

Knowledge Management Practices in IBM IT Company of Hyderabad City

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Abstract: *Knowledge Management Practices is the process of capturing developing sharing and effective use of Knowledge. It refers to multi-disciplined approach to achieving organizational objectives by making the best use of knowledge. where and what forms exists, what the organization needs to know, how to promote culture conducive to learning, sharing, and knowledge creation, how to make the right knowledge available to the right people at the right time, how the best generate or acquire new relevant knowledge, how to manage all of these factors so as to enhance performance in light of the organization's strategic goals and short term opportunities and threats. The goal of this site is to provide a comprehensive overview of knowledge management by examining its objectives, scope, strategy, best practices, knowledge management tools, as soon on. Knowledge Management area in the Information Technology organizations especially in the Indian context. This study clarifies the Knowledge Management practices; they're enabling factors, difficulties in practicing KM and the various organizational benefits of the same as below mentioned objective.*

Keywords: Knowledge Management, Knowledge Acquiring, Knowledge Organizing, Knowledge Store, Knowledge Access, Knowledge Apply, Knowledge Share

1. Introduction

Knowledge is the key in this information era. All organizations are finding the importance of the knowledge. To simply say, the knowledge is data and information that is put to use to generate value for an individual or organization Davenport and Prusak (1998).

2. Knowledge Management Practices

2.1 Knowledge Sharing

Perhaps the most important process in KM Practices plays a determinant role for both knowledge reuse and knowledge creation. The factors below summarize the key considerations with the exception of cultural issues, which are discussed further down.

- **Explicit knowledge:** Depends on articulation of needs, awareness of knowledge, access to knowledge, guidance in the knowledge sharing process, and completeness of the knowledge sources (Bukowitz & Williams 1999). IT systems and content management are extremely important in this process.
- **Tacit (embodied) knowledge:** This depends on socialization, particularly within informal networks. Culture is particularly important in this area. Tacit knowledge can rarely be effectively codified without losing the essence that makes it so valuable to begin with, so the focus should be on supporting work relationships. IT has a secondary supporting role in this context, primarily as an expert finder and as offering support in the socialization process (e.g. through groupware applications).
- **Embedded knowledge:** Use of scenario planning, after action reviews, and management training (Gamble & Blackwell 2001). IT has a role in mapping, modeling,

creating simulations, and as an embedded knowledge repository.

- **Knowledge Reuse:** Involves three roles, the knowledge producer, intermediary, and consumer (Markus 2001), which are involved in creating, preparing, and actually reusing the knowledge. Two keys elements here are culture and cost - particularly relating to tacit knowledge (where indexing the source rather than the knowledge itself is often more viable). Markus identifies four reuse situations:

3. Review of Literature

The literature survey involves a through perusal of books, articles, reports, bulletins, newspapers, magazines, journals, CD-Rom, micro-film, micro-fiche, internet information on the topic, books throw light on the different dimensions of a particular subject. The review of literature has facilitated to identify research gap on the topic.

3.1 Ashish Arora and Suma Athreye

The study assesses the contribution of software to India's economic development paying particular attention to the role of the software in the absorption of labour and the development of human capital in the Indian economy.

3.2 Hislop

For any organization, the ultimate goal of managing knowledge is to increase profit by improving the efficiency of operations, increasing the quality and quantity of innovations, and enhancing competitiveness.

3.3 Prof. Will Venters et. Al

London School of Economics, London, UK, argues that Knowledge Management Technology (KMT) is socially constructed in use based on the affordances and constraints of the technology artifact. He concludes by arguing that KMTs-in-practice, which are successful in supporting knowledge creation, must paradoxically remain in a state of neither stabilization and acceptance, nor abandonment and disuse. Practical implications of how this might be achieved are provided.

3.4 Koenig

However, describes this characterization of knowledge into explicit and tacit as rather too simple. He suggests that knowledge is better described as explicit, implicit, and tacit. Explicit means information or knowledge that is set out in tangible form. Implicit is information or knowledge that is not set out in tangible form but could be made explicit, while tacit is information or knowledge that one would have extreme difficulty operationally setting out in tangible form.

4. Statement of the Problem

Parameters prevailing for measurement of progress depend on Physical, Human, Financial, and Information resources in all organizations however, in the process of Knowledge management practices employees and customers do encounter problems that are resultant of the above forces. Handling or solving these problems is the aim of the knowledge management which aims to enhance employees' abilities. Application of knowledge management practices in IT industry among employees of IBM Hyderabad city assumes significance in the backdrop of stiff competition.

5. Research Methodology

5.1 Research Gap

Knowledge management is not an unknown phenomenon to organisations in India. With increase in information technology usage, many organisations have started KM Practices in India. There are examples of Indian IT majors like Infosys winning prestigious Most Admired Knowledge Enterprise (MAKE) awards twice for better management of knowledge. There is high level of acceptance of KM in Indian IT industries which is visible through their high presence in MAKE awards list in last few years. Although these elements have been discussed at length in the entire literature on the subject, there is less evidence of research study regarding influencing factors for KM adoption, practice and innovation in various Indian industries for KM to thrive in an organization, and this gap in the literature is a serious deficiency for both organizations and researchers alike.

5.2 Need and Scope of the Study

The IT industry is growing in a fast pace in India. It needs newer greater managerial capabilities and strategic inputs to empower the organization for better customer service delivery that leads the organization for improved performance, customer delight and building core

competencies for future growth and sustenance and improved margin of profits. The research visualizes the Knowledge management as strategic quality inputs to IT industry to empower them for better satisfaction and profits. The most challenging service sector is IT industry and it could bring better foreign exchange and improve the balance of payments problems of the country. So the study of strategic KM Practices to IT industry is chosen for research. The present study confines to the trend and performance and the verification of the problems, of select IT companies in Hyderabad city

The present research study strictly abides by the conceptual frame work enunciated by the subject Research Methodology for the design and conduct of the research, this part of the study aims at presenting all the components of the research in a descriptive style which includes Statement of the problem, Objectives of the study, Hypotheses, formulation, data gathering, data processing, interpretation followed by presenting the findings, suggestions and conclusions of the study

5.3 Objectives of the Study

The study probes in to various aspects of Knowledge Management Practices in IT Industry with special reference to select IT companies in Hyderabad city. To be more specific the study aims at the following objectives.

- 1) To understand the concept of Knowledge Management and its practices in Indian IT industry.
- 2) To study the socio economic profile of select IT companies.
- 3) To understand and analyse Knowledge Management factors with regards to Knowledge Acquisition, Knowledge Organizing, Knowledge store, and Knowledge Access.
- 4) To understand the Application Practices of Knowledge Management in regard to Knowledge sharing, Knowledge Creation, and Knowledge Culture.
- 5) To identify the difficulties in practicing Knowledge Management, Knowledge Welfare Activities and the tools that are used for Knowledge Management practices.
- 6) To offer suitable suggestion for effective Knowledge Management Practices in Indian IT industry.

5.6 Hypotheses

- H₁:** There is a significant level of influence of knowledge management Practices among the employees of IT industry
- H₂:** There is a significant level of influence of socio economic profile of Employees of IT companies on Knowledge Management practices
- H₃:** There is a significant level of influence of factors of Knowledge Management among employees.
- H₄:** There is a significant level of influence of Knowledge Welfare Activities and tools in practicing Knowledge Management.

5.7 Scope of the Study

Research focuses on the three basic components of knowledge management in IT industry. The research implications of Knowledge management are intended

primarily for IT organizations. This thesis is restricted to top IT organization i.e. IBM. The study covers all the important areas of Knowledge management in IT industries. Further the study is focused mainly in the Hyderabad.

5.8 Questionnaire

The questionnaire for the study consists of eleven sets containing a total of 79 questions addressing all elements of the concepts. This questionnaire aims to secure the data which is of high significance for comprehensive analysis of employee and customer perceptions on various knowledge management practices. The questionnaire applies 'Likert Scale' to measure the intensity of various knowledge management practices of IT industry on the opinions of respondents.

6. Statistical Analysis

- In the first stage the data collected through questionnaire offers weightages for the employees.
- In the second stage number of respondents indicating different weightages for each element of the concept is displayed, finally leading to the number of respondents indicating different weightages.
- In the third stage statistical tools like chi-square test is performed to ascertain the level of significance.

6.1. Limitations of the Study

A research study of this nature could not be carried out without any limitations. Hence this research study is limited to principally the population, target population and sample population as their opinions, attitudes there on the findings of the study.

The present study and its validity are subject to the following limitations.

- 1) The data used for this study is mostly in the form of perceptions of the respondents as tacit knowledge cannot be measured in cardinal numbers. The validity of the results of the study is subject to the validity of the value judgments (perceptions) of the respondents. Thus, conclusions that are drawn are specific to the sample organizations only. To that extent, it can be taken as a limitation of the study.
- 2) The study is based on the experience of organization. IBM Hence, the conclusions drawn can't be universalized.

7. Conclusions

It is concluded that the respondent companies i.e. IBM. The knowledge gained through various sharing practices is applied in informal ways and solving the problems and in improving productivity. Further it can be substantiated by the insignificant chi-square values. Hence H_1 hypothesis has been accepted, H_0 has been rejected.

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