

## “Analysing the Trends and Challenges in Knowledge Management Systems in Today’s Organizations”

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### Abstract:

Knowledge is an important aspect for an economy to develop. We are seeing a lot of transformation rapidly happening in our society. Every day we are seeing that we are becoming more and more dependent on knowledge. If this is the case with our societies, the scenario is not much different for organizations. Nowadays, if top management is asked to underline a single resource which is most critical for their organization to achieve and sustain competitive advantage, most of them will be selecting - “Knowledge”. With such an importance to knowledge, managing it has become a serious concern for organizations. An organization which can built excellent process to manage knowledge, certainly will have a competitive edge over its competitors. Key words: e-commerce, logistics, disruptions, technology, IoT. The present paper analyses the trends and challenges in knowledge management systems in today’s organizations.

**Key words:** Knowledge, competitive edge, knowledge management systems.

### I) INTRODUCTION

A traditional Knowledge Management System (KMS) may be a technology that helps the creation, capture and transfer of data. This will exist in many forms and can differ heavily between each company.

The benefits of a KMS are almost as numerous and varied because the benefits of a KM strategy. a far better thanks to believe it's how does this KMS benefit my KM strategy. You'll see the advantages of a KMS by examining its target goals.

**Knowledge Creation:** This is where the knowledge is made on the system and isn't captured from a particular individual. Think online chat rooms. These systems basically provide new avenues for knowledge creation. This is often done by providing uncommon resources, access to new individuals or collaborative processes. Knowledge creation is usually a bonus for the corporate, with the exception of your time wasting activities.

**Knowledge Capture:** This is the capture of data for the utilization of team members and new hires. This is often seen because the primary goal of KM. within the KMS context this is able to be data captured from employees for future use. KMSs are normally judged on the power capture new knowledge.

Knowledge Transfer: This is the utilization of data for team members and new hires. By retaining knowledge during a technical system, it puts less pressure on existing employees to mentor each new arrival. While the system could never replace an employee, it does provide a valuable start line or reference structure to bridge knowledge levels. These benefits are the simplest to quantify: employee performance, training time, problem solution times, etc.

## II) COMPONENTS OF A SUCCESSFUL KNOWLEDGE MANAGEMENT SYSTEM

The key aspect about the knowledge management system is that it does away with hierarchical boundaries meaning that all employees are treated equal in the creation, sharing, and dissemination of knowledge. In other words, any employee at any level can contribute and any employee at any level can participate in discussions and knowledge sharing with those higher or lower in the hierarchy. The second aspect of a successful knowledge management system is that it must make the preservation and furnishing of project artifacts mandatory which means that project managers have a responsibility to upload the project documents into the knowledge management system upon completion of the projects. In this way, discipline and a structured system of knowledge dissemination as well as a rigorous method of sharing and distributing of knowledge is assured. The third aspect of a successful knowledge management system is that the employees who give more than they take must be rewarded for their contributions to the knowledge management system and the rewards system in place in the organization must have incentives for employees whose contributions are valuable. Further, a successful knowledge management system would also enforce strict quality control wherein the documents submitted to the portal are checked for accuracy and reliability and only those that are found to match the quality standards are accepted. Moreover, the key aspect here is that there must be both voluntary and mandatory participation wherein employees are required to contribute a certain amount of time compulsorily and above that, it must be made voluntary.

## III) OBJECTIVES OF THE STUDY

- 1) To carry out a comprehensive literature review on the current state of research related to knowledge management practices in various organizations today.
- 2) The specific objective of the research paper is to better understand the trends and challenges in knowledge management systems in today's organizations.

## IV) LITERATURE REVIEW

Sue Young Choi, Heeseok Lee and Youngjin Yoo in their paper, "The Impact Of Information Technology And Transactive Memory Systems On Knowledge Sharing, Application, And Team Performance: A Field Study", explains that, in contemporary knowledge-based organizations, teams often play an essential role in leveraging knowledge resources. Organizations make significant investments in information technology to support knowledge management practices in teams. At the same time, recent studies show that the trans active memory system (TMS)—the specialized division of cognitive labour among team members that relates to the encoding, storage, and retrieval of knowledge—is an important factor that affects a team's performance.

Dursun Delen And Suliman Al-Hawamdeh in their paper "A holistic Framework For Knowledge Discovery And Management", explains that, the increased interest In Knowledge Discovery, knowledge management, and knowledge transfer can be attributed to many factors including the advances in information and communication technologies; data explosion and information overload; the expected significant loss in the workforce as the baby boomers retire; and, the need for organizations to better utilize their intellectual capital to stay ahead of the competition. As with the massive amounts of information being added to corporate databases and the Internet everyday, effective and efficient knowledge discovery and its management has become an imminent problem.

Peggy D. Brewer, Kristen L. Brewer in their paper “Knowledge Management, Human Resource Management, and Higher Education: A Theoretical Model”, explains that, Much has been written on the importance of knowledge management, the challenges facing organizations, and the important human resource management activities involved in assuring the acquisition and transfer of knowledge. Higher business education plays an important role in preparing students to assume the knowledge management and human resource roles so necessary to organizations.

Abhilasha Singha and Ebrahim Soltanib in the paper “Knowledge management practices in Indian information technology companies” explains that their papers lays the foundations for the best practices in knowledge management and investigates the degree of awareness and implementation of KM principles and practices in Indian information technology (IT) companies.

P.D. Steyn and A.S.A. du Toi, in the paper “Investigating the potential for the development of a just-in-time knowledge management model”, explains that, there have been numerous approaches to knowledge management over the past number of years. The term Just-in-Time (JIT) can be defined as a production or inventory scheduling technique found within the more complex production logistics disciplines. JIT is more appropriately thought of as a philosophy, as it is more than a mere set of management and production principles. JIT knowledge management is an endeavour to provide the right knowledge at the right time to the right person. This requires insight into the knowledge demand and supply process as well as the time horizon applicable to the knowledge required. Over the longer term business forecasts, environmental scans and strategic planning can be applied to close the gap between these variables.

Haisu Zhang, Chengli Shu, Xu Jiang, and Alan J. Malter in the paper “Managing Knowledge for Innovation: The Role of Cooperation, Competition, and Alliance Nationality”, explains that, (electronic) Strategic alliances play a critical role in global innovation. Firms can overcome resource constraints and achieve superior innovative performance not only by using internal resources but also by acquiring knowledge-based capabilities from alliance partners. In this study, the authors investigate how knowledge acquired from alliance partners affects organizational knowledge creation, which in turn leads to innovative performance. The authors propose that the knowledge–innovation relationship is stronger in international alliances than domestic alliances.

C. R. Gowen Iii, G. N. Stockz And K. L. Mcfadden in their paper ,“Simultaneous implementation of Six Sigma and knowledge management in hospitals” explains that, six Sigma programmes aspire to reduce variation in organizational processes and achieve clear financial results. Six Sigma initiatives have proven to be an effective technique for improving quality in manufacturing. Similarly, the importance of knowledge management has grown considerably in recent years and has emerged as a major source of competitive advantage for manufacturing firms. From the perspective of a decision support system, knowledge management is concerned with information acquisition, dissemination, and responsiveness. Little research has examined simultaneous applications of Six Sigma and knowledge management.

Tim Hughes David Bence Louise Grisoni Nicholas O’regan David Wornham in the paper “Scholarship That Matters: Academic–Practitioner Engagement in Business and Management” explains that, their research explores academic–practitioner engagement by undertaking interviews with academics, practitioners, and other experts with relevant engagement experience. The findings highlight the problem of thinking narrowly about the different ways in which engagement takes place, as well as defining narrowly what a worthwhile activity for management academics is.

Fareed Hussain, Caro Lucas, M.Asif Ali in the paper “Managing Knowledge Effectively”, explains that, organizations are realizing how important it is to “know what they know” and be able to make maximum use of it. In an economy where the only certainty is uncertainty, one sure source of lasting competitive advantage is knowledge. Success in an increasingly competitive marketplace depends critically on the quality and effective management of knowledge which organizations apply to their key business processes. This paper discusses how to manage knowledge effectively. In its introduction part, it discusses the need and importance of knowledge, an intellectual capital, in today’s information age.

## V) TRENDS AND CHALLENGES IN KNOWLEDGE MANAGEMENT SYSTEMS IN TODAY'S ORGANIZATIONS

Key trends in knowledge management systems in today's organizations are as given below:

- 1) Cross-training programs – Mentoring, shadowing, and other training programs allow employees to gain business knowledge by watching others work. For example, new employees at Toyota shadow experienced employees for months, and new factories are initially staffed by experienced workers from existing factories as well as new hires.
- 2) Document management systems – Document management systems like Google Drive and Box allow organizations to store company documents on the cloud, share them, and control access permissions at a granular level. Typically, these tools have systems for tagging files and adding metadata that make information easier to find.
- 3) Content management systems (CMSs) – Content management systems like SharePoint and Bloom fire allow teams and individuals to publish, update, and access information on a company intranet.
- 4) Social networking tools – Private social networking tools like Workplace by Facebook and Slack allow teams to communicate and collaborate in a shared space. But these tools also double as knowledge management systems because they store all historical conversations, allowing employees to search for previously-discussed information.
- 5) Chatbots – We believe chatbots represent the natural evolution of knowledge management. Chatbots like Spoke use AI and machine learning to respond to employee questions and requests for information. Using chatbots, employees don't have to wonder who to ask or where to go for information they need. They don't have to go digging around in a CMS, document system, or chat history. They can use pose natural-language questions (“How do I add a new baby to my insurance?”) and the chatbot will surface the best information from its knowledge base, regardless of where that info lives in the organization.
- 6) Knowledge Sharing: Perhaps the foremost important process in KM, it plays a determinant role for both knowledge reuse and knowledge creation.
- 7) Knowledge Reuse: Involves three roles, the knowledge producer, intermediary, and consumer which are involved in creating, preparing, and truly reusing the knowledge. Future of Logistics, backed by disruptive technology:

## VI) CHALLENGES IN IMPLEMENTING KNOWLEDGE MANAGEMENT SYSTEMS

- A lack of training and development is a major setback in the successful utilization of knowledge management systems
- The main driving force in the implementation of a knowledge management system is the incorporation of staff involvement
- Project managers and upper management need to focus some of their efforts on maintaining staff training and developing knowledge management practices
- Companies possess or need to develop three resources in order to enable innovative knowledge management: human resources able to grasp and manage knowledge; effective organizational structures that support individual and group work; and technology, which includes information systems, intranets, and web portals
- A company needs to do more than embrace knowledge management to reap the benefits; the company needs to be unique and creative to produce superior results
- There is a correlation between business productivity and success and the proper implementation of a knowledge management system
- Knowledge integration and training and insufficient capture of process and legacy knowledge from the past are substantial challenges in successful knowledge management during the implementation of an enterprise resource planning (ERP) system.

## VII) CONCLUSION

Knowledge Management is the deliberate act of recognizing, validating, organizing, storing and communicating information relevant to the functioning of an organization, to key employees, to enable them preempt questions, solve problems, make decisions, change or rework strategies and processes in order to prevent obsolescence and maintain their competitive advantage.

You need to constantly review and update the knowledge management process based on

Knowledge Management Best Practices to ensure relevance and competitiveness.

The proper implementation of a knowledge management initiative can provide many benefits to an organization. It can help boost sales, increase productivity, improve customer satisfaction, build better relationships with partners and vendors, help cut costs, etc. All of this is possible because fast and accurate knowledge management systems deliver long lasting value when designed and deployed using best practices.

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