Knowledge Management for HR Managers

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Abstract

It is often said that, in the corporate world, more emphasis is given to what “an organization knows” rather than what “an organization owns”, clearly signifying that the value of Intellectual Assets is greater than the value of Fixed assets. Therefore managements should work towards creating a Knowledge Driven Organization. HR processes such as – Performance Management and Organization Culture- have a key role to play in the development of these Knowledge Driven Organizations. The aim of this paper is, first, to analyze how exactly the policies and the practices of Human Resource Management (HRM), such as job rotation, culture change, training and employee experience affect Knowledge Management (KM). Second, this paper demonstrates how a knowledge sharing culture can be cultivated in an organization through relevant examples of HUL, PwC and Wal-Mart. Third, the paper attempts to assess if “Knowledge management is the future of HR?” This paper also outlines the barriers posed by Knowledge Management to Human Resource Management.

In this paper we have attempted to provide solutions to the above queries. We have stated a few measures (like Performance Development Planning and Conducting knowledge fairs) that an organization can take to become a world class knowledge driven organization. We conclude that Knowledge Management and HRM are equally important as they help in the application of expertise and knowledge in an organization and thus enhance its performance.

Keywords: Knowledge Driven Organizations, Performance Management, Organization Culture, Human Resource Management, Job Rotation, Culture Change, Knowledge Facilitator, On-demand learning, Body of Knowledge, Knowledge Map, Virtual Classrooms, Knowledge Artifacts.
Introduction

Knowledge Management is a relatively new phenomenon which started across organizations in full force only in 1995. It is considered more as a software product which is a faux paw. However, more than technology, it is concerned with business objectives, processes, reduction of costs and speeding up the growth of an organization through the recognition of the need to share knowledge. Peter Drucker was the first to speak about the arrival of the knowledge economy in his book “Managing in the Time of Great Change”. Hence, Managements should work towards creating Knowledge Driven Organizations and HR processes have a key role to play in the development of such organizations. After all, as Bill Gates put it “the end for any company is to increase institutional intelligence or Corporate IQ”.

Literature review

Hasanali (2002) emphasizes the importance of directing the flow of information to the right person at the right time. KM is defined as a set of strategies to create and utilize knowledge assets. The critical factors for the success of the KM initiatives have also been outlined - leadership, culture and IT being a few. According to her incorporating these success factors will not only enable an organization to increase its revenues but also to cut down the costs. RM toolkit is a starter’s kit to KM which examines the importance of people, process and technology in setting up KM strategies. It describes the importance of answering questions like why, when, how, where, while developing the strategies. Also, the importance of developing KM process using tools like Knowledge harvesting and knowledge audits are also discussed.

Murty gives an overview of the knowledge process by citing an example of his own company HUL. He also describes what were barriers faced by HUL while implementing knowledge strategies, which are relevant for all firms as well. He also states that HR is a people centered discipline whose main objective is to leverage collective knowledge. Hence, it is important to align HR related practices to an organization’s goals and objectives in order to create a knowledge sharing culture.
Edvardsson discusses knowledge management from the point of view of HR managers, by elaborating on the HR practices like recruitment, selection, training etc which will impact knowledge acquisition and utilization in a firm.

Oltra explores the relationship between KM-related HR practices and Key KM characteristics. He states that the HR manager has to work with the line manager in order to determine individual goals for the purpose of knowledge management. Oltra specifies that with or without a formal knowledge program HR’s should play a role in determining knowledge strategies for a firm.

Jhaveri has explained that KM can capture, store and disseminate information. However it is the content of information collected that sets knowledge collection apart from data warehousing. He states the types, benefits and challenges of KM. According to Jhaveri it is important to take knowledge and turn it into customer value.

M Thenmozhi discusses the knowledge management initiatives of Hewlett Packard and Infosys so that all organizations can adopt similar structures in order to create an efficient knowledge management process. He states that KM initiative can first be started at a lower level through a pilot project. Organizations should analyze their strengths, capacities and need and then create a suitable knowledge model.

**What is Knowledge Management**

Knowledge management is a process of creating, capturing and using knowledge to enhance organizations performance by documenting knowledge and disseminating it through databases and communication channels within the organization. PwC’s “knowledge viewSM” gives their business consultants access to best practice. Its unique thesaurus allows comparison of business processes across a range of industries. This helps them deliver better customer solutions much quicker than when the knowledge was dispersed and fragmented.

It is about getting “the right knowledge, in the right place, at the right time”. The success of Knowledge management depends on several factors such as
• **Leadership**: Goldsmith suggests that, “If you can’t get leaders on board, your Knowledge management initiative may be doomed before it gets started”. If a leader does not “WALK THE TALK” it will become difficult to enforce knowledge sharing behavior among the employees.

• **Culture**: Culture is the culmination of shared history, expectations, unwritten rules, and social customs that guide behaviors. Cultural issues arise due to the following factors like shortage of time, poor reward systems and lack of formal communication.

• **Structure roles and responsibilities**: Common elements among Benchmarked organizations are a Steering committee, Stewards and a Knowledge Management support group stand. The steering committee consists of executives at top level who provide guidance, direction and support to promote the concept. The Knowledge management group comprises of three to four people who provide the initial support that is needed regarding the projects. They have good communication skills. The stewards are responsible for knowledge sharing and they teach employees the principles of knowledge sharing by methods like storytelling, experience sharing etc.

• **Information technology infrastructure**: Without a concrete IT infrastructure, an organization cannot enable its employees to share information on a larger scale. The best practice organizations use technologies that are knowledge–oriented, such as group use software programs and the World Wide Web.

• **Measurement**: Attitudes towards the issues of knowledge measurement can broadly be classified in two groups- One group discourages any attempts to measure knowledge related processes as they feel that the results do not provide satisfaction for the efforts put in for measurement. For them knowledge as well as outcome of knowledge processes are intangible. Most people fear measurement because they see it as synonymous with ROI, and they are not sure how to link Knowledge management’s efforts to ROI.
Need for Knowledge Management

Early 19th century American statesman Henry Clay wrote, “Of all human powers operating on the affairs of mankind, none is greater than that of competition”. It’s even more accurate in the 21st century. We naturally connect competition with sports, but it’s far more persuasive than that. Stores compete for rupees. Politicians compete for votes. Students compete for better grades. Workers compete for jobs or advancement. And we all compete with each other at some level for attention, love and affection. Beyond these typical situations, each organization will have unique issues and problems to overcome. Hence here arises a need for knowledge management to address the real issues.

Objectives:
The objectives of this paper is to,

- To analyze how exactly the policies and the practices of Human Resource Management affect knowledge management.
- The paper attempts to assess if “Knowledge management is the future of HR?”
- This paper demonstrates how a knowledge sharing culture can be cultivated in an organization through relevant examples of HUL, PwC and Wal-Mart.

Tools and Techniques of Knowledge Management:
Organizations utilize various tools and techniques in order to facilitate Knowledge Management processes.

Knowledge Audits for instance identifies the needs and the SWOT of the knowledge management process. It identifies what an organization has, what it needs and ultimately how it satisfies these needs. Knowledge Audits provide recommendations for bridging the knowledge gaps through knowledge maps.

Knowledge Harvesting is concerned with the collection and documentation of the knowledge of the experts. This is done with the objective of following the same procedures as the experts as and when required, in order achieving the same results.
**After Action Reviews** are group activities which are conducted to document lessons learnt during and after group activities. It can be formally conducted with a facilitator (and logistical data) or informally conducted among group members.

**Best Practices** is also a popular tool used by organizations in order to identify the best methods of working that are used by certain employees and disseminate it to the others.

**Communities of Practice (CoP)** is a voluntary group of employees who work together to develop and share information in a particular area of specialization.

**Peer Assist** is used prior to the launch of a new project or when the group is facing a major problem. The project leader gathers those employees in an organization who have participated in similar projects or faced the same problems previously in order to gain their expertise.

**Knowledge Management at Hewlett Packard**: Hewlett Packard introduced Knowledge Management Processes in 1997. HP is a decentralized organization and hence the work culture in the organization is relaxed and more inclined towards sharing knowledge. This lead to lack of organized knowledge within the workplace and hence the top management decided to create a knowledge management system. The top management conducted a series of workshops in order to gather employees who are interested in knowledge management initiatives to decide frameworks for knowledge management. Some of the key programs set up by HP under the Knowledge Management include:

a) **Trainer’s trading post**: Discussions on training topics are collected in this database so that all trainers are aware of the knowledge which has been collected and disseminated by other trainers.

b) **Training Library**: All the training materials are collected and documented in this database.

c) **Expert Network (Peer Assist)**: HP also set up a database where expert profiles can be collected. The main objective of setting up this expert network is “Making HP know what HP knew” that is, taking the assistance of experts in order to solve problems that arise in the organization.
d) Knowledge Management on Product Processes: HP’s Product Processes Organization (PPO) is a group which performs functions such as corporate quality, procurement, product marketing and organizational change. PPO considers information handling is to be developed for core competencies.

e) Managing Knowledge for The Computer Dealer Channel: HP set up this channel for this purpose of managing knowledge explicitly. When calls made by customers to HP’s customer support service centers increased at an alarming rate, HP decided to set up a database with frequently asked questions (FAQ). This brought down the number of calls to a manageable rate.

**Performance Measurement** is concerned with financial and non-financial factors which affect the business. Knowledge Management requires Performance Measurement. An organization should conduct a competence survey in order to find out the competence gaps in an organization. A competency plan must be sent by defining target levels in order to improve competencies in a particular area.

<table>
<thead>
<tr>
<th>Operative level, i.e. short period</th>
<th>The Main rationale for using the tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>PM</td>
<td>Motivation, control and guidance of employees, Quality management, etc.</td>
</tr>
<tr>
<td>KM</td>
<td>Effective knowledge sharing between employees. Management knows the organization’s knowledge level.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic level, i.e. long period</th>
<th>The Main rationale for using the tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>PM</td>
<td>Implementation strategy and receiving feedback for the strategy formulation.</td>
</tr>
<tr>
<td>KM</td>
<td>Developing employees competencies according to strategy</td>
</tr>
</tbody>
</table>
HR Practices for Knowledge Management:

- A wide variety of practices and processes are used in knowledge management. Some of the common ones are as below:

- Under **job rotation** employee is put at different locations and is asked to take up different roles. It enables him not only to add to his knowledge base but also to share his existing and new found with other employees.

- HR should work towards creating **networked organizations** wherein people can be a part of both horizontal and vertical teams in order to increase their knowledge.

- Employee teams are both the generators and users of knowledge and hence they have a say in developing the **training** module with HR managers.

- **Knowledge Facilitator**’s role is as vast as a horizon as it requires creative integration across the traditional HRM activities. It requires both rethinking traditional ways of managing the workplace as well as using innovative approaches outside the box of traditional HRM. Most importantly becoming an effective knowledge facilitator requires conceptualizing HRM to create a community of knowledge workers.

- In the process of converting tactic knowledge into explicit knowledge organizations must also enhance employees skills, competencies etc thus creating an **ultimate employee experience**.

- Organizations must encourage free working atmosphere to **relax controls**. For instance, in the knowledge economy gossiping is not frowned upon as people who gossip tend to spread news around the company from what they hear which in turns sparks new knowledge.

Relationship between Human Resource Management and Knowledge Management

HR Managers who can develop processes in order to maximize the value of intellectual will be considered invaluable to an organization. The main function of an HR manager is concerned with the **recruitment and retention** of innovative employees. This is crucial as an organization will suffer from loss of wisdom and subsequently value when its employees walk out. An organization will benefit only if its “employees” understand the advantages of
Thus it is the role of HR managers to propagate the value of knowledge sharing by explaining especially to the junior employees about the tangible and intangible results that KM will bring to them.

HR managers have to work with the line managers in order to redefine individual as well as group goals for the introduction of a KM program. It is the responsibility of the HR manager to ensure that an organization’s mission, vision and practices encourage knowledge sharing culture. During this process of knowledge transfer the HR must see to it that the employees acquire education as well as skills to enhance their career growth. For this purpose HR must include KM related duties in the employee’s job description. For instance, Google insists that its employees use 20% of their time in their office to work on personal projects, thus leading to knowledge creation. Since Knowledge Sharing must be expected, recognized and rewarded, HR should reframe selection, appraisal and compensation procedures for this purpose. HR must discourage those gossipmongers who reduce the worth of a knowledge organization, while encouraging others who contribute towards developing a KM system. HR should also determine appropriate boundaries for use for those organizations which opt for technology (e-mail, instant messengers) in order to disseminate information. They can also make employees aware of the benefits of face-to-face conversation over electronic media for the purpose of knowledge sharing. In other words, HR managers also have the expertise to come up with non-technological solutions. HR managers act as information transmitters as they transfer suggestions of the junior management to the senior management. In order to have an efficient KM system in place, the senior management must identify those HR managers who have a good reputation in the organization and must motivate them towards KM. Finally, HR systems must be revamped for this purpose. Traditional “non-knowledge friendly” HR systems must be designed to meet the new KM related demands of an organization. All the above activities performed by the HR manager prove that an HR manager has a crucial role to play in the organization.
How should an organization create a knowledge culture

Sam Walton created a Wal-Mart culture which endures even after his death. Every Saturday, at 7.30 am, Wal-Mart executives, managers and associates gather together to discuss business. It is at this meeting that Wal-Mart employees discuss their management strategies, information about customers and competitors. Also useful management literature - relevant books and articles are brought to the notice of the management to create awareness among employees. Every organization should follow the example of Wal-Mart. Recruitment and Selection are crucial activities for an organization and candidates who will fit into the organization's knowledge culture in the future must be selected. Organizations must discard conventional sources of recruitment and opt for more modern methods. Traditional recruitment centers are more function oriented, for instance, marketing assessment centers and sales assessment centers are run separately. This blocks knowledge sharing between the different functional areas. In order to gain a competitive advantage, firms must ensure personal development of employees by ensuring that they are constantly updated with information about their area of specialization. Firms hire people and train them to become inventors or implementers. Once they are absorbed into the organization, the most important work-related training should be given by the mentors assigned to them. In many organizations, performance management systems have a short-term focus. They are more result-oriented, that is they are more volume or profit oriented and do not provide good environments for knowledge management. Therefore performance management system should focus more on the long-term initiatives like learning capacity and individual development. For this purpose the key variables that an organization can consider are - knowledge acquisition, knowledge sharing, and knowledge reuse and knowledge development.

Organizations must reward and recognize those who contribute to the knowledge sharing culture. Rewards must be immediate and they can be classified into two categories - monetary and non-monetary rewards. Monetary rewards include pay hike, profit sharing etc. Flexibility in working conditions, participation in decision-making comes under the umbrella of non-monetary rewards. HR Manager can create a knowledge sharing culture in the organization by creating knowledge awareness programs. Organizations also conduct knowledge fairs in
order to disseminate information. **Knowledge Fairs** not only enables face-to-face contact among the participants but also motivates employees to act as they can gain incentives for their performance. Collective experience gained by the mentors rather than statistical data can help in the understanding and transfer of knowledge which add to the contribution of communities of practice.

According to an article in “The Economic Times”, February 2009, the average turnover per employee for Wipro, Infosys and TCS is Rs. 5.75 lakhs per quarter, while for Accenture and IBM it was less than Rs 10 lakh per quarter, going on to prove that Indian IT MNC’s need to concentrate on productivity and efficiency of employees in order to have better performance. This can be done by creating a knowledge sharing culture.

**Is knowledge management the future of HR**

Knowledge Workers are integral to the efficient performance of an organization. It is the task of the HR Managers to hire, develop and retain them. The grave concern for HR’s today is concerned with the risk of employee turnover. In order to avoid this HR’s must provided flexible working environments, good training, opportunities for growth, grievance redressal etc. However despite providing all the benefits if the knowledge workers quit, then it is the responsibility of the HR managers to document their knowledge for further use, so that the organization’s value does not depreciate after the knowledge worker leaves. This is the most important task for HR’s today signifying that knowledge management is the future of HR.

**Data and Technology**

To understand the use of knowledge management in best practice organizations in Human Resource context a survey was conducted. The Target group was the Top IT firms that use knowledge management to some extent.

An Exploratory research was carried out. The method of sampling was Non-probability judgments sampling and a sample size of 60 employees was chosen along with this tools such as questionnaires were used. The sampling unit consisted of employees of IT firms. The data was collected during the year 2008-2009.
Analysis and Interpretation

The number of organizations that have responded that they have a knowledge management system in organizations are given in the table below.

Table 1: Organizations that have knowledge management system.

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>59</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Ruchita Goswami, Knowledge management for IT firms, Alliance Business Academy (2008-2009)

The graph above shows all the organizations except for one firm contacted have this system clearly signifying that most of them have realized the importance of knowledge management system and have adopted it in order to increase their performance.

Table 2 shows what type of knowledge management systems are there in the organizations.

Table 2: Type of Knowledge management system

<table>
<thead>
<tr>
<th>Traditional or paper based</th>
<th>Web based</th>
<th>Internet/intranet</th>
<th>Combination</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
<td>17</td>
<td>43</td>
</tr>
</tbody>
</table>
The above graph shows internet/intranet is most popular knowledge management system across organizations.

**The table 3 Below shows how knowledge management system helps organizations.**

<table>
<thead>
<tr>
<th>Information sharing</th>
<th>Problem solving</th>
<th>Development of database</th>
<th>Product development</th>
<th>Customer support</th>
<th>Build customer relationship</th>
<th>Improve customer satisfaction</th>
<th>Customer retention</th>
<th>Minimizing employee turnover</th>
<th>Increase employee productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>60</strong></td>
<td>56</td>
<td>15</td>
<td>30</td>
<td>17</td>
<td>16</td>
<td>31</td>
<td>10</td>
<td>1</td>
<td>50</td>
</tr>
</tbody>
</table>
From graph above it can be inferred that the main reason for developing knowledge management is to capture and disseminate information among employees in order to create a data base to use as future reference for problem solving.

**Table 4** Below shows why knowledge management systems are required in companies.

<table>
<thead>
<tr>
<th>Team work</th>
<th>Similar projects</th>
<th>Reutilization of resources</th>
<th>Improving communications</th>
<th>Enhanced learning ability</th>
<th>Increased productivity</th>
<th>Informaton sharing</th>
<th>Knowledge creation</th>
<th>Appraisal</th>
<th>Organization policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>11</td>
<td>44</td>
<td>21</td>
<td>35</td>
<td>40</td>
<td>53</td>
<td>9</td>
<td>12</td>
<td>7</td>
</tr>
</tbody>
</table>

Table 4: Requirement of knowledge management.
From the above graph it can inferred that in order to reduce the risk of attrition, firms have to capture the knowledge of their employees so that they can be reutilized.

Table 5 shows the different types of applications present in firms.

<table>
<thead>
<tr>
<th>Intranet</th>
<th>Company website</th>
<th>Internet</th>
<th>Email</th>
<th>Internal electronic bulletin board</th>
<th>e-library</th>
</tr>
</thead>
<tbody>
<tr>
<td>57</td>
<td>50</td>
<td>47</td>
<td>48</td>
<td>47</td>
<td>29</td>
</tr>
</tbody>
</table>
The most popular IT application is the intranet followed by companies’ website and email.

**Knowledge Management Strategies**
Organizations adopt knowledge management to address ever-increasing challenges or marketplace pressures. To be successful, a knowledge management strategy must do more than just outline high-level goals such as ‘become a knowledge-enabled organization’. Instead, they must identify the key needs and issues within the organization, and provide a framework for addressing these.

**HLL’s Knowledge management strategy**: Packaging provides dual services—Protection and Presentation. HUL realized the need for knowledge management in order to utilize the collective knowledge of packaging professionals to add value to the brand. HUL adopted the following techniques in order to set up a knowledge management process:

- The team has appointed sub teams to specialize in identified knowledge blocks. These sub teams will help the total team to keep up-to-date with technology and strengthen the packaging skill base in the company.
• The team frequently organizes “knowledge workshops” and generates new ideas and opportunities. It also focuses on capability building through continuous skill mapping, gap analysis and need based training.
• The team has evolved with an intranet application with collaborative working tools, to facilitate knowledge sharing. In between face to face meetings. These steps taken by HUL resulted in diversification and cost reduction.

**IBM’s knowledge management strategy:**
IBM’s knowledge management processes begun in 1994. Given below is a news article that very clearly articulates what IBM has been doing with in the traditional Knowledge management space. IBM has been really strong with the explicit knowledge exchange, that is, asset management. The strategies followed at IBM were:

- Asset management: A world wide asset reuse program for global technology services where knowledge workers can capture key assets and then make them able for reuse at a later time.
- Expertise location: the exciting programs for expertise location are Bluepages—the universal employee directory that feeds everything else.
- Collaboration: In this particular section IBM has been making extensive use of different tools available, like Collaboration central, Teamrooms, Jams, and Thinkplace etc.
- On-demand learning: With the introduction of Learning@IBM as part of the on demand
- Workplace, as a new way to promote learning.

**Infosys knowledge management strategy:**
Infosys is a leading consulting and IT services provider whose services include e-strategy, consulting solutions, large application development, enterprise integration services product co-development and product engineering. Infosys maintains offices throughout the U.S, Europe and Asia.
Infosys’s KM Mission:
“Infosys ensures that all organizational learning is leveraged in delivering business advantage to the customer”

Infosys’s KM Vision:
“To be an organization where every action is fully enabled by the power of knowledge, which truly believes in leveraging knowledge for innovation, where every employee is empowered by the knowledge of every other employee, which is a globally respected knowledge leader.”

KM initiatives at Infosys:
The HR team at Infosys has undertaken initiatives with regard to knowledge sharing and distribution at Infosys. A few of these are:-

a) Body of Knowledge:
Infosys maintains a body of Knowledge (BoK), wherein learning from past projects are documented. Rewards are also given for extraordinary entries.

b) Process:
Infosys has developed a “Process Assets” System, wherein a project leader mentions a brief description of the project and similar details for future reference.

c) People Knowledge Map:
People Knowledge Map (PKM) provides an intranet-based interface in order to enableInfoscions to register and locate expertise within the organization. The company’s intranet “Sparsh” provides access to intranet-based knowledge systems for the companies use.

d) Virtual Classrooms:
Infosys has developed web based virtual classrooms in order to provide its employees access to various courses as well as enables them to post and respond to course-related queries.

e) Odyssey:
It is a system which is developed at Infosys which acts as an umbrella for all the websites
which are maintained by individual project heads. It also provides for information and re-useable articles which will help sales people during the initiation of projects.

**Infosys’s KM Strategy:**

Infosys’s KM strategy constitutes- People, Process and Technology.

**People:**

Infosys has a central KM group which deals with KM strategy right from its conception till its implementation. For implementation of KM strategy there should be proper co-ordination between various departments in the organization which is taken care of by the organization.

**Process:**

Infosys has a content architecture which includes both internal content (Infosys internal expertise such as BoK, internal research reports, project reports etc) as well as external content (Infosys external expertise such as Online journals, Books, Technological and Business reports of other companies).

**Technology:**

A Central KM portal is available at Infosys which will provide access to the knowledge assets as defined by the content architecture.

**Discussion**

**AIM MODEL**

There were several interesting issues addressed by the present study, culminating in a model to ascertain the requirements for the knowledge management strategy for organizations, we have suggested the tool. Each of these approaches has its strengths and in practice, a success
knowledge management program must encompass both. The paper presents a model that focuses strongly detailed steps that HR managers must adopt in order to establish an efficient knowledge management process.

**AIM MODEL**

This is a model that we have designed in order to enable the HR managers to systematically carry out the knowledge management process. The model comprises of 3 steps which are:

a) **Acquisition:** This involves acquiring of knowledge for the purpose of reutilization which is the primary responsibility of HR. This should be done by using tools like knowledge audit, knowledge harvesting, peer assist, community of practice, storytelling etc as well as practices like Recruitment, Selection, Training, Facilitation etc.

b) **Infrastructure and Technology:** Knowledge which is acquired has to be documented with the help of technology for further use. For this purpose HR Managers must take the assistance of the IT Department in order to store knowledge collected in the form of databases.

c) **Monitoring and Evaluation:**

HR Managers must disseminate information that is required in order to satisfy the need or requirement for information after conducting a need assessment. HR Managers must also
keep a count of the frequency of the deposits of and requests for knowledge to find out the efficiency of the Knowledge Management System in the organization. The HR managers must also keep a track of how well the information is used through outcome evaluation. Ultimately the HR manager must see to it that these activities result in cost reduction.

**Barrier for Implementation Knowledge Management:**

HR Managers are faced with opposition from all quarters when they have to introduce KM processes in a firm. All the members of the senior management may not want to endorse KM in the organization. KM is not static. Knowledge that is collected by a firm may become stale and thus it has to be constantly updated. This involves a lot of time and money which the senior executives might be unwilling to spend. HR managers also face resistance from the junior level as some employees may not be willing to part with the knowledge and skills which make them valuable as individuals. These employees may also be hard pressed for time and hence avoid participating in such an initiative. Also, KM programs must be aligned to the business objectives of a firm otherwise it will become a futile exercise. Some firms however have allowed technology to dictate KM decisions that are made. What they fail to realize is that KM is not a software product and hence decisions have based on who (People), what (Knowledge), when (Business Objectives) and finally how (Technology). This again poses a problem for the HR managers who want to bring about a change in the KM process in an organization.

**Conclusion**

Knowledge Management will continue to evolve and will receive immense support from the employees. Organizations should become aware of the fact that in order to achieve great heights, they need to work towards building people-centric approaches rather than concentrating on hoarding of fixed assets. The table below shows how the case studies that are considered in this paper correlate with the data analysis conducted, proving there is a positive correlation between the two.
Table 7: Relationship between the 4 cases and the data analysis

<table>
<thead>
<tr>
<th>Case</th>
<th>Combination</th>
<th>Information Sharing</th>
<th>Re-utilization of resources + Information Sharing</th>
<th>Intranet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Combination</td>
<td>Information Sharing</td>
<td>Re-utilization of resources + Information Sharing</td>
<td>Intranet</td>
</tr>
<tr>
<td>Yes</td>
<td>Internet and Intranet</td>
<td>Information Sharing + Problem Solving + Product Development</td>
<td>Similar Projects + Re-utilization of resources + Information Sharing + Enhance Learning Ability</td>
<td>Internet + Intranet + E-library</td>
</tr>
<tr>
<td>Yes</td>
<td>-</td>
<td>Information Sharing + Product Development + Customer Satisfaction + Customer Relation + Customer Support</td>
<td>Utilization of Resources + Enhance Learning Ability + Information Sharing + Increase in Productivity</td>
<td>E-Library</td>
</tr>
</tbody>
</table>

**Recommendations**

These are some of the suggestions that we have come up with in order to increase the efficiency of knowledge management. They are as follows:

1) **Knowledge artifacts** must be mainly in the electronic format so that it is accessible to all the employees.

2) Data accumulated should be of good quality in order to have positive outcomes out of the process of knowledge sharing. This is also called **Quality Management of Data**.
3) HR manager must leverage lessons learnt from past decisions and experiences because it is cheaper to make the right decisions in the first time.

4) Sharing of best practices and consistent processes should be encouraged.

5) Organizations must appoint people who will be solely responsible for recording information, (known as knowledge stewards) so that all the best practices are documented.

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