



FUTURE OF KNOWLEDGE MANAGEMENT

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ABSTRACT

The transitions to a knowledge society and a global knowledge economy will be the most important social and economic changes in the twenty-first century. The global knowledge economy with its high innovation speed and an increasing demand of innovative and knowledge intensive products and services calls for new management tools and methods. Since the primary key to growth in our economy is innovation, which in turn is enabled through knowledge efficient knowledge management tools and methods have become imperative for almost all types of organizations. Knowledge management can be addressed from the two different perspectives. The first perspective is more people oriented as it focuses on people and organizations. The second perspective places the emphasis on information technologies as enabling technologies. So the paper tries to focus on second perspective that is technologies. As well the paper emphasizes on future of knowledge management and the road map, e-government and e-learning.

Keywords - Knowledge management, Roadmap Knowledge outsourcing, e-learning portals, E-governance.

INTRODUCTION

In current Scenario we talk about knowledge management, but curiously, you don't hear much talk about human memory. People are natural knowledge managers. They receive new information all throughout each day and they decide what to retain and what to ignore, who to pass what on to because they would be interested, and what to consider as a problem that needs more thought. They do this effortlessly and, for the most part, unconsciously. They learn and get smarter as a result of every experience.

It is natural to wonder then, why those who worry about these same issues in knowledge management don't simply just copy the methods that people use and build enterprise-wide knowledge management systems that mimic how people do the same tasks.

Definitions of Knowledge:

- Knowledge is identified, classified, and valid information.
- Knowledge is information in contextualized action.
- Knowledge is mapping from reality, states, and activities on to the internal model of the "real" world, which an individual or an organizations can make statements about reality.
- Explicit Knowledge is knowledge that can be formalized and codified. Tacit knowledge is difficult to articulate in writing and is acquired through personal experience.

Definitions of Knowledge Management:

- Knowledge management deals with
- Knowledge – friendly environment in which knowledge can develop and flourish to provide individuals, organizations or regions with
- Context – sensitive knowledge and the ability of knowledge workers to apply the knowledge for action.

Peter Drucker (1909-2005) called the next society as the “knowledge society” with knowledge being its key resource and knowledge workers its main dominant group in its workforce. Drucker envisioned the future society to be borderless, upwardly mobile and potential to failure as well as success.

Importance of Knowledge management:

The increasing complexity of both the environment in which companies operate and of their internal workings, combined with the speed demanded from them the pressure for innovation, and the scarcity of attention as the ultimate limited resources, make knowledge in now seen as a factor of production not only on par with land, labour and capital, but surpassing them in importance.

Knowledge is frequently pictured at the top of hierarchy, with information below it and data at the bottom various criteria have been suggested to distinguish knowledge from information and data, knowledge is more valuable than information and data, knowledge is based on information, which in turn is based on data, the role of structure, context and interpretation and can be directly acted upon.

Where is knowledge located?

First of all, knowledge is held by people by individuals, teams, communities, and organizational units. Relationships between people and between items of contents also contain knowledge, as do physical arrangements such as floor lay outs, some knowledge has been documented in patents, books, journals, magazines, reports, presentations, manuals, memos, meeting minutes, problem-solution lists, news feeds, and databases. Business processes, best practices, lessons learned, common mistakes, design rationales, stories, and learning histories represent knowledge which may not have been documented. Finally, knowledge is also embedded in software and equipment.

Emergence of knowledge management:

Knowledge management has emerged as a label for consciously perceiving and addressing the issues raised by the importance and the availability of knowledge. It consists of more than directly managing knowledge as a resource. It is concerned with managing the environment of knowledge workers, with creating and maintaining favourable conditions for value creation based on knowledge.

E-Government:

E- Government is a perfect example of a Knowledge Management Engine, which continuously captures, organizes, processes and delivers Public Value.

While e-government encompasses a wide range of activities, we can identify three distinct areas. These include government-to-government (G to G), government-to-citizens (G to C), and government to business (G to B). Each of these represents a different combination of motivating forces. However, some common goals include improving the efficiency, reliability, and quality of services for the respective groups. In many respects, the government to government (G to G) sector represents the backbone of e-government. It is felt that governments at the union, state and local level must enhance and update their own internal systems and procedures before electronic transactions with citizens and business are introduced. Government to government e-government involves sharing data and conducting electronic exchanges between various governmental agencies. There are number of advantages

with government-to-government initiatives. One benefit with this is cost savings, which is achieved by increasing the speed of the transactions, reduction in the number of personnel necessary to complete a task, and improving the consistency of outcomes. Another advantage, which flows from this, is improvement in the management of public resources.

The two terms: e-government and e- governance are independent of each other, but are at times used alternatively, there by the major distinction between e-government and e-governance is missed out. E-government is understood as the use of Information and Communication Technology (ICT) to promote more efficient and cost effective government, facilitate more convenient government services and allow greater public access to information, and make government more accountable to citizens, whereas governance is a wider term which covers the state's institutional arrangements, decision making processes, implementation capacity and the relationship between government officials and the public. E-governance is the use of ICT by the government, civil society and political institutions to engage citizens through dialogue and feedback to promote their greater participation in the process of governance of these institutions. Thus, e-government can be viewed as a subset of e-governance, and its focus is largely on improving administrative efficiency and reducing administrative corruption.

Future of E-Government

e- Citizen Portals (G2C): Governments can use e- Citizen portals to provide e-services pertaining to business, health, education, recreation, employment and family with every single ministry and statutory board providing e-services through the same portal.

These portals can act as captive hubs for public knowledge and issues around these services and can help provide valuable insights to policy framing and enhancing better Public experience (advantages of a knowledge society)

Example: through Singapore's e-citizen portal (www.ecitizen.gov.sg), Singaporeans are able to access about 1,600 e-services. Of this, 1,300 e-services are completely transacted by citizens with government online. About 77% of public services deemed feasible for e-delivery were enabled for online delivery.

Business Services & Procurement Hub (G2B): Governments can set up integrated data communication hubs linking Foreign Trade Companies, Banks, and Customs and Tax authorities. These hubs act as a single stop for multitude of services between governments and businesses including dissemination of policies, memos, rules and regulations ,Obtaining current business information, downloading application forms, renewing licenses, registering businesses, obtaining permits, and payment of taxes. They can be an online government – supplier exchange for the purchase of goods and services by government making the bidding process transparent and enables smaller businesses to bid for big government procurement Projects. The system also helps government generate bigger savings, as costs from middlemen are shaved off and purchasing agents' overhead is reduced.

An existing database hub can help in identifying data mart and data intelligence technologies to build futuristic patterns that could help improve services and minimize losses to public exchequer.



Example: The Golden Customs project (an integrated hub) enabled China customs to solve criminal and smuggling cases valued at approximately RMB80 billion (US\$96 million) and increase tariff payments by RMB71 billion (US\$86 million).

Multi-channel delivery of services: The Internet is indeed the most powerful means for delivering e-government. However, it is not the only, or the most appropriate, means. Developing countries in particular need to take some constraints—from the infrastructural to the financial—into account when considering the best strategy for adopting e-government. Alternate electronic service delivery channels must be put to use to provide the broadest Access possible.

Example: The Philippine Bureau of Internal Revenue (BIR) has introduced an electronic payment confirmation scheme using SMS (short messaging system on mobile phones) to guard against “fixers” who issue fake receipts to taxpayers. Called e-Broadcasting, the system provides Taxpayers with direct confirmation within 38 hours that their payment has been received by

The BIR’s authorized agent banks.

Strategic use of Intelligent Intermediaries to bridge the great e- divide:

Physical infrastructure of developing countries and the lack of access points for the general public to acquire government services will result in e- divisions in society. Governments must take responsibility and seek alternate options to ensure that the advantages of knowledge hubs are shared with disadvantaged communities as well. Intelligent Intermediaries are e-government

models that incorporate human beings as intermediaries between citizens and the information infrastructure in order to provide the public with the widest possible points of access to government services.

Knowledge Management and sharing with human touch only can result in knowledge societies and economies without societal divisions.

Example:

A joint project between UNESCO, the Ministry of Posts, Telecommunications and the Media, the Sri Lanka Broadcasting Corporation, and the Sri Lanka Telecommunication Regulatory Commission uses the radio as an interface between rural people and the Internet. A daily one-hour live radio program, in which an announcer and a panel of resource persons browse/surf the Internet in response to listener requests and questions, has proved able to overcome linguistic barriers to Internet use by non-English speakers

E-Learning:

E- Learning is commonly referred to the intentional use of networked information and communications technology in teaching and learning. A number of other terms are also used to describe this mode of teaching and learning. They include online learning, virtual learning, distributed learning, network and web-based learning.

As the letter “e” in e-learning stands for the word “electronic”, e-learning would incorporate all educational activities that are carried out by individuals or groups working online or offline, and synchronously or asynchronously via networked or standalone computers and other electronic devices.

E-Learning Modalities

Individualized self-paced e-learning online	Individualized self-paced e-learning offline
Group-based e-learning synchronously	Group-based e-learning asynchronously

Individualized self-paced e-learning online refers to situations where an individual learner is accessing learning resources such as a database or course content online via an Intranet or the Internet.

Individualized self-paced e-learning offline refers to situations where an individual learner is using learning resources such as a database or a computer-assisted learning package offline.

Group-based e-learning synchronously refers to situations where groups of learners are working together in real time via an Intranet or the Internet. It may include text-based conferencing, and one or two-way audio and videoconferencing.

Group-based e-learning asynchronously refers to situations where groups of learners are working over an Intranet or the Internet where exchanges among participants occur with a time delay.

Future of E- Learning:

Social Learning: Future of e-learning is social learning.

While e-learning has the advantage of learner's not being at same place and time it has a limitation in not being a comprehensive tool to capture all the informal learning happening outside this formal learning set up. Learners' are searching, accessing, creating, storing, discussing, debating and sharing knowledge through a plethora of social media (Face book, flicker, igoogole, Skype, twitter, Linked in, blogs, workspaces). A combination of all the informal learning across these channels actually becomes the current day learner's learning profile and a new social learning tool is required to capture both formal, informal, tactic knowledge capture and sharing.

Future's requirement is to have an integrated & secured social media tool that can comprehensively combine the current formal learning tools (e- learning) and social media tools like blogging, micro blogging, RSS feeds, Social book marking, social networking, file sharing, communication tools, and collaboration tools.

Organizations across the board are building these social learning platforms and the next wave of social learning will see strong integration in the market in delivering these comprehensive social learning suites.

Example: www.socialtext.com, www.mzinga.com, www.elgg.org

E – Learning through Futuristic technologies

Mobiles taking the centre stage and becoming the platform of choice for learning delivery:

- Just in time information for learners accessible through corporate information systems
- Collaboration with colleagues



- Learner generating content using mobile devices

Key focus of learning is to support performance:

- Training becoming Performance support centric
- Just in time content delivery
- Use of Advanced Augmented Reality systems to provide performance support centric training

Next Generation Learning Measurement Systems (LMS):

- LMS systems to evolve and support formal, informal, social and non-formal learning components
- Sea change in the way corporate assessments are conducted now
- Automation of informal learning measurements through systems
- 360 degrees assessment of workforce based on contribution and performance to learning systems
- Constant tracking and fine tuning of system metrics to achieve organization's objectives

Workplace learning to include Games and Simulations:

- Low cost gaming and increased acceptance of gaming culture at work place will promote learning through games
- Training/ HR departments evolve in to facilitators for learning through games.
- Premium games and customized content for Corporate will be a norm
- New authoring tools will enhance the pace, quality and industry scale production of simulations

New Paradigms in Learning 'How to Learn':

The Emergence of learning tools like e-learning, their maturity and the emergence of new tools like Web2.0 and the massive explosion of social learning have indeed caste a big question on the way we learn and gain knowledge.

The traditional ways of learning have been challenged and new paradigm has emerged.

The reign of new paradigm:

- Exponential, networked and quick unlike the slow and linear learning models that existed in old paradigm of learning.
- Sharing knowledge is learning knowledge unlike the proprietary knowledge of old school.
- Corporate focus being creating platforms that can capture knowledge and connect contributors seamless
- Learn by mistakes gives way to share lessons learnt from mistakes.
- Wisdom of experts Vs Wisdom of Crowds
- Classroom is a community of inquiry. Knowledge emerges through conversation.
- Users of the knowledge drive most innovations than the manufacturers of the knowledge – a great power shift..!
- Learning in a flat world
- CQ (Curiosity) + PQ (Passion) > IQ

**Road map of Knowledge Management:**

These are possibly the best times to be alive to unlearn and learn again and be wise again – Unknown

The road map for knowledge management 2.0 is essentially crafted by two major forces - strategic advances in technologies especially the social learning enablers and fundamental shift in the paradigm of the basic construct of learning , knowledge assimilation, sharing ,sustaining and continuous improvement.

Key milestones of the roadmap:

Capture & Connect – First Wave

Shift in organization's focus to capture knowledge through collaboration and connect contributors through technology platforms.

Organizations identify collaboration as a strategic tool that they must enable and facilitate to create a platform where individual contributors can find other contributors , engage each other in a conversation , generate content/knowledge that can add value to organizations and reputation to contributors.

As new sources and methods to share knowledge appear, organizations are considering how they will shift from private and controlled environments to public and dynamic collaboration communities.

Engaging workforce in creating and distributing knowledge that the company can make a profit is increasingly seen as a strategic ingredient of all corporate workforce utilization designs.

CONCLUSIONS

Knowledge management involves connecting people with people, as well as people with information. It is a management philosophy, which combines good practice in purposeful information management with a culture of organizational learning, in order to improve business performance. The core skills of Academicians and information professionals are both relevant and essential to effective knowledge management, but they are often under-utilized and under-valued. Surely it is our job to put this right!

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