REVIEW OF RESEARCH

KNOWLEDGE MANAGEMENT IN ACADEMIC LIBRARY

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ABSTRACT:

This paper will give a basic idea about Knowledge Management. Knowledge is the facts, information, and skills acquired through experience or education. Whereas Knowledge Management is provide right information at right time to the right user. Tacit and Explicit are the two types of Knowledge. Michael Polayni has mentioned that "We can know more than we can tell". Three pillar of knowledge management: People, Process and Technology. Out of these three pillars the most important one is 'People'. As creating, sharing and using knowledge is done by people. To share, create, or use knowledge organizations must need a proper strategy or process. And to execute all these strategy or process organizations need to use a proper, updated, best fit technology. The development of knowledge management in recent years has become the key concern for librarians and libraries. The paper describes types of knowledge, need of Knowledge Management, processes of KM, Application of KM in Libraries, Knowledge Sharing Tools, Skills for KM and Challenges for information professionals.

KEYWORD: *Knowledge Management, Knowledge, Tacit Knowledge, Explicit Knowledge Application of KM in Libraries,*

Skills for KM in Libraries.

INTRODUCTION :

"Knowledge is for sharing" should be the main chant in this Knowledge Era instead of "Knowledge is power so hide it". To provide right information to the right user at right time we need a proper Knowledge Management system. Now a day's maximum organizations are concentrating on developing a knowledge management system and promoting the knowledge sharing culture. People, Process and Technology are the three Pillars of Knowledge Management. To run a proper and successful Knowledge Management system may require various Knowledge tools such as Brainstorming, Storytelling, Community of Practice, Social Networks, Blogs, Wiki, Forum, Knowledge Café, Brown Bag Lunch, Appreciative Inquiry, RSS, Online Chat, e-mail or electronic mail, Group Discussion, Reward & Recognition etc. These tools help to develop a successful Knowledge Management

system.

WHAT IS KNOWLEDGE?

Webster's New World Dictionary : "Knowledge is organized information available to problem solving ." Beckman T, defines "Knowledge is reasoning about information and data to actively enable performance, problem solving, decision making, learning and teaching."
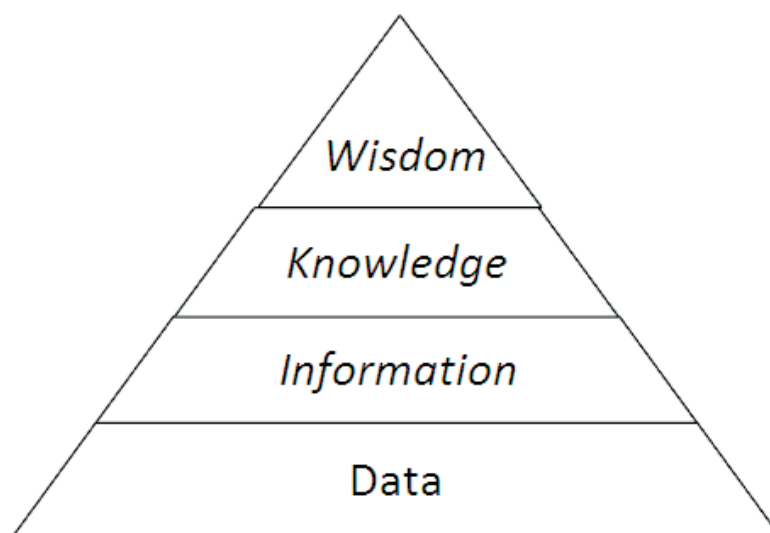
Figure 1: The Knowledge Pyramid

Data is collection of facts, measurements and statistics. Information is organised or processed data that is timely and accurate. Knowledge is information that is contextual, relevant and actionable. Wisdom embodies principle, insight and morality (Figure 1).

The National Knowledge Commission recommended five key areas of knowledge paradigm those are:
1. Access to Knowledge
2. Knowledge concepts
3. Creation of knowledge
4. Knowledge Applications
5. Development of better knowledge services.

DEFINITION OF KNOWLEDGE MANAGEMENT :

According to Liebowitz and Beckman, "KM covers identifying what knowledge assets an organisation possesses, analysing how the knowledge can add value, specifying what actions are necessary to achieve better usability and added value and reviewing the use of the knowledge to ensure added value".

KM facilitates creation, access and reuse of the knowledge. It involves, finding out what an organisation knows; where the knowledge resides in the organisation; how to locate people with specific knowledge, expertise and experience and how to share and utilise the accumulated knowledge.

Thus, KM is a strategy to provide the right knowledge to the right people share and utilise this knowledge so that organisational performance can be improved.

Rowley's definition was based on the four different types of perspectives on knowledge management identified by Thomas H. Davenport et al in their study of a number of knowledge management projects. From the analysis of the projects' objectives, Davenport et al were able to categorize them into four broad types of perspectives:

1. To create knowledge repositories, which store both knowledge and information, often in documentary form.
2. To improve knowledge access and transfer. Here the emphasis is on connectivity, access and transfer. Technologies such as video conferencing systems, document scanning and sharing tools and telecommunications networks are central.
3. To enhance the knowledge environment so that the environment is conductive to more effective knowledge creation, transfer and use. This involves tackling organizational norms and values as they relate to knowledge.
4. To manage knowledge as an asset and to recognize the value of knowledge to an organization.

TYPES OF KNOWLEDGE
Knowledge can be classified in two types.
A. Tacit:
      The term tacit knowledge coined by Michael Polanyi. This is the kind of knowledge which is tough to transfer to another person by means of writing it down. Tacit knowledge is the knowledge which people carry in their brain. Here I would like to mention one of the quotations of Michael Polayni i.e. "We can know more than we can tell". How much true this quotation is that we can understand from our day to day life.

Example:
      I am mentioning a very common and well known example of tacit knowledge i.e. "How to ride a bicycle – you know how to do it, you can do it again and again, but could you write down instructions for someone to learn to ride a bicycle? ". I guess the answer will be NO Tacit knowledge is considered as valuable asset of any organization or institution and very difficult to capture also.

Why tacit knowledge is difficult to capture?

| Culture of Sharing	Time	Copyright Fears	Trust	IT skills	Language

      So the people have to understand that "Knowledge is for sharing" rather "Knowledge is power so hide it"

B. Explicit:
      Explicit knowledge is the knowledge that can be transmitted in formal, systematic language. It can be captured and written it down.
Example: Manuals (manual for KOHA installation), Research report, Success as well as failure story, Best practice report, Authority File etc.

Types of explicit Knowledge:
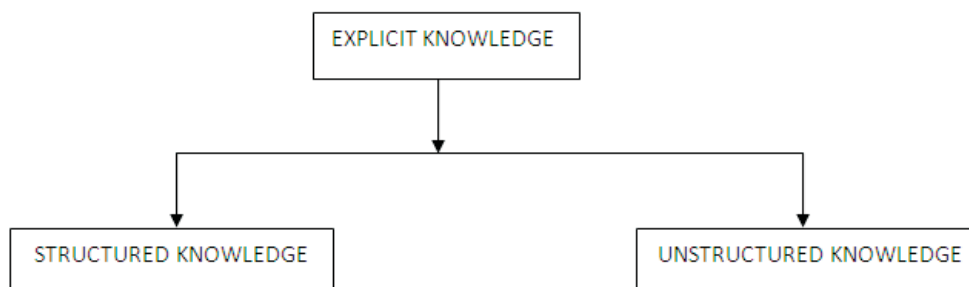
Fig: types of explicit knowledge

Example of structured explicit knowledge: Research Reports, Databases, Manuals, Spreadsheets etc.
Example of unstructured explicit knowledge: e-mails, images, class notes, interview, etc

To clarify these two terms Polanyi has used a very interesting example as below:

Michael Polanyi (1958) has explained this tacit and explicit Knowledge with an example of iceberg. He has mentioned that 90% of an iceberg is found under the sea level where as only 10% is above the sea level.
He has correlated the same with the idea of tacit and explicit knowledge.

In our day to day world lots of people having a wide range of knowledge but it was observed that most of the cases that knowledge has been stored in tacit from or in their brain or in discussion, out of these knowledge hardly 10% converted into explicit or documented form.

Fig: Knowledge as iceberg

What is Knowledge Management?

Organization's most valuable asset is knowledge of their resources or peoples. As I have already shown thorough the Polanyi's example that out of total knowledge 90% is available in tacit form means within the brain or in discussion of employees of any organization. So when that employee/s left organization knowledge goes away with them and organizations looses their precious knowledge. It means this is just wastage of:

Money, Time, Manpower

So to solve this problem organization need to capture tacit knowledge. To capture, store and use the existing knowledge which can be done by Knowledge Management.
So finally Knowledge Management can be defining as:

The management system which can provide:
• Right Knowledge
• To the right person
• At the right time

Three Pillars of Knowledge Management:
The name of these three pillars is People, Process and Technology

People

Out of these three pillars the vital one is people. As creating, sharing and using knowledge is done by people. With the help of a proper process and technology people can able to do all these functions.
In every organization it had noticed that maximum people don't want to share their knowledge but WHY:
As people may thinks that:
>"Knowledge is power"
>"I don't have time"
>"That's not my job"
>"I want to do things my way"
>"I'd like to help, but my manager won't like it if I waste time doing things for another team"
>"That's not how we do things around here"
>"I don't trust them"

>"Are you telling me how to do my job?"
>"What's in it for me, etc.

How do we make the changes?

Assuming that people will generally share knowledge if the barriers and disincentives to doing so are removed, then you can seek to bring about lasting changes in both individual behaviors and organizational culture by:

+ focusing on changing individual behaviors first
+ understanding the barriers to knowledge sharing and seeking to eliminate them
+ introducing policies and practices that enable and encourage knowledge sharing
+ understanding your organizational culture and working within it rather than against it while gradually working to change it

PROCESS

In order to improve knowledge sharing, organizations often need to make changes to the way their internal processes are structured.

For example, if an organization is structured in such a way that different parts of it are competing for resources, then this will most likely be a barrier to knowledge sharing. Looking at the many aspects of "how things are done around here" in your organization, which processes constitute either barriers to, or enablers of, knowledge management? How can these processes be adapted, or what new processes can be introduced, to support people in creating, sharing and using knowledge?

In this regards RACI (Responsibility, Accountability, Consult and Inform) chart should be the ideal tool to maintain a proper process and can help in identifying the key problematic area. The purpose of the RACI process is to answer the following questions---------

– What functions, activities, and tasks must be performed
– Who must perform them and what is their level of involvement

TECHNOLOGY:

A common misconception is that knowledge management is mainly about technology – getting an intranet, linking people by e-mail, compiling information databases etc. People think Knowledge Management means:

• Again another portal
• Latest technologies
• Sending mails
• Social networking etc

Sometime technology plays a crucial role in a knowledge management system. It can help connect people with information, and people with each other, but it is not the solution. And it is vital that any technology used "fits" the organization's people and processes – otherwise it will simply not be used.

Summing Up:

We know that medicine can cure a disease but you need to have a proper medicine with a proper dose to get cured. For that first of all you need to share your proper medical history with doctor. Same way Knowledge Management will help in organizational development by using right people, right process and right technology, with the help of various Knowledge Management tools. But to develop a successful knowledge management system they need to have the organizational failure story rather than the success stories.

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