

# **Knowledge Management Initiatives**

## **An Analytical Case Study**

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### **ABSTRACT**

One of the most important and fashionable ideas in the modern business world is knowledge management (KM), which focuses on the processes of gathering, producing, and sharing data, as well as its associated cultural and technical foundations. Appreciating and taking part in Knowledge Management initiatives may help build and maintain value in today's business world. The study's stated goal was to evaluate the efficacy of KM initiatives and the current knowledge of employees. It aims to assess the efficiency of knowledge sharing strategies in addition to evaluating the worth and relevance of KM activities. This study uses a descriptive method to provide light on how the company manages its knowledge. Only the Chennai location of Kumaran Systems, which has 1500 total employees, is included in this report. The primary data was collected via surveys given to one hundred different employees who were selected at random. As a result of this work, you will have a thorough understanding of what is meant by "Knowledge

### **INTRODUCTION**

In recent years, KM has emerged as a hot topic in both the commercial and academic worlds. Massive volumes of data and information are processed every day. No amount of data or information can be considered knowledge unless we figure out how to derive meaning from it. This highlights the need of efficient knowledge management. In its widest meaning, knowledge management is an interdisciplinary approach to making better use of information inside an organization. Knowledge

Management," what is being done to ensure its successful implementation, how knowledge is disseminated to various levels of employees, and why an effective knowledge management system is so important to your company. Kumaran Systems' staff in Chennai was polled for this study. It was found that a suitable, albeit rather dated, knowledge management system was being used. Employees were found to be less willing to share knowledge since they were not adequately rewarded for doing so. If workers were acknowledged and compensated for sharing their knowledge, they could be more likely to do so. You'll need a reliable and cutting-edge Knowledge management system if you want to generate revenue, break into new markets, improve decision making, raise productivity and efficiency, and overall prevail in today's competitive business climate.

**KEYWORDS:** Management of Information, Kurian Award Systems, Information Sharing, Commendations, and Financial Success.

management (KM) is concerned with the processes and systems that support activities like education and training. How Knowledge Management initiatives are interpreted and implemented has As a result of these developments, businesses may raise their intellectual property assets, revenue, market share, quality of decision-making, productivity, efficiency, and savings. In today's information-based economy, the ability to effectively manage one's body of knowledge is crucial. The growth and dissemination of knowledge and competence are increasingly significant factors in achieving professional success. In other words, not all

information is equal. Therefore, it is up to each individual business to determine for itself whether data is an asset based on intellectual and specialized expertise.

### **STUDY PROBLEM**

Knowledge management plays a crucial role in an organization's ability to develop and gain a competitive edge. Unfortunately, not all companies are equipped to promote knowledge exchange among employees or to adopt knowledge management initiatives. Knowledge management in businesses should not be implemented only for the sake of implementation since certain data, such as that developed by a specific group inside the firm, should be validated before being collected and shared. However, there seem to be barriers to information sharing despite the fact that effective information management is crucial to the success of any firm. This knowledge is buried deep inside an individual's mind and is thus difficult to retrieve. The act of giving away one's earnings is not always seen as good. As a result of its pervasive nature, many people who possess knowledge do not even realize it. People seldom feel compelled to impart knowledge to one another. Knowledge management is an organization-wide effort that affects every department, function, and business unit. You'll need a reliable knowledge management system to extract useful insights from this data. The team's capacity to learn from one another is beneficial to the company. To effectively adopt a knowledge management strategy across the business and thereby empower every person by the knowledge of every other employee, a corporation must make employees aware of the relevance, importance, and advantages of knowledge management.

### **RANGE AND IMPORTANCE OF THE STUDY**

The findings of this study have helped shed light on Kumaran Systems' Knowledge Management (KM) initiatives. Knowledge management has been shown to boost productivity. Common aims for knowledge management efforts include improved performance, a competitive advantage, innovation, the sharing of lessons learned, integration, and ongoing improvement. While KM and OL projects sometimes overlap, the former may be distinguished from the latter by its focus on knowledge as a strategic asset and its emphasis on promoting knowledge sharing. Due to its superiority over previous approaches, this kind of corporate education is now enjoying a surge in popularity. However, questions concerning the quality and quantity of communication persist. It was outcome oriented since this discovery was considered.

### **OBJECTIVES OF THE STUDY**

- In order to: • Determine the level of experience the team currently has with Knowledge Management; • Assess the success with which all employees are using Knowledge Management strategies.
- To find out the existing method of communication between employees.
- To measure the efficacy of Knowledge Management.

### **METHODOLOGY**

The purpose of this descriptive quantitative study was to shed light on the processes involved in Knowledge Management (KM) at Kumaran Systems in Chennai. The sample was selected based on the most convenient criteria. Two sets of respondents, managers and employees in fields such software development, testing, code analysis, technical writing, and graphic design, filled out a standardized questionnaire to collect 100 primary data points. Participants were 19 software engineers (including developers, testers, analyzers, and designers), as well as 5 managers from each group. The secondary sources included scholarly journals, text books, and the internet. The research was conducted between the beginning of 2014 and the middle of the year.

### **COMPANY PROFILE**

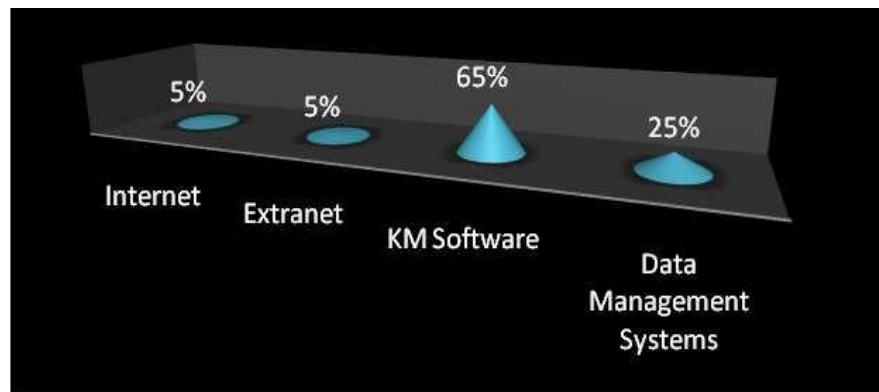
Kumaran Systems is a market leader in the information technology sector, providing a full range of services tailored to the specific requirements of today's enterprises. Some examples of these services include helping with the migration process, integrating new systems, and managing existing ones. Kumaran Systems, which was founded in 1990, initially specialized on product development but has now broadened its offerings to include legacy migrations as well. Because of the ground-breaking nature of its offerings, Kumaran Systems has risen to become the world leader in ORACLE migration services. Over the years, Kumaran Systems has completed over 2,000 projects, such as the development of corporate management solutions and the migration of old systems. After completing many successful ORACLE migration projects, Kumaran Systems diversified into other areas of technology. Kumaran saw a need in the industry in the late '90s, and he responded by developing semi-automated tools like Accell \*Converter and GUI\* report converter. Kumaran Systems redirected their efforts in 2007 to better serve their clients' requirements in the emerging fields of Web 2.0, SOA, WOA, Web Services, and Mobile2.0. Kumaran similarly became an active supporter and contributor to open source software. As it evolved and diversified, the company mastered new skillsets such as software engineering, testing, app creation, and production support. In order to better serve their diverse clientele in fields as varied as finance, telecom, insurance, and IT, Kumaran Systems has restructured into dedicated SBUs.

## DATA ANALYSIS AND INTERPRETATION

**Table 1: Current Status of Knowledge Management**

Particulars	Frequency	Per Cent
No existence	3	3
Nascent stage (Just started)	2	2
Introduction stage	46	46
Growth stage	55	55
<b>Total</b>	<b>100</b>	<b>100</b>

Fifty-one percent of respondents placed their company's knowledge management efforts somewhere between developing and starting. Less than 5% of respondents, on the other hand, said that their firm did not engage in any kind of KM activity, and an even lower amount, 2%, said that their KM efforts were just getting started.



**Chart 1: Technology Implemented for Knowledge Management**

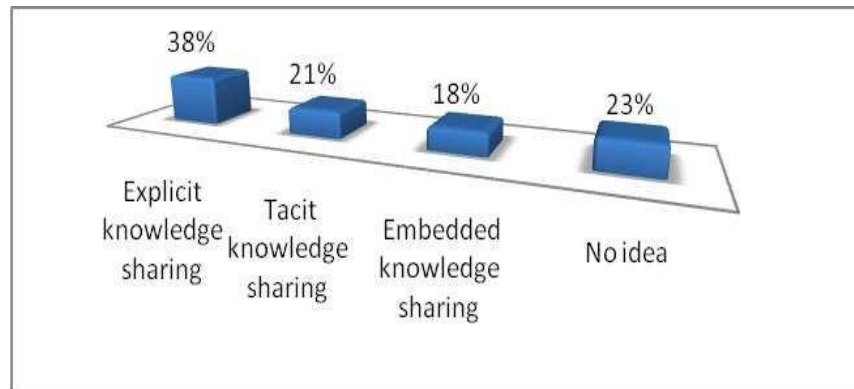
Twenty-five percent (25%) of respondents said that data management systems were in use, while sixty-five percent (65%) claimed that KM software was used by the firm. However, around 5% of respondents from each group said that the company relied only on internet and extranet capabilities for management purposes. knowledge.

**Chart 2: Knowledge Sharing According to Respondents**



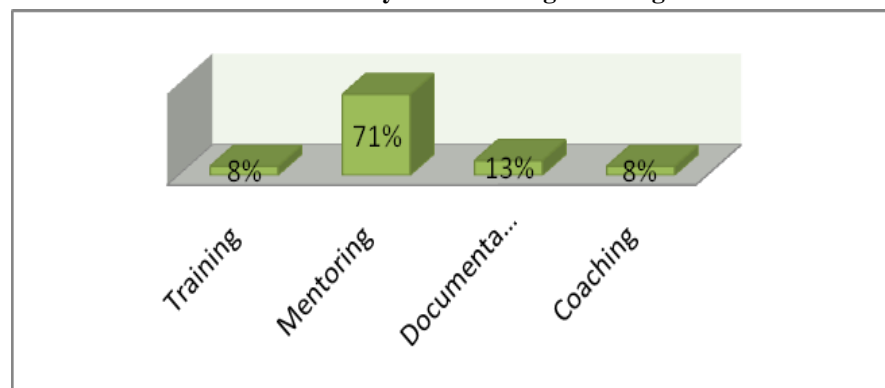
Eighty-four percent of respondents identified information sharing as a key factor that helps businesses gain and keep an advantage. The converse is true for 16% of those polled, who equate knowledge sharing with mere transfer.

**Chart 3: Method of Knowledge Sharing Followed in the Organization**



It was found that 38 per cent of the respondents were of the opinion that explicit knowledge sharing method was used internally as a communication medium for the business. Meanwhile, 21% of respondents indicated they utilized the tacit knowledge sharing strategy, and 18% said they used the embedded knowledge sharing approach. Twenty-three percent of the workforce is unaware of the information-sharing method currently in place at their organization.

**Chart 4: Ways of Knowledge Sharing**



Nearly three-quarters of respondents (71%) said that mentorship was the primary method of knowledge transfer in the business, followed by documentation (13%), and coaching and training, each with an insignificant 8 responses.

**Table 2: Key Benefits of Knowledge Management**

Particulars	Frequency	Per cent
Unleash new ideas and creativity	42	42
Help create a more adaptive, responsive, dynamic and flexible organization	38	38
Use knowledge to build virtual networked business	11	11
Avoid Waste and Duplication by encouraging Knowledge Reuse	9	9
<b>Total</b>	<b>100</b>	<b>100</b>

42% of respondents said that knowledge management assists in releasing new ideas and creativity, and 38% said that it would help in making an organization more adaptable, responsive, dynamic, and flexible. Eleven percent of those polled said they could utilize their knowledge to create a virtual networked firm, and nine percent said they believed knowledge management would cut down on waste and redundancy by promoting the sharing of existing information. **MAIN**

## FINDINGS

### Current Status of Knowledge Management

According to the majority of respondents (55%), it demonstrated that KM efforts were effectively introduced and implemented in the firm and was in the growth stage.

### Technologies Implemented for Knowledge Management

Sixty-five percent of those polled had direct knowledge of KM tools used by their company.

### Knowledge Sharing According to Respondents

Eighty-four percent of respondents said they fully grasp the value and advantages of sharing knowledge. They had faith that information sharing would help them gain and keep an edge in the market.

### Method of Knowledge Sharing Followed in the Organization

Based on the responses, 38% of people said that explicit knowledge sharing is the most common strategy utilized in their business, with tacit knowledge coming in second.

### Ways of Knowledge Sharing

Almost three-quarters of respondents identified mentorship as the most often used method of knowledge transfer in the company.

### Key Benefits of Knowledge Management

Almost half of those polled (42%) said they had a good understanding of the primary gains that can be made by using knowledge management.

## SUGGESTIONS

While most workers believe their company has a useful knowledge management system in place, they also believe that it is out of date and should be updated as soon as possible.

Since many workers were unable to provide input, it was advised that the company define "communities of practice" in detail.

- Knowledge management efforts and current knowledge sharing procedures in the company would benefit both workers and the business as a whole if they were improved.

Almost half of the people in the research group were unsure of the information sharing techniques utilized by the business, thus it would be helpful if Kumaran Systems provided sufficient training on these approaches.

- The people that work for a company are the driving force behind its success. As a result, the business might stress to its staff the need of confiding in a select few individuals inside the organization when discussing

sensitive information. It's good to have a mentality that encourages and supports knowledge sharing programs, but that shouldn't come at the expense of compromising sensitive or vital data.

- Instead of relying solely on the company's intranet site, it is recommended that more meetings and workshops be held to promote effective knowledge sharing and utilization. This is because meetings and workshops encourage more interaction between employees, which is essential to the achievement of effective knowledge sharing.

- Employees may be motivated to contribute more to knowledge sharing projects if they were financially rewarded in addition to receiving symbolic acknowledgment via newsletters or websites.

- It is recommended that the firm think about keeping good records, which might become one of the best ways to share information since, at any time, these records would be useful for recovering and reusing the company's prior acquired expertise.

## CONCLUSIONS

Organizations should first and foremost determine early on the KPIs that will indicate the success of their Knowledge Management (KM) strategy, and then describe the value that they want to accomplish from the KM endeavor. KM initiatives fail if they are not tied to tangible business outcomes. Best practices sharing is an admirable goal, but it has to be driven by practical considerations. Without a compelling business justification, knowledge management is pointless. Improving cooperation to get a product to market quicker than the competitors, for example, is a real business objective that the KM project should aim to achieve. Last but not least, while knowledge management is just getting started, it's best to take baby steps rather than a giant leap. The company would have greater say over the results of smaller initiatives, and a single misstep wouldn't derail everything. Furthermore, if the advantages are difficult to quantify, it is easier to get money for a succession of smaller initiatives than for an enterprise-wide endeavor. The organization may grow on its success more easily if it starts small.

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