Knowledge Management and Learning Organisation

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Abstract
It is stated that Knowledge management is an integrated process that collects, stores, and shares knowledge in an organization. Transforming data into meaning information is what knowledge and today data flows from many dimensions and directions but taping this data and creating meaning and managing is a crucial task. This paper conceptually discusses about the knowledge and management of knowledge and what activities are called as knowledge management and discusses about its importance in the present scenario.
Keywords: Knowledge management, data, transformation process, directions, activities, scenario

I.   Introduction

Before attempting to address the question of knowledge management, it's probably appropriate to develop some perspective regarding knowledge, which there seems to be such a desire to manage. According to Neil Fleming – [fle96]

1.   A collection of data is not information.
2.   A collection of information is not knowledge.
3.   A collection of knowledge is not wisdom.
4.   A collection of wisdom is not truth.

The idea is that information, knowledge, and wisdom are more than simply collections. Rather the whole represents more than the sum of its parts and has a synergy of its own.

We begin with data, which is just a meaningless point in space and time, without reference to either space or time. It is like an event out of context, a letter out of context, a word out of context. The key concept here being "out of context." And, since it is out of context, it is without a meaningful relation to anything else. When we encounter a piece of data, if it gets our attention at all, our first action is usually to attempt to find a way to attribute meaning to it. We do this by associating it with other things. If I see the number 5, I can immediately associate it with cardinal numbers and relate it to being greater than 4 and less than 6, whether this was implied by this particular instance or not. If I see a single word, such as "time", there is tendency to immediately form associations with previous contexts within which I have found "time" to be meaningful. This might be, "being on time," a stitch in time saves nine," "time never stops," etc. The implication here is that when there is no context, there is little or no meaning. So, we create context but, more often than not, that context is somewhat akin to conjecture, yet it fabricates meaning.

That is collection of data is not information, as Neil indicated, implies that a collection of date for which there is no relation between the pieces of data is not information. The pieces of data may represent information, yet whether or not it is information depends on the understanding of the one perceiving the data.

While information entails an understanding of the relations between data, it generally does not provide a foundation for why the data is what it is, nor an indication as to how the data is likely to change over time. Information has a tendency to be relatively static in time and linear in nature. Information is a relationship between data and, quite simply, is what it is, with great dependence on context for its meaning and with little implication for the future.

Beyond relation there is pattern, where pattern is more than simply a relation of relations. Pattern embodies both a consistency and completeness of relations which, to an extent, creates its own context. Pattern also serves as an Archetype with both an implied repeatability and predictability.

When a pattern relation exists amidst the data and information, the pattern has the *potential* to represent knowledge. It only becomes knowledge, however, when one is able to realize and understand the patterns and their implications. The patterns representing knowledge have a tendency to be more self-contextualizing. That is, the pattern tends, to a great extent, to create its own context rather than being context dependent to the same

extent that information is. A pattern which represents knowledge also provides, when the pattern is understood, a high level of reliability or predictability as to how the pattern will evolve over time, for patterns are seldom static. Patterns which represent knowledge have a completeness to them that information simply does not contain.

Wisdom arises when one understands the foundational principle responsible for the patterns representing knowledge being what they are. And wisdom, even more so than knowledge, tends to create its own context. I have a preference for referring to these foundational principles as eternal truths, yet I find people have a tendency to be somewhat uncomfortable with this labeling. These foundational principles are universal and completely context independent. Of course, this last statement is sort of a redundant word game, for if the principle was context dependent, then it couldn't be universally true now could it?

To sum up the following associations can reasonably be made:
● **Information** relates to description, definition, or perspective (what, who, when, where).
● **Knowledge** comprises strategy, practice, methods, or approach (how).
● **Wisdom** embodies principle, insight, moral, or archetype (why),

Note that sequence data -> information -> knowledge - > wisdom represents an emergent continuum. That is, although data is a discrete entity, the progression to information, to knowledge, and finally to wisdom does not occur in discrete stages of development. One, progresses along with the continuum as one's understanding develops. Everything is relative, and one can have partial understanding of the relations that represent information, partial understanding of the patterns that represent knowledge, and partial understanding of the principles which are the foundation of wisdom.

II.   Review of Literature

1.   As stated by **A.Corfield and R. Paton, (2016)** there are six guidelines for knowledge managers and organizational leaders: (1) leaders can apply knowledge management tools and programs to promote a certain change in culture; however, this needs persistence and tenacity and using a wide range of methods and tools supported by a clear appropriate logic. (2) Supporting and promoting individuals with the appropriate attitudes and who are capable of becoming role models are recommended in order to encourage local influence. (3) Communication technology can ease culture adjustment, provided that it is accompanied by teaching and training to make sure that new behaviors are adopted by people in their everyday practices. (4) A knowledge management program can be offered according to the simple concepts of culture change. Eliminating obstacles to performance improvement is valued, but it does not change the long-term methods, norms, and assumptions, which form the organizational culture. (5) If organizational culture requires a change, a formal evaluation must be conducted to see which aspect needs change and why. (6) Short-term activities and advice are not recommended for changing deeply rooted assumptions and values.

2.   **According to Mike Davidson (dav96)**
o   **Mission:** What are we trying to accomplish?
o   **Competition:** How do we gain a competitive edge?
o   **Performance:** How do we deliver the results?
o   **Change:** How do we cope with change?

3. **Davenport and Prusak, 1998;Civi, (200**0) stated in their study that explicit and systematic management of knowledge has emerged as a result of several developments. Rapid development of advanced information technologies, progress in management science and strategic planning, enhanced understanding of human cognitive functions, globalization of business and international competition, and sophisticated market actors led to our present perspectives on knowledge management

4.   **Filius et al., 2000; Carter and Scarbrough, 2001; Ribiere and Sitar,(2003)** stated that the present focus on knowledge management is often explicitly oriented towards commercial effectiveness. However, the viewpoint asserting that the human resources must be considered primarily is gaining acceptance gradually

5.   **Li et al., (2019)** mentioned in their study that knowledge management enhances organizational capabilities to utilize resources of firms properly to exploit new opportunities arising in the market. Therefore, knowledge has become a significant foundation of entrepreneurial orientation that energizes the strategic orientation of a firm and enable it to adapt to environmental changes and react to trendy opportunities

6.   **R. Borges (2012)** observed that in addition to technical knowledge, they often combine prior knowledge and experience to solve day-to-day problems and to implement and develop new systems. Finally, hard-working, responsible, and introverted employees tend to share their tacit knowledge when they feel they are in a supportive and team-oriented environment and have good social interactions in the workplace

7.   Knowledge is not information and information is not data. **Dowenpart and prusak (2002**) defines , knowledge as 'a fluid mix of framed experience , values, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information ." In contrast to information, knowledge is viewed as a body information process and experiences that centers on a particular subject. It is actionable information. Knowledge is links that people make between information and how it is applied in action in a specific domain, Wisdom is the highest level of abstraction with vision, foresight and the ability to see beyond the horizon. So the relationship between data, information and knowledge is shown below.

8.
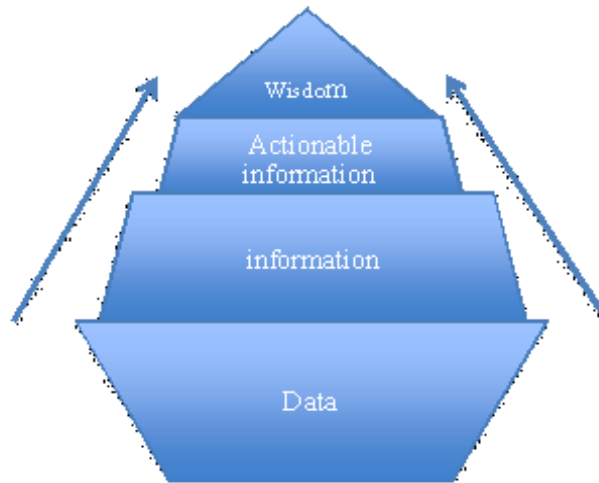
An Understanding of Knowledge Management

Knowledge has always been an essential component of all human progress. Our ancestors must have employed an enormous amount of knowledge to from an axe-like object. From know–how to use seeds for planning to the invention of machinery, to travel to the moon, a; required an accumulation of special knowledge to achieve the tasks. Knowledge is the most cherished remedy of complexity and uncertainty. It is a higher level of abstraction that resides in the people's minds.

Knowledge is as understanding gained though experience or study. It is including facts; procedurals perform a specialized task. It includes facts, procedurals, rules or heuristics, knowledge is the heart of an organization's productivity and growth. A human expert who know a set of solutions can get a job done without much searching for information. For this purpose, an integration is required to the whole process of knowledge maintenance capture, knowledge sharing and knowledge maintenance.

Knowledge involves a human interaction with reality where human is the subject and acts by active, creative element and modifies the latter by way of reconstructing. It involves a certain amount of synthesis and integration of discreet information under category, a construction, or an attribution of a causality or justifiability, relative to the knower's frame of reference.

Knowledge Management

Knowledge Management various questions may face by the organizational: like how an organization applies knowledge for value added and competitive advantages? How an organization converts information into knowledge? How organization use technology to covert challenges into opportunities Knowledge management is the solution for realigning the firm's technical capabilities to create the knowledge that driver the firm forward.

Roy Vagdos, the chief executive officer of the Merck & Co. told Fortune Managing that devoting time and resources to the proper management of knowledge is slowly but surely gaining support in many organizations.

Hibbard (1997) stated Knowledge management is the process of gathering a firm's collective expertise wherever it resides in database, on paper or in people's and distributing it to where it can help to produce the biggest pay off(

Sveibyz (2000) said that Knowledge management is the art of creating value form an organization's intangible assets).

Berkley(2001) discussed that knowledge management is a newly emerging interdisciplinary business model of detail with all aspects of knowledge within the context of the firm, including knowledge creation , codification, starting and how these activities promote learning and innovation (encompassing technology tools and organizational routines in overlapping parts.

Knowledge Management and Learning Organizations:
Knowledge Management is focused on "managing" intellectual assets and the learning organization is focused on "developing an organizational environment" to create, acquire and transfer intellectual assets. The convergence is unmistakable. Both Knowledge Management and the learning organization converge and bring relevant value to and organization through:
1.   Promoting an environment that works collaboratively to solve problems, streamline workload and enhance enterprise performance;
2.   Require proactive collaboration to develop databases of best practices, lessons learned and other critical codified resources for use and reuse;
3.   Encouraging learning through cross-functional expertise and worker-to-worker knowledge sharing;
4.   Developing a system of preserving legacy knowledge (intellectual capital) for further enterprise workers; and
5.   Identifying thought leaders, both internal and external, for creating knowledge and solving enterprise wide problems.

Bixler – (2002) mentioned that in the practical application of Knowledge Management, the environment of a learning organization emerges as one of the critical success factors necessary to effectively leverage and disseminate knowledge and expertise in an organization. The learning organization is an integral part of any knowledge Management strategy for the reason that knowledge is only as good as it is relevant and appropriate to the objective of the user. Learning mandates that the knowledge learned is actionable and applied to the current and future needs. Thus, learning is an essential process that fulfils the knowledge application requirements of a knowledge Management strategy

A key ingredient in an institution's readiness to embrace knowledge Management is its culture – the beliefs, values, norms, and behaviors that are unique to an organization. Informally, it is the unwritten rules or "how things really get done". Higher education is moving from the old culture that considers, "what's in it for our customer?" And it is developing a culture that is ready to embrace knowledge management.
Some of the knowledge management initiatives are:
1.   Start with strategy. Before doing any – thing else, determine what you want to accomplish with knowledge management.
2.   Organizational infrastructure – human resources, financial measurements of success, and information technology – should support knowledge management. Think of technology as an enabler, and measure the impact of KM in financial terms, such as cost reductions, customer satisfaction and speed to market.
3.   Seek high – level champion for the initiative – someone who believes in its benefits and who can advocate as needed.
4.   Select a pilot project for knowledge Management – ideally one with high impact on the organization but of low risk to build credibility for knowledge Management. If possible, make the pilot one that participants will enjoy and find rewarding.
5.   Develop a detailed action plan for the pilot that defines the process, the IT infrastructure, and the roles and incentives of the pilot projects team.
6.   After the pilot, assess the results and refine the action plan.

India and the Knowledge Economy: The World Bank report titled Leveraging Strengths and Opportunities, argues that, when supported by the right kind of government policy incentives, the country can increase its economic productivity and the well-being of its population by making more effective use of knowledge.
"This report serves as an important Bank input into the domestic consultation and reform process which will move India further into the global knowledge economy of the twenty-first century," says Michael Carter. World Bank Country Director for India.

Promoting Innovation: India is becoming a major global source of R&D; about 100 multinational corporations have already set up R&D centers in the country, leading to the deepening of technological and innovative capabilities among Indian firms. But even so, "India is still a relatively closed economy compared with other Asian economies," notes Carl Dahlman, co-author of the report. "India should increasingly tap into the rapidly growing stock of global knowledge through channels such as foreign direct investment, technology licensing, and so on, so that it can catch up to countries like China, where reforms have moved ahead much more rapidly."

An important part of India's innovation system is the diffusion of modern and more efficient technologies in all sectors of the economy. **According to D. R.A. Mashelkar**, Director General, Council of Scientific and Industrial Research of India, "India is already gaining international repute for its innovations in areas ranging from pharmaceuticals to software. IT will achieve even more as it improves the efficiency of public R&D, increase private R&D, and encourages greater university-industry linkages. It is leveraging traditional knowledge with modern science and exploiting public-private partnerships to support grassroots innovations which can improve the quality of life for the poor. An example is the Computer-based Functional Literacy program, initiated by Tata Group to overcome illiteracy through innovative use of IT."

III.   Conclusion

It is now a buzzword that 21st Century is the "Knowledge Century". The proposal infers that it is not military power on economic power that will in fact determine a nation's identity now in the making, but its "brain power". Brain power should of course be reflected in a country's economic competitiveness as well as military prowess. More importantly it should be reflected in, what Amartya Sen has called, "human capabilities". Human capability is a function of the well-being of people and the investment we make in human capital formation. The ability of a nation to make best use of its brain power will shape its place in the world in the present century.

Knowledge management and intellectual capital are the most influential tools for promoting innovation in organizations. There are many advanced software tools available for extracting wisdom and managing them in a more innovative way though challenges are always being there, still these innovative tools are continuously upgraded for managing the knowledge.

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