant results. A knowledge management solution that understands a customer’s true intent—including special terms such as product names and industry jargon—and maps the inquiry to predefined results, or that uses true intent to intelligently navigate enterprise content, is the only way to guarantee a high degree of accuracy.

When the success of your insurance business demands that accurate answers be delivered to more than 70,000 independent agents as they write new policies, there is truly only one viable solution to ensure success: knowledge management.

#### **4.3 Training Time Reduction**

Training and nurturing contact center agents is a critical step in building customer satisfaction and loyalty, but it’s also expensive and time consuming. Agents are the “face” of your company, so it is vital that they are seen as intelligent and responsive.

Agents must be trained not only on your products and services but also on how to access information. Time spent learning how to navigate multiple applications where content may be stored—and the individual search terms, tips, and tricks for each application—can add days if not weeks to training. A single knowledge management platform with an intuitive interface dramatically reduces this type of training time.

#### **4.4 Managing Increasing Service Volumes**

As industry consolidation and acquisitions build the customer base for many survivors of the recent economic downturn, the need for more-efficient customer support is rapidly surfacing. One Oracle Knowledge for Web Self Service customer experienced this effect firsthand. Following a key acquisition of one of their

competitors, this company saw their call volumes triple, while agents struggled to access information stored in isolated support resources. Their previously profitable service offering quickly became a cost center, and the support experience for their customers deteriorated to the point where their e-mail servers were filled with "hate mail."

Knowledge management can help scale existing agent resources to handle increasing volume by helping them work more efficiently. Through the knowledge management platform, inexperienced agents learn from institutional knowledge. It can help reduce the time it takes even top agents to do research while improving their accuracy and their access to distributed knowledge sources.

## **5. CONCLUSION**

In this paper, we had examined a number of key issues in KM. We selected these issues based on their centrality to the need to build sound conceptual foundations for KM, the controversy surrounding them, the confusion besetting them, and their importance in illustrating how far off the

mark much of what passes for theory in KM is today. In this paper we also included some guiding principles in knowledge management and also the key benefits of knowledge management ranging from reduction in research time, increment in resolution accuracy, training time reduction and managing increasing service volumes.

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