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INFORMATION MANAGEMENT VS KNOWLEDGE MANAGEMENT

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INTRODUCTION

Knowledge and innovation have played an important role in the development of society throughout history. Today's world can be described as the knowledge society because information accessibility is both universal and low cost. Most remarkable aspect of this change is that the information that used to be the close preserve of select few is now freely available to all without restraint. The transformation of the society into knowledge society has largely been brought about as a result of the accumulation of knowledge and the advances in information and communication technologies. Knowledge belongs to the individual, and building on it depends on other forms of knowledge, including information. Thus, rather like a sit of building blocks, knowledge creation is a gradual process of adding value to previous knowledge through innovation. This implies that the more knowledge we generate and possess the more we are in a position to create and transfer knowledge to others. The key to economic success is always linked to the advances in knowledge creation and innovation and the ability to translate that knowledge into products and services. But while knowledge as an economic driving factor has existed since the birth of mankind, it has only recently been cognized as a factor of production and attractedmuch attention. The recognition of knowledge as the driver of productivity and economic growth will lead to a new focus on the importance of technology, and learning activities. This has led to rising interest in understanding

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dynamics of knowledge management. Present paper explains aspects of knowledge management with special reference to tacit and explicit knowledge. The paper IS divided in three sections: Section I explains basic types of knowledge, Section II conceptualizes knowledge management, Section III gives details of how knwl edge management differs from information management; lastly Section IV elaborates key drivers of knowledge management and knowledge transfer.

BASIC TYPES OF KNOWLEDGE

The concept can be reformulated to imply that the relation between data, information, and knowledge means that a person receives data and with the knowledge an individual as, data becomes information, which in turn changes the knowledge of the interpreting person. Various aspects of knowledge make it almost impossible to define types of knowledge unequivocally. Traditionally, conflicting is temological, psychological, and Cultural categories can easily be distinguished. Various experts associated with the field of Knowledge Management have propounded different views on the type and classification of knowledge. The following are generally accepted categorization.

TACIT KNOWLEDGE

Tacit knowledge, also referred to as procedural knowledge, refers to the knowledge that being needs toact and react in its environment, for example to play cricket. It is unformulated, related to intuitions, feelings and emotions. Tacit knowledge cannot be easily documented or explained; Tacit Knowledge is best transferred through an apprentice model, and often requires skills that supersede pure instruction. Tacit Knowledge is non-structured; intangible cannot be recorded and represents experience, ideas, insighits, values, and judgments of people. Tacit knowledge may be thought of as presuppositions or stances to which many of our actions and behaviors are committing us to. Such stances are not occurrent beliefs, although they may be expressed as occurrent beliefs under the appropriate circumstances.Rather, they constitute a kind of cognitive background or disposition to believe that certain things are the case. An example of this kind of Tacit Knowledge is that objects are rigid-a bit of knowledge few people ever bother to formulate-but which is evidenced in such basic everyday actions as sitting in chair.

EXPLICIT KNOWLEDGE

Explicit knowledge also referred to as procedural knowledge that is, or can be, written down or in other words documented. Explicit knowledge is semi-structured and represents tangible or recorded knowledge.Documents; e-mail, voice mail, multimedia etc. are examples

of this form of knowledge. The distinction between tacit knowledge and explicit knowledge has sometimes been expressed in terms of knowing-how and knowing-that, respectively, or in terms of a corresponding distinctionbetween embodied knowledge and theoretical knowledge. On this account, knowing-how or embodied knowledge is characteristic of the expert, who acts, makes judgments and so forth without explicitly reflecting on the principles or rules involved. An expert works without having a theory of his or her work; he or she just performs skillfully without deliberation or focused attention.Knowing-that,by contrast, involves consciously accessible k owl edge that can be articulated and is characteristic of the person learning a skill through explicit instruction; adherence to rules, observing skilled people at work etc. While such declarative knowledge may be needed for the acquisition of skills, it no longer becomes necessary for the practice of those skills once the novice becomes an expert in exercising them. Once an individual acquire a skill, they also acquire a corresponding understanding.

KNOWLEDGE MANAGEMENT

"Knowledge Management is the explicit and systematic management of vital knowledge and its associated processes of creation, organization, diffusion, use, and exploitation." There is no accepted definition of Knowledge Management, largely due to the breadth of the concept and the complex nature of knowledge. Many believe that knowledge is personal, resides only in the minds of people, and most of the time we are not aware of its existence. Given that, managing knowledge in the same way as we used to manage information is neither logical nor practical. While information management is important and the need to manage digital information is greater than ever, information is only a small part of knowledge management. While 'know-how' and 'Know- who', and tacit knowledge. While 'know-how' and 'know-who' can be captured and documented as. information, tacit knowledge can only be transferred through socialization and interaction. Knowledge management can be viewed as the process of identifying, organizing and managing knowledge resources. These include explicit knowledge (Information),'know-how' (learning capacity),'know- who' (customer capacity) and tacit knowledge in the form of skill and competencies. Karl Wiig (1999), a management consultant and practitioner, defined Knowledge Management as the systematic, explicit, and deliberate building, renewal, and application of knowledge to maximize an enterprise's knowledge-related effectiveness and returns from its knowledge its knowledge assets.Karl Svieby, another consultant and one of the experts on intangible asset measurement, defined Knowledge management as the art of

creating value from an organization's intangible assets(www.sveiby.com) To him Knowledge Management consists of two tracks;

1. IT-track (Management of Information): The IT- Track involves the construction of Information Management systems, AI, re-engineering, groupware, etc.
2. The People-track (Management of people): The People-track involves people development, training, d

Management is the management of know ledge through systematic sharing that can enable one to build on earlier experience and obviate the need for costly reworking of learning by making the same repetitive mistake. De Long and Fahey(2000) looked at Knowledge Management from a business point of view and stated that the purpose of Knowledge Management is to enhance organizational performance by explicitly designing and implementing tools, processes, systems, structures, and cultures to improve the creation, sharing, and use of different types of Knowledge (human, social, structural) that are critical for decision-making.According to Davenport and Prusak (1998), Knowledge Management is concerned with the exploitation and development of the Kno ledge asset of an organization with a view to furthering the organization's objectives. Knowledge resources would include explicit knowledge in form of captured or recorded information and tacit and implicit knowledge in the form of the expertise, skills and competencies of the people working in theorganization. It also involves all of those processes associated with the identifications, sharing, and creation of knowledge Distinction between Knowledge Management and Information Management It is for from being well articulated in the Knowledge Management literature and this is compounded by the confusion around the concepts of Knowledge and Information. There is no consensus regarding the claim that Knowledge Management is a new field with its own research base, since much of the terminology and techniques used, such as knowledge mapping, seem to have been borrowed from both Information Management and librarianship. Knowledgemanagement is considered by some as the business salvation and by others as the "emperor's new cloths". On the one hand, Knowledge Management is an emerging discipline. According Beckman, the expression was coined for the first time in 1986 by Dr. Karl Wiig who wrote one of the first books on the topic "Knowledge Management Foundation, published in 1993. On the other hand, others, such as Broadbent (1998), Streatfield and Wilson (1999), claim that firms and information professionals have been practicing for years. Knowledge management related activities there is a real interest and enthusiasm in Knowledge Management as revealed by the increasing

number of publications relating to the topic since 1995. In addition, the library and information press has suggested for a number of years that it is a burgeoning field of great interest to information professionals, since they possess the necessary skill to work. The lack of a clear distinction between information and Knowledge has been reorganized as a major issue withthe Knowledge Management literature. Knowledge management practices focus mainly on knowledge representations not on knowledge per se, making the distinction between Knowledge Management and Information Management even more blurred. There is indeed a since line between knowledge Management and information Management at both the conceptual and practice levels. I would like to suggest that in order to discern what is Knowledge and its management in the context of organizations, there is a need to examine the methodologies that are used in Knowledge Management initiatives.

Knowledge Management= KM

KM = (I+P) s

Legend

I = Information

+ = Information Technology

P = People

S = Shared Use

Key Drivers for Knowledge Management and transfer of knowledge

For many organizations, knowledge management is a new concept. Although most organizations are engaged in various knowledge management practices, awareness of knowledge management and the need for doing it might not be that obvious. For many organizations, knowledge management is not about starting to do it but rather about how to do it better. So, then, what are the main incentives for any organization to focus on knowledge management? The following are some of the drivers for Knowledge Management.

I. Achieving organizational efficiency

II. Staying ahead of the competition

HI. Maximizing organizational potential

IV. Managing intellectual capital

Knowledge Transfer: It is very difficult to transfer one form of knowledge into other form. The distinction between tacit and explicit knowledge suggests four basic ' patterns for transferring knowledge in any organization.(Nonaka, 1991)

CONCLUSION

The field of Knowledge management IS fairly new, and this explains why its research base is still under development. Despite the vagueness of Knowledge management, its potential overlaps with Information Management, and its weak theoretical base. Knowledge management is practiced in many organizations. Examining empirical eidence is certainly a valid approach for identifying building blocks of theories and concepts to support the development of new scientific fields. Indeed. scientific knowledge is often rooted in practice: culture and society existed before we had anthropology and sociology. The empirical evidence that was gathered shows that Knowledge Management involves human/soft and technical/hard aspects.

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