



## KNOWLEDGE MANAGEMENT

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### Abstract

*In the present era of information technology both information and knowledge have become essential factor due to multidimensional use and application in the society. They play a vital role in the development of the society for the future vision. In the age of the globalization and increased worldwide competition, many organizations are looking for new ways to gain competitive advantage. In doing this, these organization are trying to use a variety of organizational resources. The management of information has long been regarded as the domain of librarians and libraries.*

**Keywords:** Knowledge, Management, Need, Advantages, Characteristics.



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### Introduction:

Librarians and information professionals are trained to be experts in information searching, selecting, acquiring, organizing, preserving, repackaging, disseminating, and serving. However, professionals in information technology and systems have also regarded information management as their domain because of the recent advances in information technology and systems which drive and underpin information management. With the growing interest in knowledge management, many questions have been raised in the minds of librarians regarding: the difference between information and knowledge; between information management and knowledge management; who should be in charge of information and knowledge management; would librarians and information professionals with appropriate education and training in library and information science be most suitable for the position of “Chief Knowledge Officer” (CKO) in their organizations; and what libraries can do in implementing knowledge management. The advent of the internet and related technological developments has transformed the nature of library and information services. In the midst of these changes, KM has emerged as a further significant influence on library practice. Libraries embrace vast amounts of knowledge in various areas and its

management is considered important for providing quality information services, making effective decisions, improving their overall for manse and becoming more relevant to their parent organizations. However, practices of KM seem uncommon among LIS professionals as reflected within LIS literature. Therefore, the present study aims to examine the concepts of KM prevail among LIS professionals.

### **What is Knowledge Management:**

Universities, colleges and Libraries are the social organizations and in that organization the workers transforms knowledge or resources to use to the users. They provide many facilities like teaching, Research and service knowledge management is defined as the set of process. That creates and share knowledge across an organization to optimize the use of judgment to attain the mission and goal.

The real growth in human knowledge in many types of formats has led Libraries to develop their resources, access and hare strategies form point to electronic and digital resources because of the short or less availability of budgets for the Library there arises many problems in providing the facility to the users. Libraries have to carefully analyze the need of their users and should try to provide effective services. The effective use of staff and improvement of efficiency and effectiveness of technical services operations are the real focus of knowledge management in Academic Libraries. The practice of knowledge management can create wonderful results in any Organizational context. Users become happy with every transaction.

### **Some definitions of knowledge management:**

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.

- **To create knowledge repositories**, which store both knowledge and information, often in documentary form. These repositories can fall into three categories:
  - Those which include external knowledge, such as competitive intelligence.
  - Those that include structured internal knowledge, such as research reports and product oriented marketing materials, such as techniques and methods.
  - Those that embrace informal, internal or tacit knowledge, such as discussion databases that store "know how".

- **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.
- **To enhance the knowledge environment** so that the environment is conducive to more effective knowledge creation, transfer and use. This involves tackling organizational norms and values as they relate to knowledge.
  - Increase awareness on sharing knowledge embedded in client relationship and engagements.
  - Provide awards for contributions to the organization's structured knowledge base.
  - Implement decision audit programs in order to assess whether and how employees were applying knowledge in key decisions.
  - Recognize that successful knowledge management is dependent upon structures and cultures.

**Characteristics of Knowledge Management:**

- The Main drive behind Knowledge Management is to improve Organizational Performance.
- Information is the building block of Knowledge Management.
- Knowledge Management is a process of several activities, creating acquiring, capturing, sharing, using etc.
- It is an ongoing activity.
- It is action oriented or application based.
- It involves both explicit and tacit knowledge.

**Knowledge Management Methods and tools:**

- Brain storming
- Knowledge café.
- Building knowledge cluster.
- Blogs.
- Intranet.
- Advanced search tools.
- Story telling.
- Collaborative physical workshop.
- Learning review.

- Social network services.
- Knowledge bases.

### **Role of the Librarian in Knowledge Management:**

Traditional role of the Librarian has completely changed in digital era. Traditional role of the Librarians was to collect information. Preservation of books has changed they have to go beyond those these restrictions and they have to provide innovative library services to the users in short span of a time. They play major role in knowledge Management programmers and identifying acquiring developing acquiring developing, resolving, storing and sharing of knowledge.

### **Advantages of knowledge Management:**

- Time saving in routine work.
- To reduce errors.
- To increase productivity.
- Reuse of internal knowledge.
- To reduce transaction cost.
- To increase speed of organizational learning.
- Employee involvement.
- To enhance personal knowledge.
- To increase quality of services.

### **The rise of knowledge management :**

“In today’s movement towards knowledge management, organizations are trying to best leverage their knowledge internally in the organization and externally to their customers and stakeholders. They are trying to capitalize on their **organizational intelligence** to maintain their competitive edge.”

“The thrust of knowledge management is to create a process of valuing the organization’s intangible assets in order to best leverage knowledge internally and externally. Knowledge management, therefore, deals with creating, securing, capturing, coordinating, combining, retrieving, and distributing knowledge. The idea is to create a knowledge sharing environment whereby **sharing knowledge is power** as opposed to the old adage that, simply, **knowledge is power**.”

### **Knowledge management in libraries:**

While the business world is changing in the new knowledge economy and digital age, libraries of all types are undergoing drastic changes also. The new role of libraries in the 21st

century needs to be as a learning and knowledge center for their users as well as the intellectual commons for their respective communities where, to borrow the phrase from the **Keystone Principles**, “people and ideas interact in both the real and virtual environments to expand learning and facilitate the creation of new knowledge.”

As a learning organization, libraries should provide a strong leadership in knowledge management. Unlike those business organizations whose goal for knowledge management is for competitive advantage, most public, academic, and research libraries, with the exception of company libraries (which may be known or called corporate libraries, special libraries, or knowledge centers), have a different orientation and value. Instead of competition, internal use only, and little sharing of knowledge with others outside, the most important mission of public, academic, and research libraries is to expand the access of knowledge for their users. Charged by this mission, libraries should aim their knowledge management goal high. Below are examples of what libraries can do to improve their knowledge management in all of the key areas of library services.

#### **Knowledge resources management :**

Because of the exponential growth in human knowledge in a variety of formats, libraries need to develop their resources access and sharing strategies from printed to electronic and digital resources in concert with their mission and charges. Restricted by limited funding, technology, staff, and space, libraries must carefully analyze the needs of their users and seek to develop cooperative acquisition plans to meet these needs. The changing concept from “ownership” to “access” and from “just in case” to “just in time” should be the goal of a sound resources development strategy.

An integrated online public access catalog (OPAC) with both internal and external resources as well as printed and other formats of knowledge should be developed and maintained. Useful websites and knowledge sources should be regularly searched and selected from the Internet and included in OPACs by hard links. A system for the reviewing and updating of these resources should be performed.

Going beyond explicit knowledge, libraries should also develop means to capture all that tacit knowledge that is of importance to their users, their organizations, and to the internal operation of libraries. The web site of each library should serve as a portal for all sources of selective and relevant knowledge and information whether explicit or tacit, whether on site or remote, and in all formats.

The term “portal” has been defined by Michael Looney and Peter Lyman as “a means of gathering a variety of useful information resources into a single, one-stop Web page, helping the user to avoid being overwhelmed by info glut or feeling lost on the Web.”

**Resources sharing and networking :**

Libraries have had a long tradition of resources sharing and networking. These have been greatly expanded by the rapid development of computer, telecommunication, networking, and digital technologies since the 1960s. In the U.S. it is very common for libraries to be a member of several consortia at the same time for various types of cooperative work and resources sharing. The best examples of these are the OCLC Online Computer Library Center and Ohio LINK (Ohio Library and Information Network). The CORC project of OCLC should be especially useful for libraries to cooperatively capture digital resources of all types, describe them in a standard format, and make them easily searchable by users.

The successes of most of these examples in resources sharing and networking are largely the result of the full cooperation and participation of all member libraries without selfishness. Large and major libraries must take the lead in such an endeavor. Supports in policies and funding from the government or parent organizations are also critically important. Experiences indicate that all libraries, regardless of size and specialties, have been benefited by library cooperation and resources sharing.

**Information technology development :**

To facilitate the implementation of knowledge management, a well-designed and operational knowledge management system should be in place. Latest information technology should be used as an enabler. In this regard, the library director should consider him/her self as the chief knowledge officer of the entire organization and should work together with the CIO, heads of the planning department, the computer and information technology center, the human resources management department, the finance department, etc. to design and develop such a system. Such a knowledge management system should be built on existing computer and information technology infrastructures, including upgraded intranet, extranet, and Internet, and available software programs to facilitate the capture, analysis, organization, storage, and sharing of internal and external information resources for effective knowledge exchange among users, resource persons (faculty, researchers, and subjects specialists, etc.), publishers, government agencies, businesses and industries, and other organizations via multiple channels and layers. In recent years, many of the newly developed information technologies for database and information/document management can be utilized in knowledge management; such as, data warehousing, data mining, text mining, content management,

knowledge extraction, knowledge mapping, groupware, and information visualization, etc. It was observed by Hsinchun Chen that “since the mid 1990s, the popularity of search engines and advances in web speeding, indexing, and link analysis have transformed IR systems into newer and more powerful search tools for content on the Internet.”

#### **User services:**

The utmost goal of knowledge management is to provide users with a variety of quality services in order to improve the communication, use and creation of knowledge. As much as possible these services should be tailored to the interest and needs of each user. Information about each user can be obtained by analyzing the records of user registration, surveys, circulation and interlibrary loans, frequently asked reference questions, and the use of e-journal and digital resources, etc. User satisfaction and needs should be collected through periodic users’ surveys. The findings should be used for the planning and redesign of library services. It is very important, however, that user’s privacy should always be protected.

#### **Human resources management:**

A great amount of expert knowledge is possessed by library staff and users, both in and outside the libraries. In university and research communities such expertise is abundant and should be inventoried, indexed, and updated regularly and be made searchable and accessible through electronic databases created and maintained by libraries. The knowledge and accumulated experiences of library staff members form the intellectual assets of any library and should be valued and shared. An organizational culture for sharing of knowledge and expertise should be established with appropriate rewards and incentives. Those staff members who share their tacit knowledge and experiences through writing, publishing, lecturing, tutoring, or mentoring should be appropriately recognized and rewarded. An organizational culture which emphasizes cooperation, sharing, and innovation can only be established by strong leadership and commitment from the library director and a shared vision by the library staff. As a learning organization, libraries should allocate annual funding to provide continuing education and staff training to all staff members. Knowledge must be renewed and expanded to prevent it from becoming stagnant.

Libraries should also encourage the transfer of knowledge and experience from experienced staff to new staff members. A mentoring system should be in place to help newcomers to learn from experienced library staff. Informal seminars and brownbag sessions where staff can interact and exchange “lessons learned”, “best practices” and other specific experience and knowledge should be scheduled at regular intervals and at convenient times. Special interest groups and chat rooms can be created through intranet. Since many valuable



experiences have been accumulated over time, libraries should pay attention to favorable working conditions and environment, which will contribute to better staff retention.

### **Conclusion:**

In this way in this article author depicted the need importance of knowledge management in Library services. Knowledge Management helps Library and information professionals to improve their services to their users. With the help of knowledge management system they can provide excellent facilities to their users. In short span of a time.

In the business world, knowledge management has been regarded as strategically important for organizations to gain a competitive advantage over their competitors, to add value to their products, and to win greater satisfaction from their customers. In the library world, there is a lesson to be learned from the business world. Knowledge management is as important for libraries as for the businesses minus the competitive, proprietary, and moneymaking concerns. In fact, libraries have had a long and rich experience in the management of information. Many of such knowledge and skills of librarianship can be applied to knowledge management.

For any library to succeed in implementing knowledge management will require a strong leadership and vision from the top administration, which can influence the organization's knowledge sharing efforts in a positive way. As libraries enter the knowledge age of the 21st century, we should not take a back seat in the development of knowledge management. Instead, armed with our professional knowledge and experiences, we should be in the driver's seat.

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