STRATEGIES TO OVERCOME CHALLENGES OF KNOWLEDGE MANAGEMENT

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ABSTRACT

Knowledge management is the new era in the field of management. It is a process, begins with the knowledge creation step and ends with usage of information. If Organization implements Knowledge Management (KM), it will nurture the value of firm and boost the positive attitude of stakeholders. The purpose behind this study is to understand the challenges faced by the organizations in adopting KM and to suggest strategies to overcome the challenges. In this study, secondary sources of data viz Journals, Articles, Media reports, Web and Magazines are considered. While adopting KM, organization may faced some challenges like Difficulty in planning, Technical issues, Lack of finance, Resist to change etc. Organization can smash these challenges by applying certain strategies like Proper planning, Training programs, Appointing a Knowledge manager, Capital reserve, Negotiation programs to encourage the attitude of change and Strong culture etc. Further, Organization should be Optimist, organization will enjoy overwhelming longterm benefits if it implement KM by adopting some crucial strategies.

Key words: Competitive advantage, Knowledge Base, Knowledge Management.

INTRODUCTION

Management is the backbone of every organization. It plays a pivotal role in achieving organization’s vision. Now a days, various types of management come to exist viz Financial Management, Knowledge Management, Change Management, Cross Culture Management, Environmental Management, HRM, Production and operation Management, Risk Management, Technology Management, TQM, Logistics Management, etc. The scope of Management has extended broader.

Knowledge Management is a dynamic part of Management, which nurture the value of organization and boost positive attitude of stakeholders. It is a process, which comprises steps like knowledge Identifying, Creating, organizing, recording, sharing and using of information. Perhaps, it is like using an intangible asset (Knowledge) to appreciate another intangible asset (Goodwill) of an organization. The vital aim of knowledge Management is “to present right information to right people at the right time”. It facilitates the One-on-one concept.

OBJECTIVES

1. To understand the concept of Knowledge management.
2. To know the Challenges faced by the organization in adopting Knowledge management.
3. To suggest Strategies to overcome obstacles of Knowledge management.

METHODOLOGY

This is an exploratory research, where data collected from secondary sources such as Articles, Journals, Media reports, Web and Magazines.

REVIEW OF LITERATURE

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Meaning of Knowledge

Knowledge is a skill acquired by experience. It’s related with the understanding of facts, situation, believing persons and creating awareness of something. It’s keenly correlated with cognition. It is build by Insight.

Meaning of Management

Management is a group of persons, who influence other people of the organization. It has the power obligated decision making. It performs some correlated functions like Planning, Organizing, Directing, Staffing, Coordinating, Reporting, Budgeting and Decision making to achieve personal as well as organizational goals. It accelerates the proper, effective and efficient use of all resources of organization.

Meaning of Knowledge Management

“Knowledge Management is a systematic process of Identifying, Organizing, Recording, Sharing and Applying respective information of organization with the motto of, to meet the organizational objectives”.

Knowledge management acts as a key to success, which provides competitive advantage to business. It is facilitated by Human Resources, as it incorporates collaborative work, Creativity, thinking abilities among the employees of organization. It promotes the organization to come forward from the obstacles like, High cost of production, Low productivity, poor customer relationships, and personnel issues etc. Knowledge management is the center of management, it provides information to all types of managements for decision making. It is also known as ‘Knowledge Base’.

To sum up, Knowledge management could foster the following advantages to the organization:

- Gain competitive advantage.
- No more extra customer service cost.
• Easy access of knowledge.
• Builds the sharing attitude among the employees.
• Knowledge/Information is stored in a structured form.

**Definition of Knowledge Management**

In the words of Peter Drucker [Father of Modern Management]:

“Knowledge Management is the coordination and exploitation of organizational knowledge resources, in order to create benefit and competitive advantage”.

**Process of Knowledge Management:**

Knowledge management follows series of steps. Those are:

**Knowledge Identification / Gathering:**

This is the basic step of KM. Primarily, the Knowledge management members should identify the reliable and relevant knowledge to store, it may be explicit (recorded in papers) implicit (created in the minds of employees). The Information which will be useful in future should be identified.

**Knowledge Recording / Storing:**

Identified Knowledge should be systematically recorded in a proper structure. If knowledge stored appropriately, then only it will possible to share and use in future. Failure in this step, affect the remaining two steps of the process.

**Knowledge Sharing / Distributing:**

Knowledge sharing is a type of donation. This is eminent part of Knowledge management process, as the stored information is shared by the people, people access needed information to take some decisions.

**Knowledge Using / Applying:**

The main purpose of KM is to use the stored information. Knowledge has been stored to use in future whenever it is needed. So, organization must apply the stored knowledge whenever the situation will arise.

**Challenges of Knowledge Management:**

Knowledge management helps to enrich the organization. Meanwhile, Organizations faced some challenges while adopting Knowledge management:

**Difficulty in Planning:**

Planning before acting is rule, proper planning before implementing Knowledge management is desirable. But the challenge is, if the person involved in planning doesn’t have proper knowledge of knowledge management, organization will face difficulty in planning. An improper planning will leads to wrong way.

**Technical Issues:**

Implementation of Knowledge management requires Artificial Intelligence(AI) system, and some specific Software like Guru, Help Juice, Scribe, Tettra, Livechat etc. Along with these, it also needs methods like Wiig KM cycle, NOMAD, KMS development etc. These thing bear high cost, on other hand, operating and maintenance also a challenge to organization.

**Complications in Uploading and updating of data:**

Even after successful setting of KMS, another challenge is uploading each and every information of organization. It seems hectic to large organizations since it takes too much time. Another notable problem is updation of data, if organization wants to make changes in the stored data it will become hard to update new information since it includes numerous data.

**Barrier of Maintaining Quality:**

Organization should store qualitative data instead of quantitative one. Quality is beauty of data. The data stored in the Knowledge management system may gathered from many persons of the organization. If anybody among them shared inaccurate or unauthentic knowledge it might be a problem.

**Lack of Finance:**

Finance is the lifeblood of every activity. As we come to know that, KM needed specific system, know-how and special software etc. for adopting these, organization requires huge amount of money. Fact is, many developing, underdeveloped, and small scale industries stays back from implementing KM because of finance obstacle.

**Barrier of Resistance to Change:**

Resistance to change is the frequent problem of Organization. Sometimes, people of organization deny change themselves. They restricts to share, store and access required knowledge through the Knowledge management. KM is majorly related with human resources but people restrain to join hands in implementation of KM, it may be a hurdle to organization.

**Problem of Knowledge sharing:**

‘Knowledge sharing is also a type of Donation’. But don’t Know why, people of organization suppress themselves from sharing knowledge. Sharing of knowledge doesn’t decrease our knowledge but it will increase others knowledge and helpful to make decisions. If stored information not shared with others it is fruitless of setting KM.

**Trouble of Creating Customer service Center:**

KM emphasis in strong customer relationships, it entails a customer service center. Organization should assign responsibility of this center to a person, who will keep eye on Frequently Asked Questions (FAQ) of customers, provide Help desk service and assist customers whenever necessary. It should be work actively otherwise it will affect on the image of the firm.

**Fails to Usage of information:**

Knowledge Usage is last step in the process of KM, and also it is an object. Organization should use stored knowledge as per necessity. Implementing of KM will be worthless if business fails to access and share stored knowledge. The challenge is creating the awareness of accessing information from the KM.
Complication of Weak Culture:
If organization follows Weak culture, it will be a hindrance for implementing KM. Because, it is rigid in nature, where adopting new programs, implementing new policies is a task.

Strategies to overcome Challenges:

Proper Planning:
For successful implementation of KM, organization should prepare a plan after consulting experts and analyzing the problems faced by other organizations, who have already implemented Knowledge management system.

Training:
For smooth holding of Knowledge management system, organization should make arrangements of training programs, to provide the knowledge of KM to the people of organization. It will enhance the contiguity of organization people with the KM.

Policy by Government:
It is desirable, if Government take initiation in framing a policy, which leads to adoption of KM compulsory to all the Organizations, like GST, Trade mark, Labeling etc. It will be synergistic to the nation as well as organizations.

Knowledge Manager:
Organization must appoint a Knowledge Manager. Whole and sole responsibility of KM can be imposed on him. Because of this, it will possible to come forward from the challenges viz upload and update of data, knowledge sharing and usage, and providing customer services problem.

Capital Reserve:
Company must maintain the Capital Reserve to overcome the problem of finance. It will help to get KM as much as early. Maintaining Capital reserve provides many benefits to the business.

Negotiation Programs:
Organization should take the step of arranging Negotiation programs like Group Discussion, to change the attitude of people who resists change. By involving respective persons in negotiation, organization can understand the reasons behind resist, and explain the benefits of change.

Latest Technology:
Organization must try to have a latest updated technology, which leads to gain competitive advantage and to increase productivity with less cost and time. Applying technology welcomes series of advantages to organization.

Motivational programs:
It seems good, if organization conduct Motivational programs to the people of organization in perspective of create awareness of adopting KM, it will empower the value of knowledge management system and firm.

Strong Culture:
Organization follows strong culture it will be helpful. It will give scope for changing the policies, strategies and programs whenever necessary. Flexible nature of organization will increase the efficiency of work, and easy moving towards the objectives of business.

Knowledge Sharing Platform:
Company could generate the platform to create the positive attitude of knowledge sharing among the employees. It will leads to successful implementation of Knowledge management.

After the implementation of KM, Updating system is also necessary. Knowledge manager must update system regularly to enjoy changes. Updating will furnishes new features and many more new options of storing, sharing and accessing knowledge.

CONCLUSION
Based on the above concise study, Knowledge management supplements various advantages to the organization. It enables an organization to be sustain in the competitive line. Knowledge management also an asset, it should be hold very smoothly to increase the value of firm.

Organization should be Optimistic, the challenges faced by the organization might be limited, but it will ensure long-term unlimited benefits in future. Challenges will break down if organization should adhere to implementation of KM. “If you want to shine like a Sun, first bum like a Sun” (words of A.P.J Abdulkalam). Further, today if we sow a seed properly, it will give fruit in future definitely.

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