



Knowledge Management In Today's Era

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Abstract:

Knowledge versus information Definitions around “knowledge” are considered to be vague in terms of the formalization and modelling of a knowledge economy, as it is rather a relative concept. For example, there is no sufficient evidence and consideration for whether the “information society” could serve or act as the “knowledge society” interchangeably. Knowledge, on the whole, is not the same as information 22 Knowledge Management. Their use depends on the individual and group's preferences which are “economy-dependent”. Information and knowledge together are production resources that can exist without interacting with other sources. Resources are highly independent of each other in the sense that if they connect with other available resources, they transfer into factors of production immediately, and production factors are present only to interact with other factors. Knowledge associated with intellectual information then is said to be a production factor in the new economy that is distinguished from traditional production factors. The interaction of new experiences or contexts with previously held knowledge frequently yields new knowledge. For instance, if a team learns from a project that didn't work out, they might come up with new rules or strategies to avoid problems like these in the future. This process turns failure into learning and transforms individual experience into collective capability. Social interaction and teamwork play a significant role in the creation of new knowledge. Knowledge is not created in a vacuum; rather, it is influenced by dialogue, shaped by the environment, and frequently constructed through shared experiences. In 112 Knowledge Management interactions, individuals bring their own tacit knowledge—personal, intuitive, and experience-based understandings.

Keywords: Knowledge, Management , System ,Organisation , Information

A set of procedures for creating, disseminating, utilizing, and monitoring an organization's knowledge and data is known as knowledge management (KM). It alludes to a multidisciplinary strategy that maximizes knowledge utilization to accomplish organizational goals. Courses in business administration, information systems, management, libraries, and information science are all part of knowledge management, a discipline that

has been around since 1991. Other fields that may contribute to KM research include information and media, computer science, public health, and public policy. Numerous academic institutions provide master's degrees specifically focused on knowledge management. As a component of their IT, human resource management, or business strategy departments, many large corporations, government agencies, and non profit organizations have

resources devoted to internal knowledge management initiatives. These organizations receive KM guidance from a number of consulting firms. Organizational goals including enhanced performance, competitive advantage, innovation, sharing of lessons learned, integration, and ongoing organizational improvement are usually the focus of knowledge management initiatives. These initiatives are similar to organizational learning, but they can be differentiated by their 4 Knowledge Management increased emphasis on knowledge management as a strategic asset and information sharing. Knowledge management facilitates organizational learning. Some authors refer to this type of knowledge as trans organizational or inter organizational knowledge. industry 4.0 (or the fourth industrial revolution) and digital transformation also add to that complexity, as new issues arise from the volume and speed of information flows and knowledge generation. The setting of supply chain may be the most challenging situation for knowledge management because it involves multiple businesses without a hierarchy or ownership tie. Knowledge Barriers Just like knowledge transfer and knowledge sharing, the term “knowledge barriers” is not a uniformly defined term and differs in its meaning depending on the author. Companies and individuals alike may incur significant expenses as a result of knowledge barriers. Knowledge barriers appear to have been used from at least three different perspectives in the literature:

- 1) Missing knowledge about something as a result of barriers for the share or transfer of knowledge.
- 2) Insufficient knowledge based on the amount of education in a certain field or issue.
- 3) The perceptual system of a single human or a group of humans does not have enough contact points or does not fit the incoming information to put it to use and turn it into knowledge.

Knowledge Retention:

Knowledge retention is part of knowledge management. It helps convert tacit form of knowledge into an explicit form. It is a complex Introduction to Knowledge Management 11 process which aims to reduce the knowledge loss in the organization. Knowledge retention is needed when expert knowledge workers leave the organization after a long career. Retaining knowledge prevents losing intellectual capital. According to DeLong(2004) knowledge retention strategies are divided into four main categories :

- Human resources, processes and practices
- Knowledge transfer practices
- Knowledge recovery practices
- Information technologies used to capture, store and share knowledge.

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Knowledge Management's Past:

The idea of knowledge management is not new. Humans have always been interested in acquiring and sharing knowledge. The need to spread knowledge and wisdom is embedded in our religions, philosophical ideas, and even within our cultures. Dalkir (2005) quotes Steve Denning's remark, "time immemorial, the elder, the traditional healer, and the midwife in the village have been the living repositories of distilled experience in the life of the community". Knowledge sharing is embedded in our genes. In the past knowledge was shared in face to face interactions through town meetings, workshops, seminars, and mentoring sessions. Knowledge and

information are still shared primarily by individuals. Knowledge management as a discipline is tied to the information age, and the technological tools that have increased the ability to share and spread knowledge at a rapid pace. The theories and practical applications of knowledge management as a field were first developed in the 1970s by researchers like Peter Drucker, Paul Strassman, and Peter Senge. In order to investigate how an organization produced, utilized, and disseminated knowledge, significant studies were carried out. As organizations downsized, they realized they were losing valuable knowledge and information. As other organizations expanded, it became impossible for them to keep track of the new information and knowledge they were acquiring. Businesses and organizations started to look into how they could better manage both knowledge gained, and knowledge lost within their organization. Technology could provide management-related solutions, but organizations needed to do more to better manage information and knowledge. By the 1980's most business and corporate organizations understood the significance of knowledge as a competitive asset. Terms such as knowledge worker, knowledge acquisition, knowledge engineering, and knowledge-based systems started to become commonplace within the business sector. Technologies provided tools for organizations to gather large amounts of data, but that data needed to be managed in a thoughtful way and communicated to all stakeholders within the organization. By the end of the 1980s most companies were

interested in learning more 36 Knowledge Management about knowledge management. At the same time, researchers were busy publishing articles and books on the somewhat new discipline. Knowledge management would emerge as the new business practice in the 1990s. By the middle of the 1990s, many of the world's leading businesses recognized knowledge management as a necessary asset for success. Business consultants started to build revenues by coordinating knowledge management projects for other businesses. Knowledge management projects were the foundation upon which Ernst & Young, Arthur Anderson, and Booz-Allen & Hamilton were built. The World Bank, Xerox, Microsoft, and Nokia all underwent transformation as a result of their comprehension of the power of knowledge management. Mission and vision statements reflected the importance of knowledge in the conducting of day to day business (Uriarte, 2008, p. 36-37). By the turn of the century, colleges and universities began to offer programs in knowledge management (Darkir, 2005, p. 19). However, they would be behind in understanding and embracing how knowledge management could transform their institutions.

Knowledge Creation and Capture:

Knowledge creation and capture are at the heart of knowledge management, and they are the fundamental processes by which businesses preserve valuable information and generate new insights. In today's fast-paced, information-driven

world, the ability to create and capture knowledge effectively is essential for maintaining competitive advantage, driving innovation, and ensuring organizational learning. These processes enable individuals and organizations to not only respond to changing environments but also to shape them by applying newly acquired understanding in strategic and operational decision-making.

Understanding how knowledge is created and captured is more important than ever as knowledge becomes the most valuable asset in the modern economy. Knowledge creation refers to the development of new insights, ideas, practices, and understandings within individuals or groups. It is a dynamic, iterative, and often non-linear process that integrates experience, experimentation, dialogue, reflection, and synthesis. Unlike the simple collection of data or information, knowledge creation involves interpretation and meaning-making. It generates novel, useful, and actionable insights that go beyond the mere accumulation of facts. The interaction of new experiences or contexts with previously held knowledge frequently yields new knowledge. For instance, if a team learns from a project that didn't work out, they might come up with new rules or strategies to avoid problems like these in the future. This process turns failure into learning and transforms individual experience into collective capability. Social interaction and teamwork play a significant role in the creation of new knowledge. Knowledge is not created in a vacuum; rather, it is influenced by

dialogue, shaped by the environment, and frequently constructed through shared experiences. In 112 Knowledge Management interactions, individuals bring their own tacit knowledge—personal, intuitive, and experience-based understandings. When people work together, their different points of view and areas of expertise come together, often leading to new insights. Brainstorming sessions, cross-functional teams, and problem-solving workshops are common organizational settings that stimulate this kind of collaborative knowledge creation.

The primary goal of knowledge storage is to create a reliable and accessible knowledge base that safeguards institutional memory, supports continuity, and facilitates consistent performance across the organization. As organizations evolve, so do their needs and challenges, making it imperative to preserve knowledge that has proven useful while continuously updating or discarding outdated information. In this context, knowledge storage is not a one-time event but an ongoing activity Knowledge Storage and Retrieval 137 that involves regular maintenance and validation. Knowledge must be categorized meaningfully, tagged appropriately, and stored in formats that facilitate ease of access. It also requires metadata and classification systems that help users navigate large volumes of information efficiently. Digital technologies, cloud computing, and enterprise content management systems have made it easier for businesses to store a wide range of knowledge in environments that are

scalable, secure, and integrated. However, storing knowledge is only one side of the equation. Retrieval is equally critical, if not more so, because it determines the practical utility of the stored knowledge. Knowledge retrieval involves locating, accessing, and applying stored knowledge when and where it is needed. Users are able to find the right information at the right time with minimal effort thanks to efficient retrieval systems. This requires well-designed search functionalities, intuitive user interfaces, tagging systems, and advanced tools such as artificial intelligence and machine learning that can predict user needs or suggest relevant content. When knowledge retrieval is optimized, employees spend less time searching for information and more time applying it to solve problems, make decisions, and improve outcomes.

Knowledge Management System:

A Knowledge Management System (KMS) is an integrated set of tools, processes, and practices that enable an organization to identify, capture, organize, store, and disseminate knowledge. In the context of a knowledge-driven economy, KMS serves as a critical infrastructure for fostering innovation, improving decision-making, and gaining competitive advantage. Individuals and teams can access the information they need when they need it with the assistance of a well-implemented knowledge management system, which also encourages knowledge sharing and collaboration. The human processes of knowledge creation, communication, and utilization are

included in the scope of a KMS's technological components, such as databases, intranets, and collaboration platforms. The primary objective of a KMS is to ensure that the right knowledge is delivered to the right people at the right time, thereby enabling efficiency, learning, and adaptability within the organization. The evolution of knowledge management systems has been shaped by advances in information technology and the changing nature of work. Initially, KMS platforms focused primarily on storing explicit knowledge in the form of documents and manuals. Over time, however, the scope expanded to include tools for capturing tacit knowledge, facilitating real time collaboration, and integrating knowledge directly into workflows. KMS has developed into a dynamic ecosystem that makes use of cloud computing, artificial intelligence, machine learning, and mobile technologies as businesses have become more global and digital. These developments have significantly enhanced the capacity of KMS to handle complex, large- Tools and Technologies in Knowledge Management 221 scale, and context-sensitive knowledge management challenges. Knowledge management systems of today are more than just repositories; rather, they are interactive environments that encourage ongoing learning, creativity, and strategic decision-making.

Implementation Challenges and Critical Success Factors:

Despite the many advantages of knowledge management systems, their

implementation is not without challenges. Resistance to change is one of the most prevalent Tools and Technologies in Knowledge Management 223 barriers. Employees may be reluctant to share their knowledge due to fear of losing power, concerns about data ownership, or lack of trust in the system. Overcoming this challenge requires strong leadership, clear communication, and the creation of a culture that values transparency and collaboration. Another challenge lies in the complexity of designing a KMS that meets the diverse needs of users. A one-size-fits-all approach is unlikely to succeed, as different departments, teams, and roles may have varying requirements in terms of knowledge content, formats, and access mechanisms. In order to guarantee that the system is useful, relevant, and easy to use, it is essential to follow user-centered design principles and involve stakeholders in the development process. Content quality and governance present additional implementation hurdles. Knowledge repositories can become overflowing with irrelevant, redundant, or out-of-date data without proper oversight. Establishing content governance policies, assigning knowledge stewards, and regularly reviewing content are critical to maintaining the integrity and usefulness of the system. Integration of technology can also be difficult, especially in businesses with outdated systems or a disjointed IT infrastructure. KMS interoperability with other enterprise applications necessitates careful planning, technical expertise, and occasionally substantial investment. Security and privacy concerns must also

be addressed, particularly when dealing with sensitive or proprietary information. Critical success factors for KMS implementation include executive sponsorship, a clear KM strategy aligned with the objectives of the business, user support and training, and ongoing monitoring and evaluation. Change management practices play a key role in building awareness, fostering engagement, and ensuring sustained adoption of the system. Success is not achieved solely through technology but through the alignment of people, processes, and tools toward a common knowledge-driven vision.

Commonsense Knowledge (Artificial Intelligence):

In artificial intelligence research, commonsense knowledge consists of facts about the everyday world, such as "Lemons are sour", or "Cows say moo", that all humans are expected to know. In artificial general intelligence, this is a problem that still needs to be solved. The first AI program to address common sense knowledge was Advice Taker in 1959 by John McCarthy. Commonsense knowledge can underpin a commonsense reasoning process, to attempt inferences such as "You might bake a cake because you want people to eat the cake." A natural language processing process can be attached to the commonsense knowledge base to allow the knowledge base to attempt to answer questions about the world. Knowledge of common sense also aids in problem solving in the face of incomplete data. Using widely held beliefs

about everyday objects, or common sense knowledge, AI systems make common sense assumptions or default assumptions about Tools and Technologies in Knowledge Management 225 the unknown similar to the way people do. In an AI system or in English, this is expressed as "Normally P holds", "Usually P" or "Typically P so Assume P". For example, if we know the fact "Tweety is a bird", because we know the commonly held belief about birds, "typically birds fly," without knowing anything else about Tweety, we may reasonably assume the fact that "Tweety can fly." As more knowledge of the world is discovered or learned over time, the AI system can revise its assumptions about Tweety using a truth maintenance process. Truth maintenance revises this assumption if we later discover that "Tweety is a penguin" because we also know that "penguins do not fly."

AI in Knowledge Management:

AI in knowledge management involves using artificial intelligence tools and techniques to improve how you create, store, access, and share organizational knowledge within your organization. Traditional knowledge management often struggles with scattered data, outdated information, and slow manual processes. AI changes the game by automating complex tasks, surfacing relevant insights quickly, and personalizing user experiences. Your knowledge base can become a powerful resource by utilizing AI's intelligent search, automated tagging, content curation, and even predictive

insights. The result is faster decision-making, better information access, and a boost in overall productivity.

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