UNIT-1

MEANING AND IMPORTANCE OF TALENT MANAGEMENT

Talent management is an organization's ability to recruit, retain, and produce the most talented employees available in the job market. Talent consistently uncovers benefits in these critical economic areas: revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization. Having good talent management is when one has good skills, knowledge, cognitive abilities, and the potential to do well. Talent management is also an important and necessary skill for people in the workforce to acquire. Finding good and talented people is not a hard thing to do, but making sure that they want to stay working for the same business is the challenge. If someone has so much talent and they are good at what they do, businesses will want them to stay and work there forever. However, most of those people are either satisfied with the job they have, or they go out and look for better opportunities.

A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs. Talent management involves individual and organisational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organisation culture. Importance of talent management Like human capital, talent management is gaining increased attention. Talent management (TM) brings together a number of important human resources (HR) and management initiatives. Organisations that formally decide to "manage their talent" undertake a strategic analysis of their current HR processes. This is to ensure that a co-ordinated, performance oriented approach is adopted. Quite often, organisations adopting a TM approach will focus on co-ordinating and integrating: Recruitment - ensuring the right people are attracted to the organisation. Retention - developing and implementing practices that reward and support employees. Employee development - ensuring continuous informal and formal learning and development. Leadership and "high potential employee" development - specific development programs for existing and future leaders. Performance management - specific processes that nurture and support performance, including feedback/measurement. Workforce planning - planning for business and general changes, including the older workforce and current/future skills shortages. Culture - development of a positive, progressive and high performance "way of operating". An important step is to identify the staff or employees (people and positions) that are critical to the organisation. They do not necessarily have to be senior staff members. Many organisations lost a lot of "organisational knowledge" in the downsizing exercises of a few years ago. The impact of the loss was not immediately apparent. However, it did not take long for many companies to realise their mistake when they did not have people

with the knowledge and skills to either anticipate or solve problems that arose. The current discussions about skill shortages and the ageing population are also helping organisations to focus on the talent management issue. It may not be possible to simply go out and recruit new people to meet operational needs. Many leading companies have decided to develop their own people, rather than trying to hire fully skilled workers.

Talent management is a business strategy that organizations hope will enable them to retain their top most talented and skilled employees. Just like employee involvement or employee recognition, it is the stated business strategy that will ensure the attraction of top talent in competition with other employers.

When you tell a prospective employee that you are dedicated to a talent management strategy that will ensure that he or she will have the opportunity to develop professionally, you attract the best talent. This is because studies show consistently that the opportunity to continue to grow and develop their professional and personal skills is a major motivator for why employees take and stay at a job.

The definition of superior as the term relates to employees and your workforce, means that you have identified a person who is better than another person in rank, status, or quality. This can single out a colleague who works in a higher level position or who serves as a senior manager as the holder of a superior role.

But, superior also refers to the quality of the workforce you hire. Are your employees better than the average worker employed by your competition?

If so, your employees are smarter, faster, more creative, harder working, insightful, aware of the competition, and autonomous. They are daily contributors to a harmonious workplace that emphasizes accountability, reliability, and contribution.

If your goal is a superior, high-performance workforce that is focused on continuous improvement, you need to manage people within a performance management and development framework. When you implement each of these components, you'll ensure the development of the high-performance workforce you seek.

If your goal is a superior workforce, you need to implement each of these components. To leave one out is like trying to sit on a three legged chair. The components work together or they won't work at all to create a superior, high-performance workforce.

Use this high-performance workforce checklist to make certain that you have all of the necessary components in place to develop a superior, high-performance workforce.

The specific broad category of practice is provided. Then, the bullets define the key success areas inside of each component.

Designing and building a talent reservoir

In the modern businesses there is a curious contrast of super speciality (or micro segmentation) at the customer end and a broad fungibility of technologies at the service/product (development & manufacturing) end. Simply put, a common group of technologies & processes are nowadays providing an ever widening range of products & services to suit ever varying needs of a wide range of customers. This contrast requires that managers and leaders are able to imbibe wide range of experiences to both integrate fungible product delivery processes and predict / forecast new segments and uses of products & services.

This is easier said than done. Organizations are becoming larger through growth and acquisition, achieving global scale and thus need to segment and compartmentalize their structures. Mangers are therefore trained to perform in a given set of market forces (geography, growth cycle, products) as well as organizational patterns (growth seeking or profit maximizing). It is no wonder then that leaders, already in short supply, tend to have a high failure rate in mastering the constant change in what they should do to achieve their own and organization's objectives.

Organizations have tried to overcome this shortcoming in their leadership in a variety of ways . Some have evolved a process to create healthy inflows of star talent from their own/other industries, often at a very high cost. Some others have focused on Talent Development through training; job rotations and the like while all have tried to encourage long-term retention for their key talent. Almost all larger Indian groups therefore have a reasonably commendable group of leaders at their helm.

The success has not been cheap. Star talent is normally more expensive than home grown variety, and also has a shorter stay in organizations thereby increasing cost of hiring and replacing. Worse, due to its focus on the short term, sometimes such talent may develop a culture of short term orientation in the entire organisation at the cost of long term. This infusion however provides the catalyst for organizational growth, as new thought and experience from outside prevent stagnation of thought. Increasingly though,

organisations need the capability to combine the effectiveness of home grown managers with the freshness of perspective that external talent brings in.

Businesses have intuitively known the benefits of employee retention and have also readily embraced the practice of hiring the best talent. They can now marry the two concepts to ensure that a talent once tapped is retained in organizational memory and despite the talent leaving the organization to join other organization /Industry/ Geography, can be recalled when needed. This (retention and recall) is already practiced for client retention by loyalty programmes. In most loyalty programmes a client is retained both in times of high usage and low/ no usage and normally the client's rating drops only after a long period of no activity and then (only) gradually. Similarly business will do well if they were to keep regular contact with their employees even after severance, recoding their passage in other organizations and their achievements and failures there. Then in case of an appropriate opportunity, caused due to organizations or individual requirements the two could be brought together again.

This has many advantages. For one, severance will then be seen by both the employee and employer as a temporary rather than permanent instance. It will develop long term thinking and action on part of both. Both will also need to develop and demonstrate traits to be attractive to each other over long periods of time. Finally it will provide a large and growing reservoir of talent that the organizations can tap into for its growth, entry into new sectors or catalyzing existing sectors.

It also has its own challenges; the first requiring a change of organizational mind set which emphasizes ‘giving’ employment for individual to ‘receive’ rather than ‘partnering’ with him. This mindset is responsible for the policy prevalent in many organisations of never employing an earlier employee. Another challenge is re-adjusting an old employee in structure which has changed to provide growth to his peers or due to other external forces. In most organisations it is widely believed that loyalty is to be rewarded more than capability (we must reward those who have stayed). Lastly, maintaining records of past employees will need collaboration by large organization, sometimes competing in the same marketplace, and will involve costs.

The challenges however are worth surmounting for those companies who wish to not only grow aggressively but also charge into unrelated fields and therefore require managers who have viewed the clients not only from their company’s (or industry) perspective but also from different vantage points. Companies who spend large amounts on training their employees to be more effective will not allow these to be sunk costs caused by severance.

Indian spiritual thought assumes journey of soul in many forms for its progressive growth. Let the Indian organizations have the courage to aid the development of individual through multiple roles both within their organizations and outside it.

Segmenting the talent reservoir

Arguments in favor of exclusive Talent Segmentation stem from the idea that it should be a strategic priority to manage the employees who are most talented. Lewis and Heckman (2006) illustrate how advocates of exclusive Talent Segmentation use the terms "A", "B", and "C" players to denote top (stars), competent (guardians), and bottom (soldiers) performers, respectively. Within this view focus can either be on terminating "C" players or hiring merely "A" players. Therefore, advocates of exclusive Talent Segmentation interpret the talent shortages in the current talent war as the primary driver for acquiring, developing and retaining their A players (Lewis & Heckman, 2006). Blass' research (2007, p.3) also revealed that "organizations seek to map individuals across the organization in terms of performance and potential, and it is those who are identified as high performers with high potential who are most often the focus of Talent Management". CIPD (2006b, p.2) illustrates such an exclusive segmentation approach often focuses on "one or two segments (or talent pools) of the workforce who are either at the top, or who are identified as having the potential to get to the top, by demonstrating high levels of potential or performance". Blass (2007) illustrates that focus can be on top performers, high potentials, senior managers suitable for director positions, or people suitable for critical roles in the organization. Similarly, Garrow and Hirsch (2008) argue that focus in Talent Segmentation can be on employees with the potential to take another career step, on employees with leadership potential, on functional or professional groups or on specific critical posts that are hard to fill. Arguments in favor of inclusive Talent Segmentation emerge from two perspectives. The humanistic perspective argues it is the role of a strong HR function to manage everyone to high performance, since every individual should be regarded as having talent. Yet, next to this, the demographic perspective argues demographic and business trends make managing talent in general more valuable (Lewis & Heckman, 2006). For instance, the current talent crunch makes one address the need to focus not just on the top 10 percent of talent categories, but rather on the entire talent spectrum (Manpower, 2008). On the other hand, Guthridge, Komm, and Lawson (2008) conclude "experience suggests that an exclusive focus on top players can damage the morale of the rest of the organization and, as a result, overall performance". Larocco and Walker (2002, p.1) argue that although the exclusive strategies may seem elitist "the rest of the folks, considered ordinary by management (or worse, mediocre or undesirable) don't like this approach". They add that there is also the risk that the wrong people are selected as high potentials and that the high potentials are denoted to be the wrong people (Larocco & Walker, 2002). CIPD (2006a) shows that 52% of the UK Managing & Segmenting Talent: The Employees' Verdict 10 organizations agree that special attention needs to be paid to a more inclusive perspective on Talent Management. Moreover two-thirds of the UK organizations agree that using the term talent can demote employees who are not defined as talent (CIPD,

2006a). Bones (in Warren, 2006, p25) even concludes an inclusive Talent Management strategy is a competitive necessity. Manpower's (2008, p.9) conclusion nicely sums up the key point inclusive advocates intend to stress; "employers will need to do all they can to retain potentially useful and adaptable talent, whatever its current role in the organization".

Talent management grid

Over a number of years Paula Higson has used and developed the Talent Management Grid™. This enables you and your management team to focus on talent and resources within your organisation and identify the different talents that emerging.

They are a lot of benefits to using the PHA Talent Grid as it is quick and easy to start.

All your gathered feedback, appraisal discussions, development plans are consistent. Your whole team gets to know the development needs, resulting in more opportunities becoming available. The organisation's unsung heroes get recognised and poor performers get some focus (rather than being ignored) to find what is right for them.

And you have the opportunity to ...

- to match the right person to a project
- to develop potential
- to draw on expertise
- to support people to perform better

In today's business environment most jobs require above average ability. Organizations compete for the top 50 percent of the labor pool. As most business leaders know, it's a lot more expensive to hire talent than to grow it internally. So the pressure is on employers to identify early those individuals who have the potential to take on senior or other critical roles in the future.

The nine-box talent matrix is the tool most commonly used by talent leaders for this purpose. Typically, it plots an individual's performance against their future potential. Each cell has labels such as "Star," "Rising Star," "Solid Performer" and "Core Contributor."

The nine-box is typically used for making decisions about what people are most valuable to the organizations future — and therefore the allocation of resources to their retention and development.

As with so many tools in the talent management arena, there has been virtually no analysis of its effectiveness or validity as a measurement tool. In a 2015 study on potential by New Talent Management Network, part of New York-based Talent Strategy Group, the average reported accuracy for identification of those with high potential was only 52 percent.

When we use a measurement tool, we assume that the factors in question are objectively measurable. That measurement is consistent and reliable. Let's look at performance and potential from this perspective.

Creating a talent management system

People are, undoubtedly the best resources of an organization. Sourcing the best people from the industry has become the top most priority of the organizations today. In such a competitive scenario, talent management has become the key strategy to identify and filling the skill gap in a company by recruiting the high-worth individuals from the industry. It is a never-ending process that starts from targeting people. The process regulates the entry and exit of talented people in an organization. To sustain and stay ahead in business, talent management can not be ignored. In order to understand the concept better, let us discuss the **stages included in talent management process:**

- **Understanding the Requirement:** It is the preparatory stage and plays a crucial role in success of the whole process. The main objective is to determine the requirement of talent. The main activities of this stage are developing job description and job specifications.
- **Sourcing the Talent:** This is the second stage of talent management process that involves targeting the best talent of the industry. Searching for people according to the requirement is the main activity.
- **Attracting the Talent:** it is important to attract the talented people to work with you as the whole process revolves around this only. After all the main aim of talent management process is to hire the best people from the industry.
- **Recruiting the Talent:** The actual process of hiring starts from here. This is the stage when people are invited to join the organization.
- **Selecting the Talent:** This involves meeting with different people having same or different qualifications and skill sets as mentioned in job description. Candidates who qualify this round are invited to join the organization.
- **Training and Development:** After recruiting the best people, they are trained and developed to get the desired output.
- **Retention:** Certainly, it is the sole purpose of talent management process. Hiring them does not serve the purpose completely. Retention depends on various factors such as pay package, job specification, challenges involved in a job, designation, personal development of an employee, recognition, culture and the fit between job and talent.
- **Promotion:** No one can work in an organization at the same designation with same job responsibilities. Job enrichment plays an important role.
- **Competency Mapping:** Assessing employees' skills, development, ability and competency is the next step. If required, also focus on behaviour, attitude, knowledge and future possibilities of improvement. It gives you a brief idea if the person is fir for promoting further.

- **Performance Appraisal:** Measuring the actual performance of an employee is necessary to identify his or her true potential. It is to check whether the person can be loaded with extra responsibilities or not.
- **Career Planning:** If the individual can handle the work pressure and extra responsibilities well, the management needs to plan his or her career so that he or she feels rewarded. It is good to recognize their efforts to retain them for a longer period of time.
- **Succession Planning:** Succession planning is all about who will replace whom in near future. The employee who has given his best to the organization and has been serving it for a very long time definitely deserves to hold the top position. Management needs to plan about when and how succession will take place.
- **Exit:** The process ends when an individual gets retired or is no more a part of the organization.

Talent Management process is very complex and is therefore, very difficult to handle. The sole purpose of the whole process is to place the right person at the right place at the right time. The main issue of concern is to establish a right fit between the job and the individual.

Employees are your company's greatest asset and investment, so managing them in a way that encourages engagement, productivity, and loyalty is typically a top priority for employers. Yet, with so many talent management solutions available, it can become overwhelming to know where to start. To simplify matters, we'll go back to the basics and explore the true answer to the following question: What is a talent management system?

Talent Management Defined

A search for "talent management definition" will yield you all sorts of varied results, which is likely due to the fact that no one can agree on a single phrase that fully encapsulates all that this broad business initiative truly involves. One way to look at it (coined by Development Dimensions International is to think about both quantity and quality: you need the right number and the right type of talent to meet your current and future business objectives. The processes of ensuring you have the right number and type of professionals is your talent management system.

The Evolution of HR

To further understand why talent management is critical in today's business landscape, it's helpful to explore how HR has evolved over the past few decades. According to Josh Bersin, HR was once responsible for business functions such as payroll and benefit. It then evolved to handle recruitment,

communications, and total rewards. Today, however, HR's talent management responsibilities include succession planning, performance management, systems integration, and more.

Achieving Key Talent Objectives

To address today's top talent concerns, Bersin believes that an organization's talent management system should aim to:

- Streamline recruitment
- Encourage managers to reinforce workplace culture and values through their practices
- Identify competency gaps and offer resources such as training and development to fill them
- Provide relevant and agile learning opportunities
- Identify and reward high performers

Putting It All Together: The 4 Pillars

There's no way to simplify talent management across the board so that it can apply seamlessly to every company, as organizational needs vary from one employer to the next. With that said, you can absolutely apply the following four pillars of talent management to your existing strategy:

1. Attraction
2. Development
3. Motivation
4. Retention

Doing so will help you recruit and develop talented, committed employees to help you achieve your most significant short and long-term priorities.

HRsoft is a leading provider of strategic talent management software that improves manager effectiveness and business results. Our full suite of cloud-based HR software solutions includes applicant tracking software, compensation planning software, total rewards software, stay interview software, performance management software, and content management software. To learn more about our Talent Management Software,

Talent Management Plan

Attract, retain and engage talent that is productive, and doso in a way that optimizes process, technology and resource

Attract, retain and engage talent that strives toward excellence, precision and continuous improvement

Attract, retain and engage talent that is entrepreneurial, creative and proactive by focusing on a unique and compelling employee value proposition

Attract, retain and engage talent that builds strong customer relationships by empowering people, emphasizing teamwork and focusing on long-term development

Attract, retain and engage talent willing to be brand ambassadors by building a community where employees feel deep commitment and pride

Institutional strategies for dealing with talent management

Talent management, an integrated system of recruitment, development and retention of the required human capital at all organisational levels, is at the forefront of business agendas. Considering the skills shortage in South Africa, talent management is expected to remain a business imperative. The importance of talent management stems from its role in achieving competitive advantage in order to realise the strategy of the organisation. The same can be achieved for academic institutions that embrace the strategies of talent management in order to stem off similar challenges as the business world. The growing emerging market economies, ever changing business conditions and the complexity of global business have created increased demand for highly talented individuals. This research project seeks to investigate talent management practices and strategies of the business world and adapt these to higher education institutions, namely the Management College of Southern Africa (MANCOSA), in order to better manage talent. The research methodology that was used for this study was qualitative in nature and consisted of a questionnaire. Personnel at MANCOSA were surveyed regarding talent management at MANCOSA. The results of the survey were analysed and recommendations were then extracted from the conclusions drawn. The research found that the main constructs with regards to talent management at MANCOSA were positive work attributes, personal workplace opportunities, personal job experience, company retention attributes, attraction capabilities, ability to cope in the work place, requested retention activities, personal perseverance and job knowledge. The study also recommended talent management activities associated with attraction, development, retention, and engagement from the literature reviewed. Finally, the study revealed that a wide range of talent management activities can be utilised by Higher Education Institutions to better manage the process of identifying and retaining talented individuals. This study can benefit higher education institutions in identifying talent management issues, and recommends activities that can be undertaken to address the retention of talented staff.

33% of respondents felt that talent management strategies of their institutions ensure that employees are engaged and committed to their institutions while 49% disagreed and 19% remained neutral. This situation shows that talent management strategies of higher education institutions are not effective in motivating employees to work hard. This problem could be caused by poor planning. Research points to the fact that for talent management to be effective, it should be carefully planned in line with specific anticipated changes in institutions rather than taken as a one-size-fits-all proposition (Success factors, 2013). The above is further confirmed by a number of authorities who attest to the fact that careful recruitment, retention and development of talent is a critical aspect of motivated staff performance, quality student learning and institutional success (Leithwood et al, 2004; Rivkin et al, 2005; Imazeki & Goe, 2009).

Strategies for Dealing with Talent Management Issues

UNIT-II

COMPETENCY

Meaning

Group of independent servers (usually in close proximity to one another) interconnected through a dedicated network to work as one centralized data processing resource. Clusters are capable of performing multiple complex instructions by distributing workload across all connected servers. Clustering improves the system's availability to users, its aggregate performance, and overall tolerance to faults and component failures. A failed server is automatically shut down and its users are switched instantly to the other servers.

A cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization)
Competence indicates sufficiency of knowledge and skills that enable someone to act in a wide variety of situations. Because each level of responsibility has its own requirements, competence can occur in any

Law: The capacity of a person to understand a situation and to act reasonably. Disputes regarding the competence of an individual are settled by a judge and not by a professional (such as a doctor or a psychiatrist) although the judge may seek expert opinion before delivering at a judgment.

Characteristics

Differentiation refers to competency based learning practices that recognize and adjust to meet the needs of individual learners. Differentiation is multi-faceted and applies to learner support, communications, and interventions, as well as learning processes.

- **Prescriptive/Diagnostic**: providing different learning materials or assessments to learners based on what they've already mastered.
- **Affiliation**: learners receive different materials or delivery based on their relationship to the curriculum or program in cohorts or groups.
- **Adaptive**: content that is designed with learning alternatives and branching closely tied to the learner's specific interactions with the content.

- **Choice**: learners select from among different learning resources and pathways based on their own choices and preferences.
- **Personalized messages and notifications**: relevant, timely communications tailored to learners' individual activities and needs.
- **Appropriate interventions**: feedback, guidance, activities, or tasks designed to help individuals progress along their learning paths.

Most of these practices are already familiar and valued. This gives us many opportunities to be "now-ists" and foster bottom-up innovations that weave in more of the benefits of competency based learning while building on the investments we've already made in well-designed learning opportunities.

Types of steps in developing a valid competency model

Organizational competencies: The mission, vision, values, culture and core competencies of the organization that sets the tone and/or context in which the work of the organization is carried out (e.g. customer-driven, risk taking and cutting edge). How we treat the patient is part of the patient's treatment.

Core competencies: Capabilities and/or technical expertise unique to an organization, i.e. core competencies differentiate an organization from its competition (e.g. the technologies, methodologies, strategies or processes of the organization that create competitive advantage in the marketplace). An organizational core competency is an organization's strategic strength.

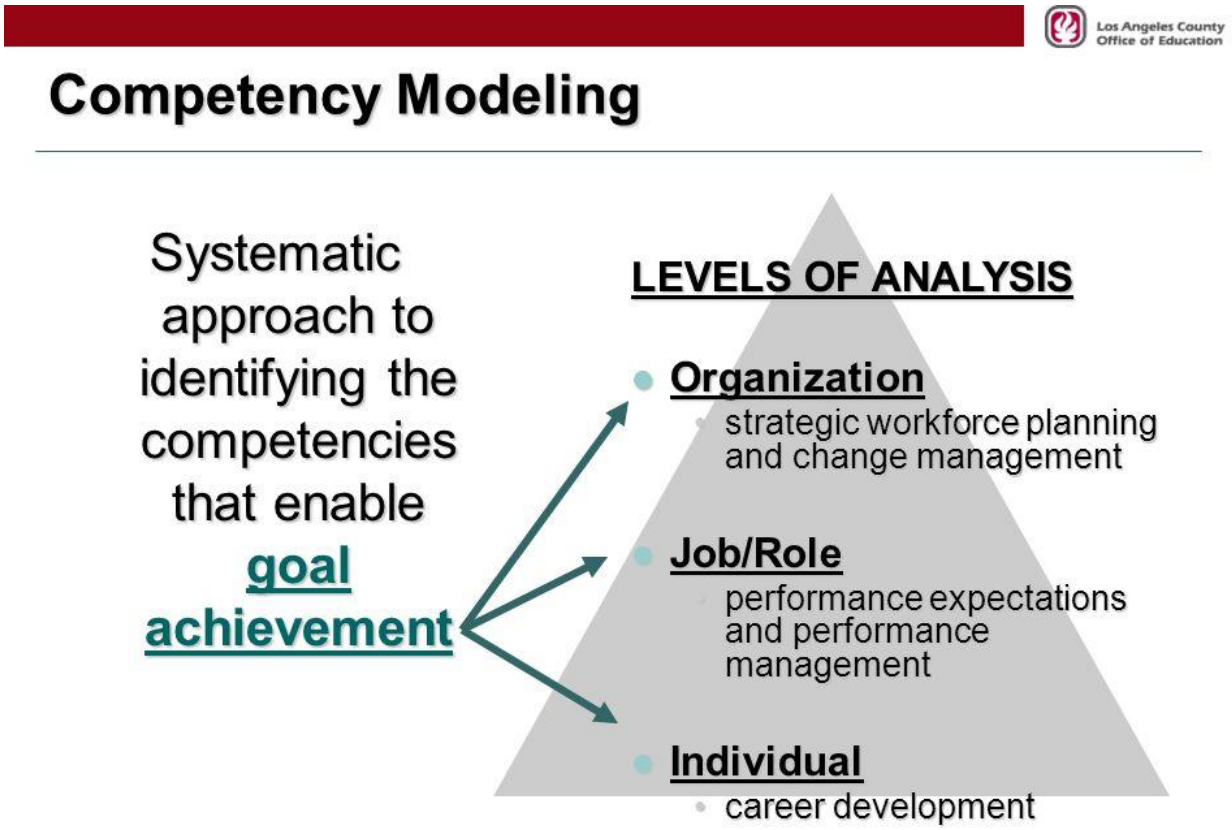
Technical competencies: Depending on the position, both technical and performance capabilities should be weighed carefully as employment decisions are made. For example, organizations that tend to hire or promote solely on the basis of technical skills, i.e. to the exclusion of other competencies, may experience an increase in performance-related issues (e.g. systems software designs versus relationship management skills)

Behavioral competencies: Individual performance competencies are more specific than organizational competencies and capabilities. As such, it is important that they be defined in a measurable behavioral context in order to validate applicability and the degree of expertise (e.g. development of talent)

Functional competencies: Functional competencies are job-specific competencies that drive proven high-performance, quality results for a given position. They are often technical or operational in nature (e.g., "backing up a database" is a functional competency).[7]

Management competencies: Management competencies identify the specific attributes and capabilities that illustrate an individual's management potential. Unlike leadership characteristics, management

characteristics can be learned and developed with the proper training and resources. Competencies in this category should demonstrate pertinent behaviors for management to be effective.



The most frequently mentioned "cons" mentioned by competency modeling experts regarding creating a competency model is time and expense. This is also a potential reason why some organizations either don't have a competency model in place or don't have a complete and comprehensive competency model in place. Building a competency model requires careful study of the job, group, and organization of industry. The process often involves researching performance and success, interviewing high performing incumbents, conducting focus groups and surveys.

When asked in a recent webcast hosted by the Society of Human Resource Management (SHRM), 67 percent of webcast attendees indicated that hastily written job descriptions may be the root cause of incomplete competencies. Defining and compiling competencies is a long process that may sometimes require more effort and time than most organizations are willing to allocate. Instead of creating a competency model themselves, organizations are enlisting the help of specialist/consultants to assess their

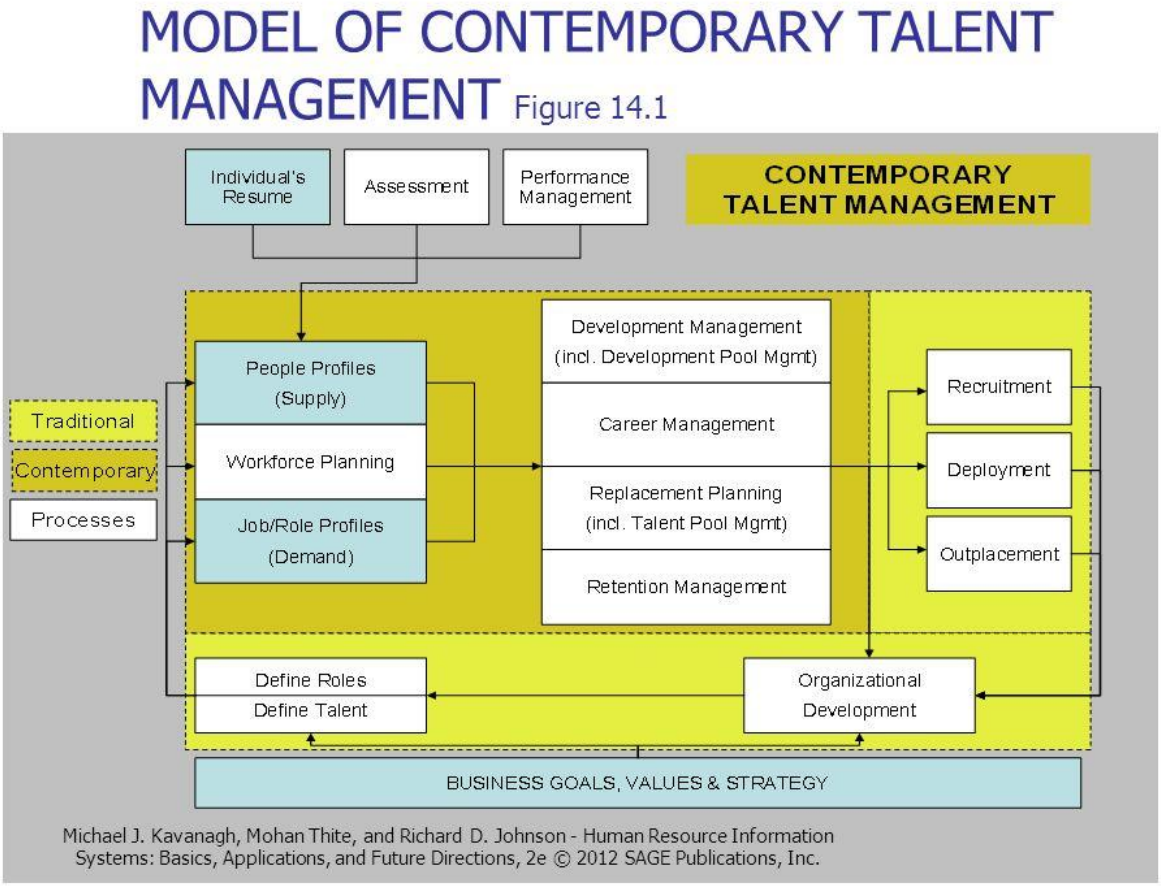
organization and create a unique competency model specific to their organization. There are many ways that organizations can outsource these functions:

Competency Libraries: Organizations that don't have the time or resources to build to develop competencies can purchase comprehensive competency libraries online. These universal competencies are applicable to all organizations across functions. Organizations can then take these competencies and begin building a competency model.

Specialist/Consultants: For organizations that find they want a specialist to help create a competency model, outsourcing the entire process is also possible. Through outsourcing, a specialist/consultant can work with your company to pinpoint the root causes of your workforce challenges. By identifying these workforce challenges, customized action plans can then be created

Talent management information systems

If the volume of literature in the popular and practitioner press is any guide, practitioners in the field of human resources are now primarily in the business of talent management. But what is talent management and what basis does it have in scientific principles of human resources and management? In this paper we address this question by reviewing problems with the definition of talent management and the lack of data supporting many practitioner claims. We then outline research that supports a systems-oriented definition of talent management that focuses on the strategic management of talent. We then outline future avenues of research to further develop the field of talent management and tie it more closely to the large volume of work in strategic human resources management.



Developing a talent management information strategy

Executives and HR management have always been focused on basic talent management—acquiring, hiring and retaining talented employees. But, to drive optimal levels of success, business leaders need engaged, high-performing employees. The key to inciting a workforce to greatness is to align your talent management with company strategy, define consistent leadership criteria across all functional areas, and identify specific competencies (analytical, technical, education, experience) to cultivate for continuing growth.

Business leaders who implement the best talent management processes are more prepared than their competitors to compete in the global economy and capitalize quickly on new opportunities. True success is only available when companies do more than adapt to long-term trends; they must be able to anticipate and jump on new opportunities before the rest of the market. A strategic talent management plan allows you to:

- Become "proactive" versus "reactive". Fill your critical talent management needs and address company and industry changes promptly;
- Identify essential skills to be developed in all employees, and minimize training costs by focusing on key development areas; and
- Improve your recruiting process by identifying high-quality candidates using job descriptions based upon the expertise of your high performing employees holding uniquely valued company or industry competencies.

Align Individual Goals with Corporate Strategy

The best talent management plan is closely aligned with the company's strategic plan and overall business needs. Goal alignment is a powerful management tool that not only clarifies job roles for individual employees, but also demonstrates ongoing value of your employees to the organization. When you engage employees in their work through goal alignment, you create greater employee ownership in your company's ultimate success; they become more committed to your company and achieve higher levels of job performance.

To achieve "goal alignment" in your organization, you must first clearly communicate your strategic business objectives across the entire company. By allowing managers to access and view the goals of other departments, your organization can greatly reduce redundancy. Goal sharing also helps departmental heads find ways to better support each other, as well as identify areas where they may be unintentionally working at cross purposes. With everyone working together toward the same objectives, your company can execute strategy faster, with more flexibility and adaptability. Essentially, goal alignment strengthens your leadership and creates organizational agility by allowing managers to:

- Focus employees' efforts on your company's most important goals;
- Understand more clearly all responsibilities associated with specific goals; and
- Strengthen accountability by assigning measurable and clearly articulated goals that are visible company-wide.

Role of leaders in talent management

Many organizations have taken steps to address the perceived talent shortages stemming from the pending wave of baby-boomers' retirements, to meeting talent needs stemming from the explosive growth of human resource. But few organizations have been successful in making the transition from strategic-level talent reviews to integrating talent management successfully into the daily work of corporate leaders. The challenge today is pushing talent management beyond just a buzzword, to become a key effort to be managed on a daily basis and at all levels of organizations. This book is intended to help meet that need and that challenge.

This book is a powerful resource which serves as a manual, blueprint, guide book and toolkit for leaders to achieve sustainable results and growth through people. There is great emphasis on high potential talents and the best performers that contribute the most to the success of the organization. It goes beyond thinking strategically on talent management. It is a tactical and practical resource that enables leaders to be effective in recruiting, developing, motivating and retaining the best people and to embed this work in their daily agenda in order to become truly effective leaders with the rights habits.

Many books have been written, about talent management and related subjects such as succession planning, succession management, workforce planning, and human capital management. These books usually focus on the strategic side of talent management and are intended for readers dealing in human resource management. This book, however, focuses on the practical side that is, the day-to-day work and what leaders should do as a seamless part of their daily work to attract, retain, develop and manage talented people. A key notable feature is that the authors will feature stories and cases of famous leaders including those in the Human Resource field.

This book is about a leader's daily responsibilities and the role he/she plays as a leader in talent management. Its focus is on the tactical issues of talent management having to do with what happens every day rather than strategic issues about talent management. It also describes how a leader should groom his/her replacement and how to recognize the potential for future greatness when people have not shown it yet. Included in the book are practical recruiting and selection techniques that a leader can use to support talent management.

A segment in the book describes how to manage high potential and high professional workers and how to retain talent. The book tells about how a leader should set an example for his/her workers through self-development. There are answers to some frequently-asked questions about talent management and a daily

calendar for leaders to use in planning for efforts to manage and develop talent. Throughout this book, practical tips have been included for readers.

This book is recommended for corporate leaders at all levels including C-suite executives, middle management and front-line professionals.

Wendy Hirsh, Principal Associate Talent management is one item on that ever-growing list of things that HR is asking line managers to do. For managers this particular area is often confusing and frustrating.

■ 'Talent management' seems to come at managers out of HR and the phrase itself makes it seem unfamiliar. In fact it's only the rather unhelpful word 'talent' that's new(ish). The underlying reasons for talent management and the fundamental practices it involves are as old as the hills, but the jargon and some of the tools too often block managers from understanding what it means in practical terms.

■ HR defines talent management in directly contradictory ways. There is often a message about 'everyone having talent' when at the same time the tools managers are asked to use may define 'talent' to mean people who can become top executives. HR really needs to use language clearly and consistently.

■ Talent management can feel like a series of data requests from HR followed by little or no action. As explored below, talent identification with no follow-up in terms of development and deployment is a massive waste of time. HR professionals could help line managers from the outset by being much clearer in their own thinking – and communication – about talent management. Managers also need to understand their role, and indeed their limitations, in supporting talent management. Here we focus on just four aspects of the line manager's role: talent spotter, career discusser, talent developer and

is what businesses often mean by 'high potential'. Sometimes 'high potential' is not so specific. For example managers looking at employees in early career may be able to spot people who seem much more able than average – but neither the individual nor the manager yet knows what career direction they may go in.

■ Sometimes the role of 'talent spotter' is wider than potential for top jobs and 'talent' is defined in terms of promotability, that is the potential and aspiration to move up a level in the organisation – but maybe not reach the dizzying heights of senior management. Managers do need to be clear whether the organisation is interested in knowing who is promotable or is only interested in the 'high potential' few.

■ If organisations really act on what they say about everyone having talent then line managers may often be helping employees to develop their potential in the same role or in a role at a similar level to their current job. This is really normal employee development, but of a future-oriented kind, looking beyond

the current year and perhaps the current job. This is not difficult for managers to grasp as long as the core performance and development processes make it clear that development is for the future not just for the current year.

■ When we ask managers to do succession planning for particular posts or kinds of posts, we are still asking managers to spot ‘talent’, but this time in terms of more specific potential often related to a function or role type not just a level, eg potential to do one of our senior professional roles in finance. Although HR has got rather fixated on ‘high potential’, looking at ‘promotability’ and succession to a type of job are much easier for managers to work with. They can imagine the level or kind of job which is relevant to that person and think about whether they could really see them doing it. HR can certainly help in talent spotting by pro

UNIT-III

THE NATURE OF KNOWLEDGE MANAGEMENT

Knowledge management efforts have a long history, including on-the-job discussions, formal apprenticeship, discussion forums, corporate libraries, professional training, and mentoring programs.[2][10] With increased use of computers in the second half of the 20th century, specific adaptations of technologies such as knowledge bases, expert systems, information repositories, group decision support systems, intranets, and computer-supported cooperative work have been introduced to further enhance such efforts.[2]

In 1999, the term personal knowledge management was introduced; it refers to the management of knowledge at the individual level.[11]

In the enterprise, early collections of case studies recognised the importance of knowledge management dimensions of strategy, process and measurement.[12][13] Key lessons learned include people and the cultural norms which influence their behaviors are the most critical resources for successful knowledge creation, dissemination and application; cognitive, social and organisational learning processes are essential to the success of a knowledge management strategy; and measurement, benchmarking and incentives are essential to accelerate the learning process and to drive cultural change.[13] In short, knowledge management programs can yield impressive benefits to individuals and organisations if they are purposeful, concrete and action-orientated.

Knowledge management (**KM**) is the process of creating, sharing, using and managing the knowledge and information of an organisation.[1] It refers to a multidisciplinary approach to achieving organisational objectives by making the best use of knowledge.[2]

An established discipline since 1991, KM includes courses taught in the fields of business administration, information systems, management, library, and information sciences.[3][4]Other fields may contribute to KM research, including information and media, computer science, public health and public policy.[5] Several universities offer dedicated master's degrees in knowledge management.

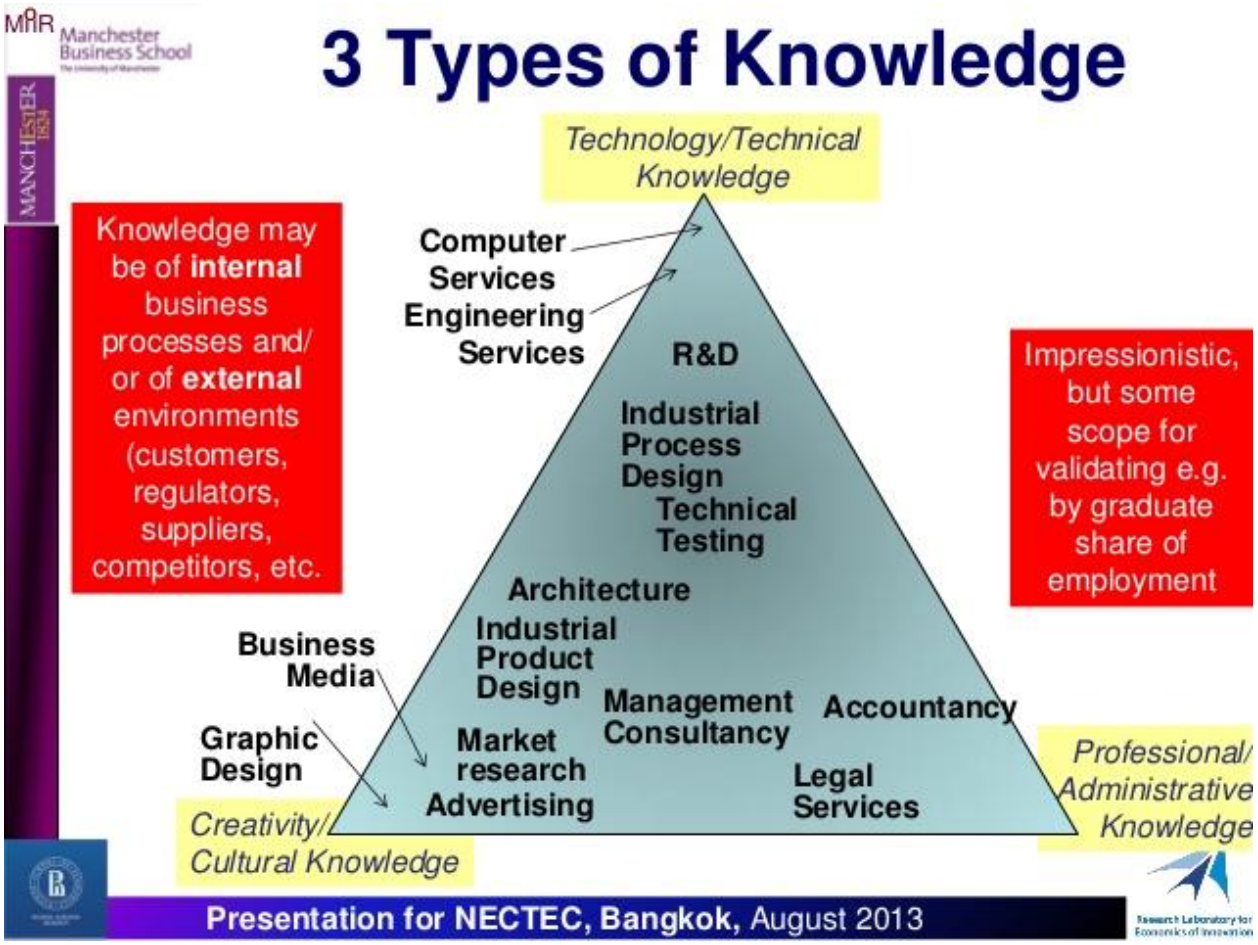
Many large companies, public institutions and non-profit organisations have resources dedicated to internal KM efforts, often as a part of their business strategy, IT, or human resource management departments.[6] Several consulting companies provide advice regarding KM to these organisations.[6]

Knowledge management efforts typically focus on organisational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organisation.[7] These efforts overlap with organisational learning and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and on encouraging the sharing of knowledge.[2][8] KM is an enabler of organisational learning.[9][10]

Knowledge management (KM) or knowledge sharing in organizations is based on an understanding of knowledge creation and knowledge transfer. In implementation, KM is an effort to benefit from the knowledge that resides in an organization by using it to achieve the organization's mission. The transfer of tacit or implicit knowledge to explicit and accessible formats, the goal of many KM projects, is challenging, controversial, and endowed with ongoing management issues. This article argues that effective knowledge management in many disciplinary contexts must be based on understanding the dynamic nature of knowledge itself. The article critiques some current thinking in the KM literature and concludes with a view towards knowledge management programs built around knowledge as a dynamic process.

Types of knowledge

Understanding the different forms that knowledge can exist in, and thereby being able to distinguish between various types of knowledge, is an essential step for knowledge management (KM). For example, it should be fairly evident that the knowledge captured in a document would need to be managed (i.e. stored, retrieved, shared, changed, etc.) in a totally different way than that gathered over the years by an expert craftsman.



Over the centuries many attempts have been made to classify knowledge, and different fields have focused on different dimensions. This has resulted in numerous classifications and distinctions based in philosophy and even religion. Though not directly related to our purpose here, the wikipedia article on knowledge provides some interesting background reading (go to article).

Within business and KM, two types of knowledge are usually defined, namely explicit and tacit knowledge. The former refers to codified knowledge, such as that found in documents, while the latter refers to non codified and often personal/experience-based knowledge.

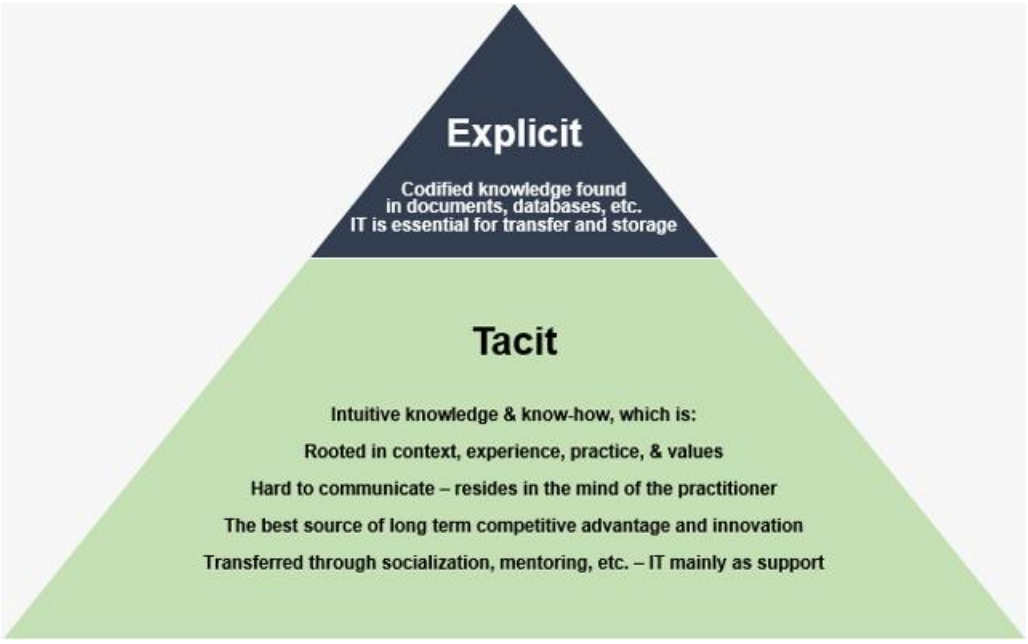
KM and organisational learning theory almost always take root in the interaction and relationship between these two types of knowledge. This concept has been introduced and developed by Nonaka in the 90's (e.g. Nonaka 1994) and remains a theoretical cornerstone of this discipline. Botha et al (2008) point out that tacit and explicit knowledge should be seen as a spectrum rather than as definitive points. Therefore in practice, all knowledge is a mixture of tacit and explicit elements rather than being one or the other. However, in order to understand knowledge, it is important to define these theoretical opposites.

Some researchers make a further distinction and talk of embedded knowledge. This way, one differentiates between knowledge embodied in people and that embedded in processes, organizational culture, routines, etc. (Horvath 2000). Gamble and Blackwell (2001) use a scale consisting of represented-embodied-embedded knowledge, where the first two closely match the explicit-tacit.

Without question, the most important distinction within KM is between explicit and tacit knowledge. However, I find that the embedded dimension is a valuable addition, since the managerial requirements for this type of knowledge are quite different. For this reason, the discussions on this site will, when relevant, use all three categorizations of knowledge but the focus will always be primarily on the explicit-tacit dimension.

Explicit Knowledge

This type of knowledge is formalized and codified, and is sometimes referred to as know-what (Brown & Duguid 1998). It is therefore fairly easy to identify, store, and retrieve (Wellman 2009). This is the type of knowledge most easily handled by KMS, which are



very effective at facilitating the storage, retrieval, and modification of documents and texts.

From a managerial perspective, the greatest challenge with explicit knowledge is similar to information. It involves ensuring that people have access to what they need; that important knowledge is stored; and that the knowledge is reviewed, updated, or discarded.

Many theoreticians regard explicit knowledge as being less important (e.g. Brown & Duguid 1991, Cook & Brown 1999, Bukowitz & Williams 1999, etc.). It is considered simpler in nature and cannot contain the rich experience based know-how that can generate lasting competitive advantage.

Although this is changing to some limited degree, KM initiatives driven by technology have often had the flaw of focusing almost exclusively on this type of knowledge. As discussed previously, in fields such as IT there is often a lack of a more sophisticated definition. This has therefore created many products labeled as KM systems, which in actual fact are/were nothing more than information and explicit knowledge management software.

Explicit knowledge is found in: databases, memos, notes, documents, etc. (Botha et al. 2008)

Tacit Knowledge

This type of knowledge was originally defined by Polanyi in 1966. It is sometimes referred to as know-how (Brown & Duguid 1998) and refers to intuitive, hard to define knowledge that is largely experience based. Because of this, tacit knowledge is often context dependent and personal in nature. It is hard to communicate and deeply rooted in action, commitment, and involvement (Nonaka 1994).

Tacit knowledge is also regarded as being the most valuable source of knowledge, and the most likely to lead to breakthroughs in the organization (Wellman 2009). Gamble & Blackwell (2001) link the lack of focus on tacit knowledge directly to the reduced capability for innovation and sustained competitiveness.

KMS have a very hard time handling this type of knowledge. An IT system relies on codification, which is something that is difficult/impossible for the tacit knowledge holder.

Using a reference by Polanyi (1966), imagine trying to write an article that would accurately convey how one reads facial expressions. It should be quite apparent that it would be near impossible to convey our intuitive understanding gathered from years of experience and practice. Virtually all practitioners rely on this type of knowledge. An IT specialist for example will troubleshoot a problem based on his experience

and intuition. It would be very difficult for him to codify his knowledge into a document that could convey his know-how to a beginner. This is one reason why experience in a particular field is so highly regarded in the job market.

The exact extent to which IT systems can aid in the transfer and enhancement of tacit knowledge is a rather complicated discussion. For now, suffice it to say that successful KM initiatives must place a very strong emphasis on the tacit dimension, focusing on the people and processes involved, and using IT in a supporting role.

Embedded Knowledge

Embedded knowledge refers to the knowledge that is locked in processes, products, culture, routines, artifacts, or structures (Horvath 2000, Gamble & Blackwell 2001). Knowledge is embedded either formally, such as through a management initiative to formalize a certain beneficial routine, or informally as the organization uses and applies the other two knowledge types.

The challenges in managing embedded knowledge vary considerably and will often differ from embodied tacit knowledge. Culture and routines can be both difficult to understand and hard to change. Formalized routines on the other hand may be easier to implement and management can actively try to embed the fruits of lessons learned directly into procedures, routines, and products.

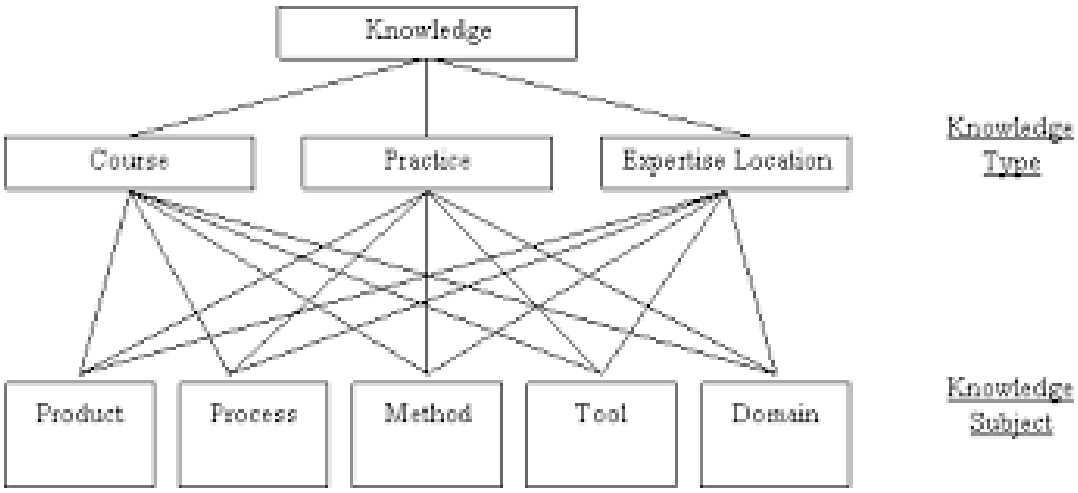
IT's role in this context is somewhat limited but it does have some useful applications. Broadly speaking, IT can be used to help map organizational knowledge areas; as a tool in reverse engineering of products (thus trying to uncover hidden embedded knowledge); or as a supporting mechanism for processes and cultures. However, it has also been argued that IT can have a disruptive influence on culture and processes, particularly if implemented improperly.
Due to the difficulty in effectively managing embedded knowledge, firms that succeed may enjoy a significant competitive advantage.

Embedded knowledge is found in: rules, processes, manuals, organizational culture, codes of conduct, ethics, products, etc. It is important to note, that while embedded knowledge can exist in explicit sources (i.e. a rule can be written in a manual), the knowledge itself is not explicit, i.e. it is not immediately apparent why doing something this way is beneficial to the organization.

Location of knowledge

There is a growing recognition that Computer Software represents one of the key knowledge-based, high technology service sectors of our times. Triggered by the development of the microprocessor and bolstered by the introduction of the personal computer and the World Wide Web, such a sector signifies the digital and information revolution of the post-industrial era.[1] Its strength is evidenced in the phenomenal growth of giant software corporations serving world markets (e.g. Microsoft), large independent firms specialising in PC software (Novell, Oracle, Adobe, Autodesk, Symantec), and numerous smaller independent software firms that represent a growing component of the economic fabric of technologically advanced societies. Reinforcing the growth in Computer Software are businesses across economic sectors which, in the light of growing global competition (intensified by technology itself), increasingly rely on software based information and telecommunications technologies for their operations. Also fuelling, and being enabled by, growth in Computer Software are changes in corporate structures and practices (e.g. re-engineering and downsizing), technology-related changes in production and distribution (e.g. vertical and spatial disintegration, flexible production, Just in Time distribution), and telecommunication sector advancements that increasingly use digital technologies and embedded software.[2]

As co-editors of this theme issue of this journal, the authors have accepted that knowledge systems and teacher education programs are deeply interconnected. Further, they claim that teacher education programs must incorporate in theory and practice the fact that knowledge systems are a determining factor in the effectiveness of a teacher education program. In this article, the authors use the term "knowledge systems" to refer to those systems of knowledge and information that are connected to physical locations or places. The work is a process of conversation as a scholarly endeavor based on the authors' understanding of the importance of dialogue as an educational praxis that takes them into the conflicting and often liminal spaces of identity, inclusivity, bordering, and belonging. Their intention is to provide a critical engagement with these issues through their own experiences and theoretical positions. The authors found after numerous conversations that they were delving into complex intellectual challenges to what they had learned about the meaning of "knowledge" in academic settings and what this term meant to everyone as individuals and cultural beings. (Contains 1 note.)



Rise of the knowledge worker

There are significant differences in the management of traditional workers and knowledge workers. First, the knowledge workers are less inclined to be hierarchical and hence, they prefer openness and a flat organizational structure. Second, they have relatively more control over their work than traditional workers do as they have more control over the processes that define their work. Third, they have higher salaries and hence are prone to lead consumerist lifestyles as opposed to the workers in manufacturing or other sectors. Fourth, they are also prone to burnout and stress related ailments, as the pressure to deliver and perform is more on them. Finally, they change jobs more frequently than other workers do and it has been shown that whereas the previous generation worked all their lives in one or two companies, knowledge workers are likely to hop several jobs during their careers.

These aspects make the management of knowledge workers a specialized function and hence, in many services sector companies, the Human Resource Function is staffed by those professionals who have had previous experience in managing knowledge workers.

Knowledge work can be differentiated from other forms of work by its emphasis on "non-routine" problem solving that requires a combination of convergent, divergent, and creative thinking.[2] But despite the amount of research and literature on knowledge work, there is no succinct definition of the term.[3]

Mosco and McKercher (2007) outline various viewpoints on the matter. They first point to the most narrow and defined definition of knowledge work, such as Florida's view of it as specifically, "the direct manipulation of symbols to create an original knowledge product, or to add obvious value to an existing

one", which limits the definition of knowledge work to mainly creative work. They then contrast this view of knowledge work with the notably broader view which includes the handling and distribution of information, arguing that workers who play a role in the handling and distribution of information add real value to the field, despite not necessarily contributing a creative element. Thirdly, one might consider a definition of knowledge work which includes, "all workers involved in the chain of producing and distributing knowledge products", which allows for a very broad and inclusive categorization of knowledge workers. It should thus be acknowledged that the term "knowledge worker" can be quite broad in its meaning, and is not always definitive in who it refers to.[4]

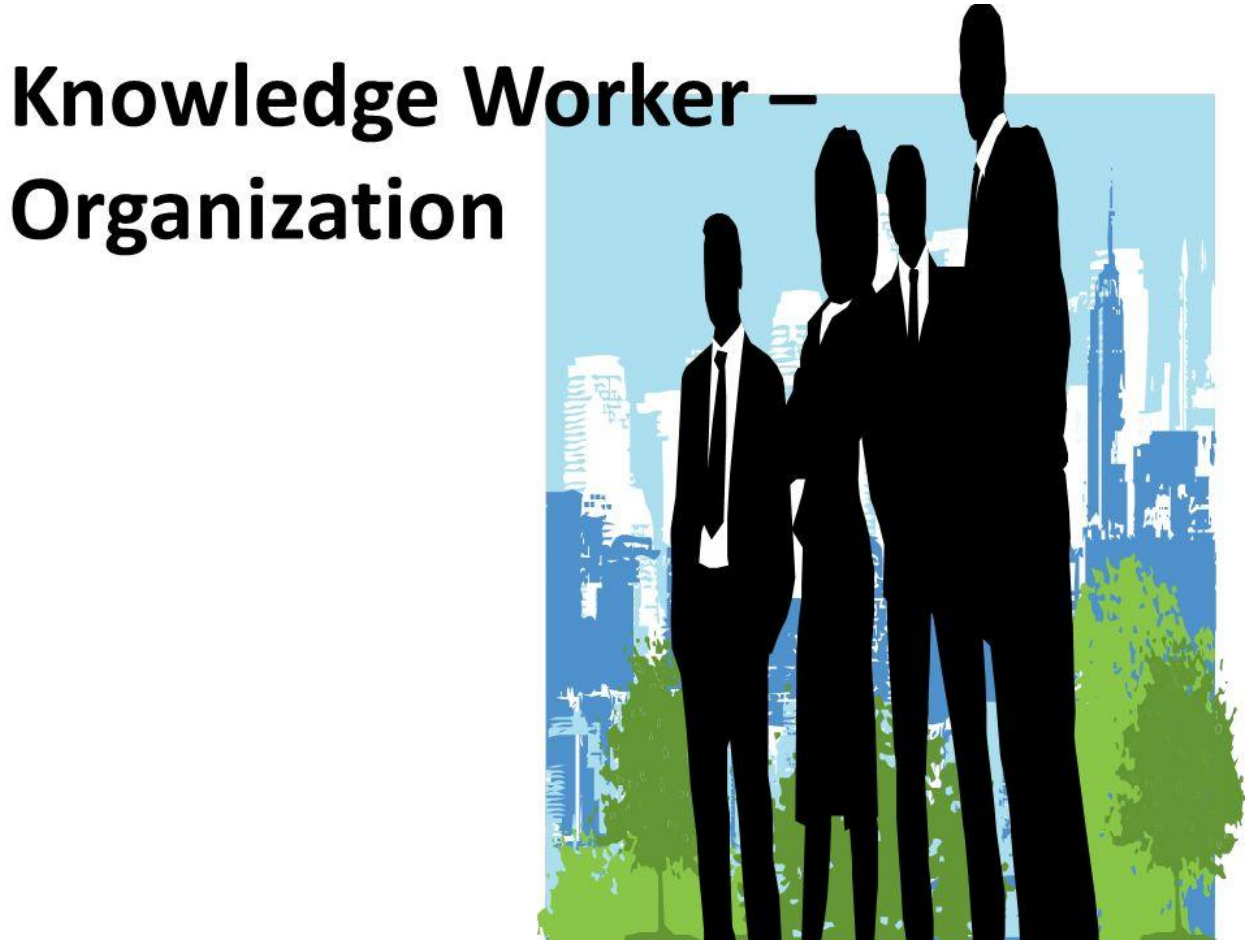
An architect is an example of a typical "knowledge worker"

Knowledge workers spend 38% of their time searching for information.[5][*dubious – discuss*] They are also often displaced from their bosses, working in various departments and time zones or from remote sites such as home offices and airport lounges.[6] As businesses increase their dependence on information technology, the number of fields in which knowledge workers must operate has expanded dramatically.[*citation needed*]

Even though they sometimes are called "gold collars",[7] because of their high salaries, as well as because of their relative independence in controlling the process of their own work,[8] current research shows that they are also more prone to burnout, and very close *normative control* from organizations they work for, unlike regular workers.[9]

Managing knowledge workers can be a difficult task. Most knowledge workers prefer some level of autonomy, and do not like being overseen or managed. Those who manage knowledge workers are often knowledge workers themselves, or have been in the past. Projects must be carefully considered before assigning to a knowledge worker, as their interest and goals will affect the quality of the completed project. Knowledge workers must be treated as individuals.

Loo ([10] 2017) using empirical findings from knowledge workers of two sectors – advertising and IT software sectors – and from three developed countries – England, Japan and Singapore – investigated a specific type of knowledge workers – the creative knowledge workers - as opposed to the generic ones as indicated above. The findings from the analysed empirical data offer a complex picture of this type of work in the knowledge economy where workers use a combination of creativity, abilities, talents, skills, and knowledge towards the eventual production of products and services. This investigation (Loo, 2017) identified a definition of creative knowledge work from four specific roles of copywriting, creative directing, software programming, and systems programme managing in advertising and IT software. The manner in which each of the creative applications is applied is dependent on the role(s) of the creative workers. This type of work includes a complex combination of skill sets or 'creative knowledge work (ckw) capacities.' "Creative knowledge workers use a combination of creative applications to perform their functions/roles in the knowledge economy including anticipatory imagination, problem solving, problem seeking, and generating ideas and aesthetic sensibilities" (Loo, 2017, p. 138).



Features of knowledge intensive firm

The capability to create and apply new knowledge is considered as one of the main sources of the competitive advantage of the firm. This has produced an enormous interest in knowledge, lots of theoretical models, and abundant literature that tries to test knowledge creation processes. Nevertheless, theoretical frameworks still need from additional empirical evidence in order to strengthen the main concepts in this field. In this vein, taking as starting point the well-known SECI model [Nonaka, I., 1991. The knowledge-creating company. Harvard Business Review 69, 96–105; Nonaka, I., Takeuchi, H., 1995. The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation. Oxford University Press, New York], and gathering data from knowledge-intensive firms with a survey, this paper provides two empirical tests with firms from the Boston's Route 128 and from Spain, in order to describe their particular and real knowledge creation processes in comparison to the SECI model. Findings reveal that there is no a generally and unique way of learning, but knowledge creation seems to be conditioned by context-based considerations. Cultural, geographical, and cluster-based arguments reveal that knowledge creation processes can be a socially constructed true.

Key processes in knowledge intensive firms

Momentarily before the second world war, Government Communication and Cypher School a British intelligence organization at Bletchley Park house were working on signal intelligence, it is where the enigma codes send by Nazis were cracked what happened next changed the course of the war but instead of technicalities we are concern about the nature of the organization which was one of its own kind i.e. a knowledge intensive organization. To simplify, firms where market value is created through knowledge, where intellectual capital is employed for innovation initiative to basically provide custom made services are known as knowledge intensive firms. It employs well-educated, highly skilled employees which form the major part of the workforce. Firms like advertising agencies, R&D units of companies, biotechnology firms are some of the best examples in the industry. Key resources of KIFs are information, knowledge and intellectual property experience. Knowledge is the pivotal player than other input in these firms and human capital dominates than any resources in here. KIFs have the capacity to solve complex problems by innovative and creative ways, tacit part of the knowledge is the prime driver for its value creation. As professor Leonard of HBS says 'knowledge truly is a strategic asset' thus in a sustainable economy, knowledge has gained more ground and is becoming an invaluable asset, the competence to generate and by applying the new knowledge the organization gets a competitive edge. Now if firm wishes to take care of that knowledge it has to ensure that it is properly created, stored and used in cardinal manner for which it has to implement some robust internal processes. Knowledge processes can be further split into several

processes mainly to collecting, organizing, analyzing, synthesizing and finally decision making. Each step as we take up in the process helps us moving up in the DIKW (data, information, knowledge, wisdom) pyramid and helps us in achieving the goal of a knowledge intensive firm. Let us now look into the details of each step of the knowledge process starting with the initial and most crucial step which is collecting the data. If we collect data that is irrelevant or incorrect then the resulting knowledge process will not be accurate and thus the decision based on those outcomes will be inaccurate as well. This can even dent the reputation of the firm. There are several methods and tools for increasing the accuracy of data collection process. These methods or main procedures should be well reported and even the employees or people in the range. Data collection process include certain collection points which are mainly the abstract of the reports used like meteorological department uses the weather report to analyze or basically predict the weather. The next step after collection naturally occurs to be storage of data and information. Storage which seems easy is not what it looks like, decades back it could be considered as most challenging work or the task to deal with but as the technology advances the storage process has become a significantly facile process. Firms now use software base data storage systems even the technology advancement have helped some firms to store data and information in cloud-based storage, a simple example could Google Drive, DropBox etc. Data should be stored in such a manner that it can be retrieved as easily as possible by its user. Now, this step is what Alan Turing use to do at Bletchley Park house analyzing the Nazis codes in order to crack them thus the data or information is analyzed by the experts for finding the redundancies,

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UNIT-IV

KNOWLEDGE MANAGEMENT

Knowledge management is the systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge.

Knowledge management (KM) therefore implies a strong tie to organizational goals and strategy, and it involves the management of knowledge that is useful for some purpose and which creates value for the organization.

Expanding upon the previous knowledge management definition, KM involves the understanding of:

>Where and in what forms knowledge exists; what the organization needs to know; how to promote a culture conducive to learning, sharing, and knowledge creation; how to make the right knowledge available to the right people at the right time; how to 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.

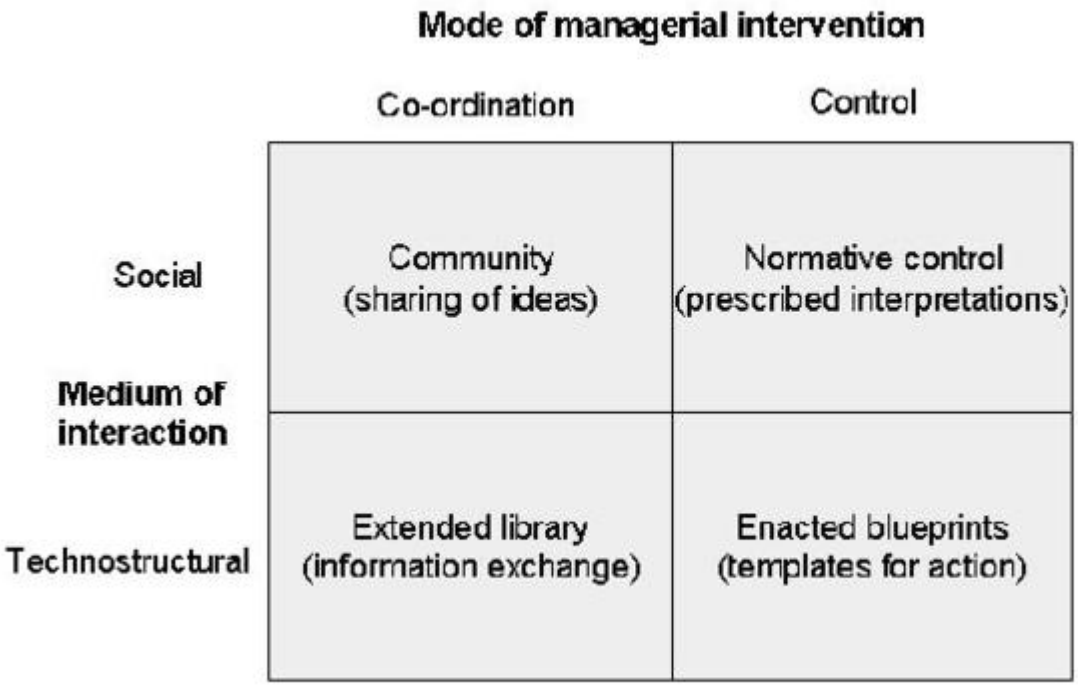
KM must therefore create/provide the right tools, people, knowledge, structures (teams, etc.), culture, etc. so as to enhance learning; it must understand the value and applications of the new knowledge created; it must store this knowledge and make it readily available for the right people at the right time; and it must continuously assess, apply, refine, and remove organizational knowledge in conjunction with concrete long and short term factors.

From this knowledge management definition we can see that it depends upon the management of the organization's knowledge creation and conversion mechanisms; organizational memory and retrieval facilities; organizational learning; and organizational culture. These concepts will be explored in more detail in the following sections.

The authors describe the framework their department has adopted to incorporate the attainment of Hansen's (1986) proficiencies into the curriculum. Major changes include the identification of tools students should be able to use to complete specific activities, significant changes in prerequisites for upper-division courses, and the development of a capstone experience designed to bring together the

various tools the student has been introduced to as he or she proceeds through the major. They believe that the design characteristics of their capstone experience promote the achievement of Hansen's proficiencies, and the framework described here could be easily adopted by other departments.

A typology of knowledge management approaches (Alvesson & Kärreman 2001).



Knowledge, being such slippery and elusive term to define, has led to so many theories and assumptions to prop up with no converge - more confusion and chaos. Knowledge Management Systems (KMS) - some commentators call them Expert Systems (ES) - have been developed to aid the knowledge management efforts. These KMSs try to simulate the intellect of the human expertise in creating, storing, sharing and transferring knowledge. Simply said, KMS is a process, not knowledge itself.

However, the management of this knowledge needs some sort of classification to give some semblance of order. In 2001, Michael Earl tried to map knowledge management into a taxonomy of seven KMS schools, each based on existing and observable practice. This taxonomy grouped these schools into three categories, namely:

- Technocratic
- Economic
- Behavioural

In their supplemental paper to Earl's framework, Deborah Blackman and Steven Henderson (Blackman and Henderson, 2005) have helped summarise the seven schools as follows:

- **Systems school**. This school puts emphasis on knowledge creation with no help available, that is further validated by esteemed peers, codified and stored in a KMS. To me, this is "*learning the hard way*". A question arises: What criteria is used to label one an esteemed peer, or who holds these esteemed peers in such high esteem?
- **Cartographic school**. In this school, KMS identifies only the knower of the tacit knowledge i.e. it is a directory of experts
- **Process school**. This school consists of two components arising from business process reengineering (BPR) i.e. the description of the process plus output generated by such process. It seems to be a hybrid between systems and cartographic schools.

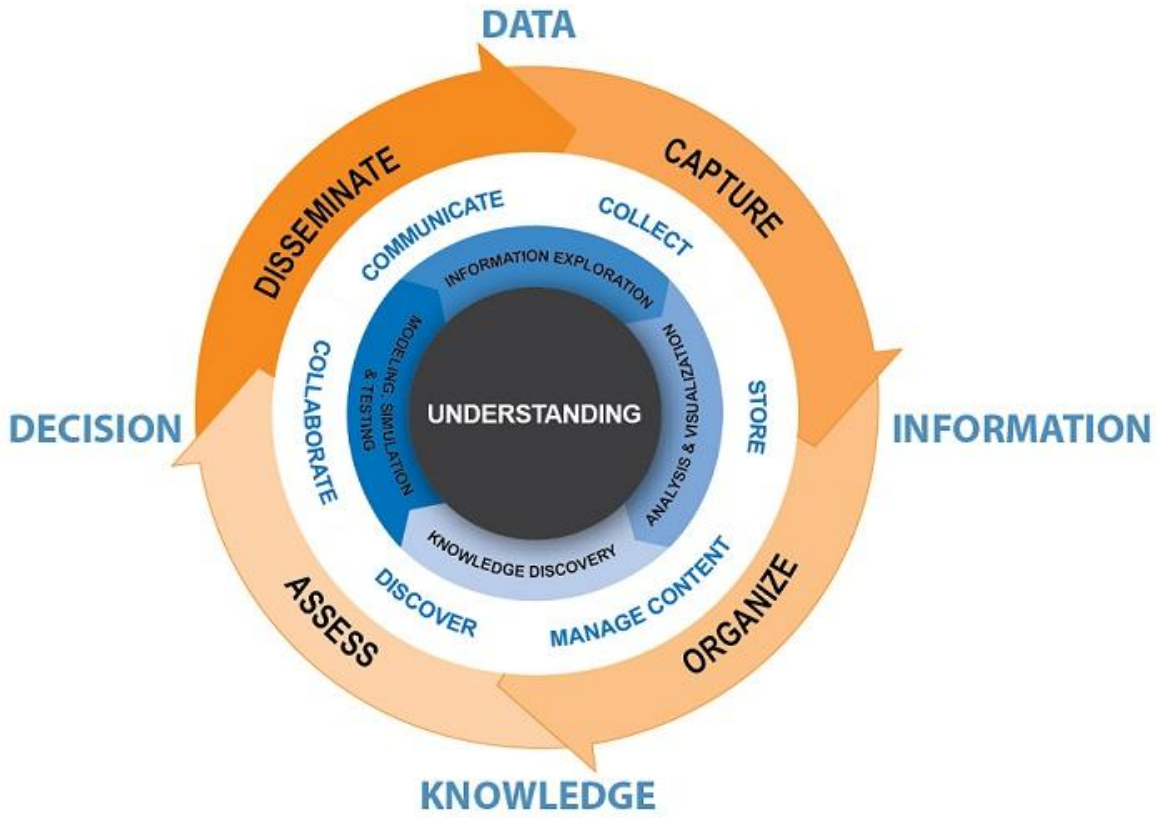
Earl classified these three schools i.e. process, cartographic and systems in the "technocratic" category. They lack knowledge on business performance improvements, even though this missing knowledge is available within the organization and can be transferred effectively and accurately.

- **Commercial school**. As the name suggests, this school seeks to market and sell knowledge as a commodity. Unlike the technocratic schools where knowledge is accessed and shared to knowledge seekers, this school restricts knowledge to customers an organization considers profitable. It is the only one Earl categorized as "economic".

- **Organizational school**. This school focuses on collaborating knowledge in a learning community by strengthening the ties between different knowledge holders. It is a community of practice (CoP).
- **Spatial school**. This school fronts its argument that modern management practices - such as hierarchical structures -, commercial buildings and technology are an antithesis to a conducive environment for learning, knowledge sharing, discussions and bonding. It suggests that space must be set aside for exciting new ideas to emerge. Thus the name spatial.
- **Strategic school**. The name says it all. A word of caution though: it doesn't mean that all the other schools cannot support an organization's competitive strategy. The difference of thought with this school compared to others is that in the other schools, not all knowledge is immediately strategic. Also, this school looks at, in addition to the internal improvements and problem solving, the bigger corporate picture.

Knowledge management solutuions

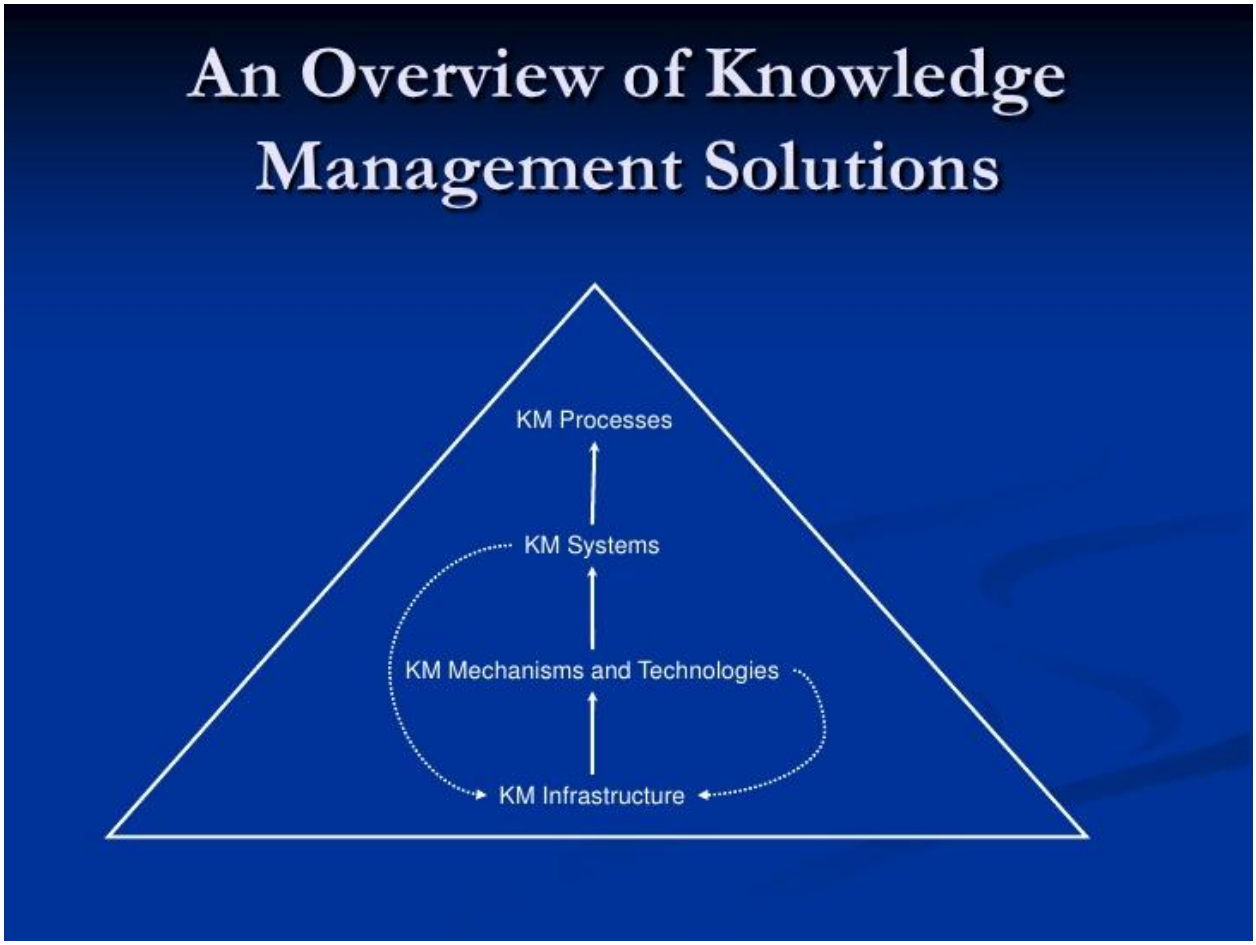
With over 80% of enterprise data sets composed of unstructured information, text content has become its richest source of knowledge. Text in internally generated content, from general expertise to the knowledge and insight that exists in each report, presentation or analysis produced, is an organization’s most valuable yet underutilized asset. When combined with content from social media and other external sources, this information holds great potential for the insight that fuels your most strategic activities.



Unfortunately, there's no universal definition of knowledge management (KM), just as there's no agreement as to what constitutes knowledge in the first place. For this reason, it's best to think of KM in the broadest context. Succinctly put, KM is the process through which organizations generate value from their intellectual and knowledge-based assets. Most often, generating value from such assets involves codifying what employees, partners and customers know, and sharing that information among employees, departments and even with other companies in an effort to devise best practices. It's important to note that the definition says nothing about technology; while KM is often facilitated by IT, technology by itself is not KM.

Think of a golf caddie as a simplified example of a knowledge worker. Good caddies do more than carry clubs and track down wayward balls. When asked, a good caddie will give advice to golfers, such as, "The wind makes the ninth hole play 15 yards longer. " Accurate advice may lead to a bigger tip at the end of the day. On the flip side, the golfer — having derived a benefit from the caddie's advice — may be more likely to play that course again. If a good caddie is willing to share what he knows with other caddies, then they all may eventually earn bigger tips. How would KM work to make this happen? The caddie master may decide to reward caddies for sharing their tips by offering them credits for pro shop merchandise. Once the best advice is collected, the course manager would publish the information in

notebooks (or make it available on PDAs), and distribute them to all the caddies. The end result of a well-designed KM program is that everyone wins. In this case, caddies get bigger tips and deals on merchandise, golfers play better because they benefit from the collective experience of caddies, and the course owners win because better scores lead to more repeat business.



True knowledge management extends well beyond enterprise-wide technology and takes into account the people who will actually use it and contribute to its success. Successful organizations need innovative thinking and a proven process improvement methodology that leverages the human factors of learning, socialization, insight, understanding, and decision to create an effective KM environment. Our approach encompasses:

- The tools available to manipulate information for archiving, access, query, summarization, and extraction
- The ability to view and integrate different data and information types to include structured and unstructured text, images, video/audio, and geospatial
- The capability to share information throughout the organization and across the broader community
- Leveraging the networks individuals create to gain better insight and make better decisions
- The management of streams of data and information that may rapidly change in speed, quantity, quality, form, and content
- A repository of knowledge that captures not only the results of analysis but the shared observations and conclusions of others in the community of practice
- An assessment of your organization's KM status to develop or enhance strategies for identifying technical and process solutions for knowledge sharing, collaboration, and process improvement

CACI's KM solutions help our clients make better use of the data and information resources they have available. By fully understanding our clients' needs, our experts identify the most relevant commercial technology, develop effective and efficient KM software and service solutions, and apply the very best business practices. Our ability to work in ***big data*** and ***cloud*** environments multiplies our chances of improving the performance and enhancing the competitive advantage of our customers. We deliver solutions that reflect the needs of our clients while significantly improving their insight, their ability to innovate, and their productivity

Mechanisms and systems

Knowledge Management Mechanisms are organizational or structural means used to promote knowledge management. They enable knowledge management systems, and they are themselves supported by the knowledge management infrastructure. Knowledge Management Mechanisms may (or may not) utilize technology, but they do involve some kind of organizational arrangement or social or structural means of facilitating knowledge management.

Examples of Knowledge Management Mechanisms include:

- learning by doing,
- on-the-job training,
- learning by observation, and
- face-to-face meetings.

More long-term knowledge management mechanisms include the hiring of a Chief Knowledge Officer, cooperative projects across departments, traditional hierarchical relationships, organisational policies, standards, initiation process for new employees, and employee rotation across departments.

Nick Milton explains the Push and Pull as motivators for Knowledge Management in the

KM Processes	**KM Systems**	**KM Subprocesses**	**Illustrative KM Mechanisms**	**Illustrative KM Technologies**
Knowledge Discovery	Knowledge Discovery Systems	Combination Socialization	Meetings, telephone conversations, collaborative creation of documents Employee rotation across departments, conferences. brainstorming retreats, cooperative projects	Databases, Web-based access to data, data mining, repositories of information, Web portals, best practices and lessons learned Videoconferencing, electronic discussion groups, e-mail

Knowledge Capture	Knowledge Capture Systems	Externalization Internalization	Models, prototypes, best practices, lessons learned Learning by doing, on-the-job training, learning by observation, and face-to-face meetings	Expert systems, chat groups, best practices, lessons learned databases Computer-based communication, AI-based knowledge acquisition, computer-based simulations
Knowledge Sharing	Knowledge Sharing Systems	Socialization Exchange	Employee rotation across departments, conferences. brainstorming retreats, cooperative projects Memos, manuals, letters, presentations	Videoconferencing, electronic discussion groups, e-mail Team collaboration tools, Web-based access to data, databases, and repositories of information, best practices databases, lessons learned systems, expertise locator systems
Knowledge Application	Knowledge Application Systems	Direction Routines	Traditional hierarchical relationships in organizations, help desks, support centers Organizational policies, work practices, standards	Capture and transfer of experts' knowledge, troubleshooting systems, case-based reasoning systems, decision support systems Expert systems, enterprise resource planning systems, management information systems

Knowledge management systems (KMS) have been implemented in many organizations, yet little research exists to guide their successful development and implementation in practice. In fact, while some firms achieve successful outcomes with regard to their IT endeavours, others continue to fall victim to the technology productivity paradox. Further, little is known about the diversity of both systems and organizations that have successfully implemented them. This article, through an analysis of successful case studies of knowledge management systems, explores the underlying mechanisms under which knowledge management systems effectiveness is most likely to occur. The findings imply that three categories of mechanisms constitute important preconditions for knowledge management systems effectiveness; they range from cultural to structural and managerial mechanisms. Copyright © 2005 John Wiley & Sons, Ltd.

Since projects provide "more flexible and task specific allocation of resources", companies use projects as a primary way of doing work. As a result, several projects are now concurrently and sequentially being managed in what has been recognized as multi-project or project-based organizations (Landaeta, 2008).

Traditionally, the vast majority of practical and theoretical developments on project management have been related to single projects managed in isolation (Evaristo and van Fenema, 1999).

Over time, however, issues have arisen where multiple projects are undertaken within organizations, including lack of co-ordination and confusion over responsibility for managing multiple demands on staff (Lycett et al., 2004).

There has been an increasing awareness of the requirement for a new perspective on the management of projects, distinct from that applied in a single project context (Payne et al., 1995). In this context, the foundations have been laid for a new discipline, commonly referred to as programme management.

Program management is defined as the integration and management of a group of related projects with the intent of achieving benefits that would not be realized if they were managed independently (Lycett et al., 2004).

Some authors argue that programme management provides a means to bridge the gap between project delivery and organizational strategy (Lycett et al., 2004).

While there has been an increasing recognition in the literature about diversity of different types of programmes, little guidance is offered in terms of the necessary difference in managing approaches for different programmes (Lycett et al., 2004), especially in the area of learning and knowledge management.

Although knowledge management has been recognized as a critical success factor in programme management, very little research has been conducted to date (Owen, 2008).

This chapter aims to examine the determinant role of programme dimensions onto knowledge management mechanisms.

The research proposes a new framework for classifying different KM mechanisms in programmes and makes propositions about how the size, geographical concentration and task nature of programs affect the portfolio of mechanisms suitable for each program.

Most prior studies tend to examine one dimension of knowledge management mechanisms – personalization versus codification. In this chapter, personalized versus codified, generalized versus specialized and IT-based versus non IT-based are highlighted as three distinct dimensions of KM mechanisms.

The framework and its propositions are based on a literature review and analysis. Moreover, the results of the empirical case study of "Iran Tax Administration Reform & Automation" (TARA) employed to evaluate the research propositions. The "State Tax Organization of Iran" is undertaking the TARA programme aimed at improving its effectiveness and efficiency. The primary focus of this programme is the design and development of an "Integrated Tax System", that is one of the most important national software systems in Iran, with the goal of developing and improving the existing tax administration and collections process, as well as implementation of a fully integrated technology solution to manage taxpayer information and automate manual processes.

The chapter gives valuable guidance to scholars and managers about the kinds of dimensions that should be considered in order to have successful knowledge management mechanisms in programmes and adds originality to the chapter.

Knowledge management infrastructure

There are different approaches in defining the knowledge management infrastructure.

Lambe (2006, p.2) notes that knowledge and information infrastructure "mean all the things that combine to facilitate the flow of information and knowledge in support of the myriad tasks and actions and decisions that comprise organisational activity. Hence, information infrastructure does not just mean the technical IT infrastructure, although it includes that. It also encompasses human, social and organisational elements. Within your information infrastructure you will normally find information management policies, process and practice routines, standards, arrays of tools and resources that are visible to their users, conventions and assumptions, shared vocabulary and categories (eg taxonomies)."

In this learning object we will follow the approach offered by Becerra-Fernandez, I. and Sabherwal, R. (2010). *Knowledge Management: Systems and Processes.* Armonk (N.Y.); London: M.E. Sharpe.

Information and knowledge management infrastructure reflects the long-term foundations for information and knowledge management. In an organizational context, the infrastructure includes five major components:

Knowledge management also depends to a considerable extent on the **organisation structure**. Organizational structure determines the manner and extent to which roles, power, and responsibilities are delegated, controlled, and coordinated, and how information flows between levels of management (BusinessDictionary.com).

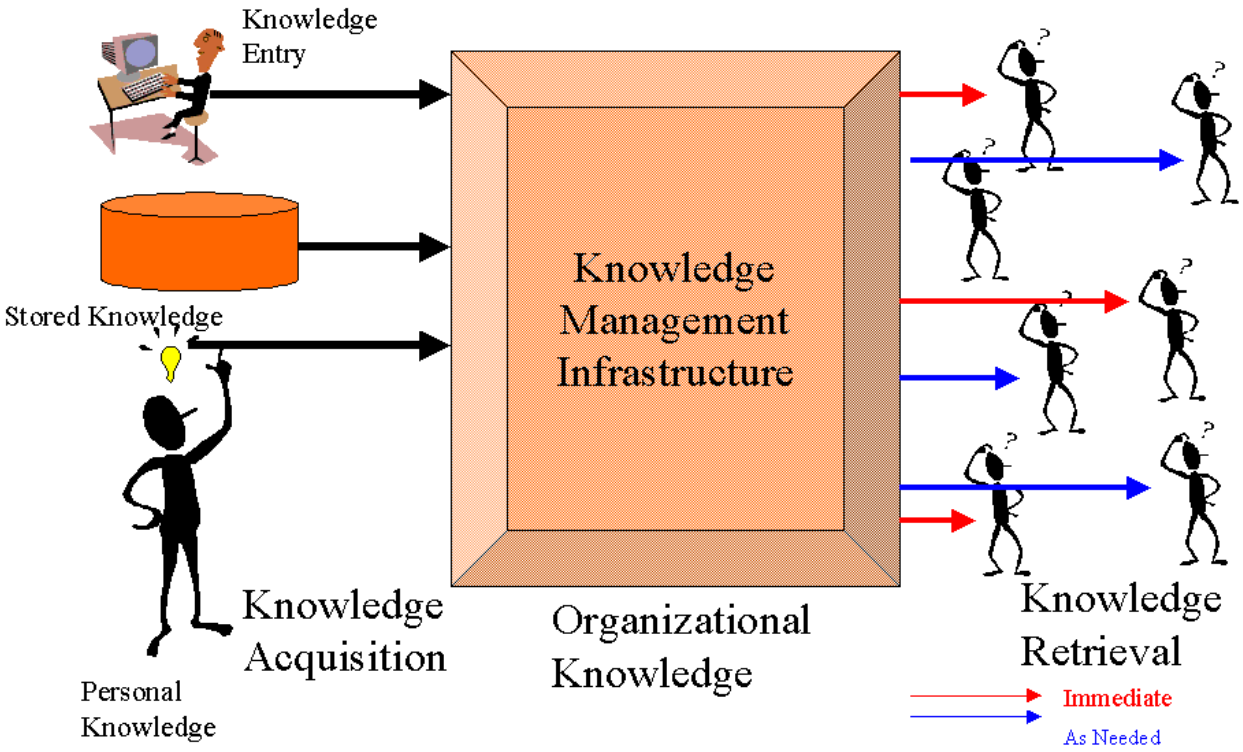
The most common organisation structures are: hierarchical, centralised and decentralised, flat and tall.

A traditional *hierarchical structure* of the organization defines each employee's role within the organisation and greatly affects with whom each individual mainly and frequently interacts, and share knowledge. Reporting relationships in those organisations influence the flow of data and information as well as the nature of groups who make decisions together, and consequently affect the sharing and creation of knowledge. The most important decisions in organizations with a traditional hierarchical structure are usually taken by senior management.

In a *decentralized structure*, the decision making power is distributed and the departments and divisions have varying degrees of autonomy (BusinessDictionary.com).

Organizational structures can facilitate knowledge management through **communities of practice.** A community of practice is an organic and self-organized group of individuals who are dispersed geographically or organizationally but communicate regularly to discuss issues of mutual interest (Lave and Wenger, 1991). Communities of practice provide access to a larger group of individuals than possible within traditional departmental boundaries. Communities of practice also provide access to external knowledge sources. Communities of practice benefit considerably from emergent information technologies, including blogs and social networking technologies.

You can follow the following video-clips to learn more about an organizational structure and Communities of Practice:



This study aims to determine the impact of knowledge management infrastructure on the performance effectiveness of the Jordanian organizations that need knowledge to perform their work and tasks. The study sample includes some public and private organizations working in Jordan and dealing with the knowledge subjects. The findings indicated that there was a strong effect for knowledge management infrastructure on the performance effectiveness. Organizations should establish knowledge directorates to discover and transmit knowledge to workers with a view to improve the creativeness and distinctiveness of organizations.

Knowledge management infrastructure capability refers to modular products and organizational designs that encourage knowledge management activities in an organization [32] . KM infrastructure can be classified into two major capabilities, technical and social infrastructure. Technical infrastructure includes physical, IT infrastructure, devices and components. Social infrastructure, on the other hand, includes culture, structure, and human resources [33] . As such, it can be noted that KM infrastructure provides the infrastructural environment, both IT and non-IT that supports knowledge management activities [14] [34] - [36] . Furthermore, organizations should strive to develop infrastructure capabilities not only in terms of hardware and software, but also in terms of culture, structure, people, and technology [33] . [37] supported this by indicating that organizations that utilize both technical and organizational infrastructures are more likely to implement successful knowledge management projects.

Some researchers (e.g. [10] [35] [41] [65] - [67]) emphasize the need for large firms to integrate their IT with their KM strategies and processes in order to survive in their highly competitive business environments. In terms of organizational culture, many studies have been conducted to examine the link between culture and job satisfaction. The results of the studies are, however, quite contradictory. Some researchers have stated that organizational culture is one of the most important antecedents of job satisfaction, thereby indicating a positive relationship between organizational culture and job satisfaction (see [68] - [70]).

Whereas other researchers, such as [71] have argued that job satisfaction and organizational culture are not related. Organizational structure has been suggested to affect employees' judgements and perceptions and in turn play a significant role in human resource issues [72] . Therefore, organizational behaviorists and human resource professionals have long debated the preferred way to structure the work environment to affect employee outcomes [73] . [74] examined the relationship between organizational structure and job satisfaction. The researchers found that the two dimensions of structure (specialization and formalization) positively affected job satisfaction and that centralization had a negative effect on job satisfaction. [73] indicated that the structure of academic departments is related to faculty members' outcomes. More specifically, faculty members working in organically structured departments have higher levels of job satisfaction compared to other structures. [72] also investigated the relationship between organizational structure and job satisfaction and found that the dimensions of structure (complexity, formalization, and centralization) explain only 32% of the variation in job satisfaction, indicating that other factors should be taken into consideration in explaining the variation in job satisfaction.

Given that technology is considered one of the most important knowledge management enablers within organizations [9] [35] [43] [75] , its effect on job satisfaction should be invesitagetd. The importance of technology for job satisfaction has been resported by several researchers. [76] , for example, found that work technology was positively and significantly related to job satisfaction. [34] 's study results also showed that the use of IT and organizational structure has a significant influence on job satisfaction. These findings are supported by [77] who revealed that the more a company invests in IT, the more satisfied its employees will be with their working conditions, their relationships with colleagues and personal job characteristics.

UNIT-5

ORGANIZATIONAL IMPACTS OF KNOWLEDGE MANAGEMENT

A hallmark of the new economy is the ability of organizations to realize economic value from their collection of knowledge assets as well as their assets of information, production distribution, and affiliation. Despite the competitive necessity of becoming a knowledge-based organization, senior managers have found it difficult to transform their firms through programs of knowledge management. This is particularly true if their organizations have long histories of process and a tradition of business success. This research examines the issue of effective knowledge management from the perspective of organizational capabilities. This perspective suggests that a knowledge infrastructure consisting of technology, structure, and culture along with a knowledge process architecture of acquisition, conversion, application, and protection are essential organizational capabilities or "preconditions" for effective knowledge management. Through analysis of surveys collected from over 300 senior executives, this research empirically models and uncovers key aspects of these dimensions. The results provide a basis for understanding the competitive predisposition of a firm as it enters a program of knowledge management.

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To examine the impact of organizational learning factors (training available, technical expertise, and knowledge level) and knowledge management processes (knowledge acquisition, knowledge application, and knowledge sharing) on e-business systems adoption level. The data from a survey of 202 IS executives in Taiwan were used empirically to test the proposed research model. Moreover, confirmatory factor analysis was conducted to examine the reliability and validity of the measurement model, and the structural equation modelling technique was used to evaluate the research model. The analytical results showed that organizational learning factors and knowledge management processes are closely related to the level of e-business systems adoption. However, knowledge sharing did not significantly affect e-business systems adoption level. Future studies could seek an enhanced understanding of the impacts on the level of e-business adoption of the organizational learning and knowledge management factors investigated in this paper through structured interviews and case studies of IS executives dealing with ongoing or recently completed e-business systems projects. This paper has implications for e-business managers or policy-makers

in formulating policies and targeting appropriate organizational capabilities to ensure effective adoption of e-business systems.

The research hypotheses were raised based on the four perspectives of this approach, namely, growth and learning, internal processes, customer and financial. By literature review, CSFs of KM and organizational performance along with their items were identified in the framework of BSC's perspectives. Based on these constructs and their items an instrument was designed and distributed among managers and employees of the subsidiary firms of Iran National Petrochemical Company (INPC). Reliability of the instrument was calculated by Chronbach's α for the two sections of the instrument i.e. KM practices and organizational performance. Also, using factor analysis the construct validity of the questionnaire was approved. Finally, based on the hypotheses of the study and using structural equation modeling the impacts of KM practices on organizational performance were investigated.

Organizational impacts of knowledge management on people

Argues that the knowledge management process can be categorized into knowledge creation, knowledge validation, knowledge presentation, knowledge distribution, and knowledge application activities. To capitalize on knowledge, an organization must be swift in balancing its knowledge management activities. In general, such a balancing act requires changes in organizational culture, technologies, and techniques. A number of organizations believe that by focusing exclusively on people, technologies, or techniques, they can manage knowledge. However, that exclusive focus on people, technologies, or techniques does not enable a firm to sustain its competitive advantages. It is, rather, the interaction between technology, techniques, and people that allow an organization to manage its knowledge effectively. By creating a nurturing and "learning-by-doing" kind of environment, an organization can sustain its competitive advantages.

• This can be accomplished through Externalization eg, writing a report on les sons learned from a project… Internalization eg, when employees preparing for a later project read it ŠSocialization ƒeg, through joint activities such as meetings or informal chats ŠCommunities of practice ƒie (recall), an organic and self-organized group of individuals who are dispersed geographically or organizationally, but communicate regularly to discus s issues of mutual interest

• They are more likely to accept change

• They are more prepared to respond to change…

Recent study found that in organizations having more employees sharing knowledge with one another, turnover rates were reduced, thereby positively affecting revenue and profit [Bontis 2003] • Employees feel better because of their knowledge acquisition and skill enhancement • Employees' market value is enhanced relative to other organizations' employees

Knowledge is recognized as an important weapon for sustaining competitive advantage and many companies are beginning to manage organizational knowledge. Researchers have investigated knowledge management factors such as enablers, processes, and performance. However, most current empirical research has explored the relationships between these factors in isolation. To fill this gap, this paper develops a research model that interconnects knowledge management factors. The model includes seven enablers: collaboration, trust, learning, centralization, formalization, T-shaped skills, and information technology support. The emphasis is on knowledge creation processes such as socialization, externalization, combination, and internalization. To establish credibility between knowledge creation and performance, organizational creativity is incorporated into the model. Surveys collected from 58 firms were analyzed to test the model. The results confirmed the impact of trust on knowledge creation. The information technology support had a positive impact on knowledge combination only. Organizational creativity was found to be critical for improving performance; neglecting ideas can undermine a business. The results may be used as a stepping stone for further empirical research and can help formulate robust strategies that involve trade-offs between knowledge management enablers.

This concluding article in the special issue of *Organizational Behavior and Human Decision Processes* on the foundations of knowledge transfer in organizations argues that the creation and transfer of knowledge are a basis for competitive advantage in firms. The article builds on a framework of knowledge reservoirs to show why knowledge transfer can be difficult and to identify the kinds of knowledge that are most difficult to transfer to different contexts. The article develops the proposition that interactions among people, tasks, and tools are least likely to fit the new context and hence are the most difficult to transfer. This theoretical result illuminates how organizations can derive competitive advantage by transferring knowledge internally while preventing its external transfer to competitors. Because people are more similar within than between organizations, interactions involving people transfer more readily within than between firms. By embedding knowledge in interactions involving people, organizations can both effect knowledge transfer internally and impede knowledge transfer externally. Thus, knowledge embedded in the interactions of people, tools, and tasks provides a basis for competitive advantage in firms

Products and organizational performance

Product development is an important element of the marketing arsenal of any organization. Unfortunately many firms do not seem to realize it. Consequently, they develop strong arteries to innovation which rubs their performance really rough. This study, therefore, examined product development and corporate performance in the Nigerian brewing industry. Data were gathered from 32 officials drawn from marketing, R&D and production departments in four breweries in the south-south and south east geographical regions of Nigeria through the use of questionnaire. The data were analyzed using appropriate statistical tool (spearman rank order correlation co-efficient). The data revealed among other things that product development facets of product quality and product lines/ product mix were positively and significantly correlated with the corporate performance facets of profitability, sales volume and customer loyalty. The study also revealed that the relationship between product size, product design and profitability, sales volume and customer loyalty was not significant. The study concludes that a positive and significant relationship exists between product quality product lines/product mix and profitability, sales volume and customer loyalty. To this end, it was recommended among other things that high product quality should be maintained and that the breweries should continuously develop new market segments and develop appropriate product accordingly.

Purpose

– The purpose of this paper is to develop a model examining the effect of organizational capabilities over new product (NP) performance. Building on a literature review, the model proposes that organizational capabilities (i.e. technological, marketing mix, and customer-relational capabilities) exert a direct effect over two dimensions of new product competitive advantage (i.e. new product quality and speed), which in turn exert a direct effect over new product customers and financial performance.

Design/methodology/approach

– Based on a literature review, a structured questionnaire was developed as a primary data collection method. Questionnaires were distributed to a sample of 473 manufacturing organizations in Jordan, out of which 355 were returned and deemed valid for the analysis. Structural equation modeling was applied to examine the model and its related hypotheses.

Findings

– Out of the three organizational capabilities, only marketing mix capabilities had a direct positive effect over both new product quality and speed to the market, while technological capabilities had no significant direct effect over both dimensions of new product competitive advantage. Customer-relational capabilities had a direct effect over new product quality only. On the other hand, while new product quality exerted a positive direct effect over both NP financial and customer performance, new product speed to the market had a direct positive effect over NP customer performance only. Finally, NP customer performance exerted a positive direct effect over NP financial performance.

Research limitations/implications

– The fact that the paper is a single country study focusing on the manufacturing industry limits its generalization to other industries/contexts. Furthermore, the paper focuses on two dimensions of new product performance, i.e. customer performance and financial performance. Other dimensions of new product performance might add more insights to the effects new product competitive advantage exerts.

Practical implications

– Managers must focus their efforts on developing marketing activities in a competitive manner so that they can introduce both quick and satisfactory new products. Hence, a special focus on marketing function is required. Not only traditional activities of marketing, but also generation, utilization, and management of customer information and knowledge are necessary to introduce competitive new products. Marketing function should be given the lead in the new product development (NPD) process. However, to avoid any rivalry between marketing, production, and R&D, top management needs to foster the marketing concept as a philosophy and to spread it across the organization.

Originality/value

– The paper adds to the research on sources of new product competitive advantage in developing countries. It also underlines the need to focus on different dimensions of NP competitive advantage, rather than approaching it from a holistic perspective. The paper further underlines that organizations should focus on long-term results of NPD, such as NP customer performance, rather than solely focusing on short-term financial results.

From the marketing standpoint, the socio-economic justification for the existence of any business organization is the satisfaction of customers' needs and wants. The organizational survival over-time depends on its ability to create loyal customers because its products match the needs of the buyers. Thus, the organization meets its basic responsibility to the society through its product offerings. For a firm to compete effectively in the dynamic and competitive business environment and achieve set goals in terms of profitability, high sales volume, and large market share, it must continuously develop products and product lines to satisfy the constantly changing desires and needs of customers (Grundiche, 2004:168). These Organizational adjustments in response to new customer preferences even make it necessary to modifyexisting products, introduce new ones or eliminate products that are unsuccessful. Product development is a broad field of endeavour dealing with design, creation and marketing of new product, (Yanelle, 2005:92). It encompasses product planning as well the technical activities of product research, engineering design, etc to take advantage of potential opportunities facing a company's product idea in a market. Product development is very critical to organizational performance because the product is the cornerstone of the firm's marketing mix: every other element rests on the product. Product is not used to mean only tangible 'things', but includes services (the intangibles) as well as things that can be touched and seen and tasted. This explains why Kotler (1994:434) sees it as a bundle of physical, service, and symbolic particulars expected to yield satisfaction or benefits to the buyer. Since the purpose of product development is to provide satisfaction for customers and to face competitive threat, every marketing organization such as the breweries is in a

highly dynamic situation. This is because customers' needs are constantly changing. Their incomes, lifestyles, level of education, sophistication and technology are dynamic and not static. Therefore, their marketing policies have been dynamic, not static, and the products offered to the market have come constantly under review and frequent changes. Market analysis has shown that many breweries in Nigeria have introduced many innovations in their product development strategy (Etuk, 2003:88). Products are packaged in big and small bottles, cans with many lines and depth. A close observation of the Nigerian beer industry shows that the post mergers acquisition era in the sector has witnessed phenomenal growth as typified by the performance of big breweries such as Guinness, Nigerian breweries and consolidated breweries Plc made possible by product development (Ojo, 2000:92). However, other breweries have not been able to operate optimally. This, therefore, suggests that organizational performance, which refers to how well an organization is doing in relation to intended purpose and competition, might depend to a large extent on product development. But this has not yet been ascertained, as the situation in the Nigerian beer industry appears not to have stimulated interest among researchers and academics in the Nigerian intelligentsia. This might have been informed in part by the apathy, levity and jaundiced perception with

which many scholars treat the beer industry in Nigeria. Undeniably, the industry has made meaningful contributions to our gross domestic product (GDP), employment generation, sport sponsorship and promotion of Nigerian music and artistes (Mousend and Thompson, 2002:283). In the light of the achievement of few breweries and the dismal performance of others which are still struggling to find their feet and rhythm in the Nigerian business environment turbo-charged by competition, volatility and unpredictability, it is necessary to direct empirical search light on this Industry, which can provide information on product development and organization performance in the sector, thereby enriching existing literature. In Nigeria, apart from the perceived high performance recorded by the Nigerian breweries Plc and Guinness Nig. Plc, other breweries have not been able to operate profitably, example, Pabod breweries, which has been reactivated recently. This tends to imply that the successful breweries might have used effective product development strategy to achieve corporate goals and objectives. It equally implies that product failure in other breweries might have been informed by ineffective product development. However, these beliefs, hunches and conjectures have not been clearly substantiated by a concerted empirical effort, thus creating a yawning gap in existing literature which needs to be bridged. In the light of the above, this study is undertaken to examine the probable link between product development and organizational performance in the Nigerian breweries industry, drawing our empirical analysis from breweries in the South-Eastern states of Nigeria. We therefore hypothesize thus: H01: There is no significant relationship between product

H02: There is no significant relationship between product quality and sales volume in the breweries. H03: There is no significant relationship between product quality and customer loyalty. H04: There is no significant relationship between product size and profitability in the breweries in Nigeria. H05: There is no significant relationship between product size and sales volume. H06: There is no significant relationship between product size and customer loyalty in the Nigerian beer industry. H07: There is no EMPIRICAL STUDY This correlational study adopted the survey method of the quasi experimental research design of a cross section of all top marketing and management executives in the Nigerian brewery industry in the collection and analysis of data. This design was appropriate because the researcher wished to examine the product development and organizational performance situation in more than one brewery. The target population for this study consisted of all the breweries in Nigeria. However, the accessible population was made up of the breweries in the South-East and South-South states of Nigeria. The choice of the two geopolitical zones was informed by the presence of some breweries which could provide the much needed data for the study. The simple sampling method was used to select the sample element from the accessible population. Thus, all the top marketing and management executives associated with product development were sampled. In all, a total of 39 officials in such units as

marketing, sales, public affairs, production and top management were selected. From the above, it is clear that the sample size of this study consisted of the five (5) breweries located in the south-east and south-south regions of Nigeria. CONCEPTUAL FRAMEWORK The major variables of this study were product development (independent variable) and organizational perfomance (dependent variable) Figure 1. Product development is denoted by (PD) while Organizational Performance is symbolized by (OP). The focus of this study was Nigerian Beer Industry which in recent years has been characterized by many innovative products in the forms of design and sizes. Thus, the researcher operationalized product development in terms of product quality, product design, product lines and product size. It should be emphasized at this juncture that there are other Nwokah et al. 0

Factors influencing knowledge management

The purpose of this quantitative study is to investigate the factors influencing with the Knowledge Management (KM) use process in Information Technology (IT) enterprises in the Southern United States. This study aims to present an analysis of the use of information systems by IT managers, IT supervisors, and Chief Information Officers (CIOs) from several information technology enterprises. It utilizes the theoretical Knowledge Management Successful model developed by Kulkarni, Ravindran, and Freeze (2007)[39], which investigated the use of Information Systems (IS) for successful KM practices in organizations through the examination of available knowledge systems built to the use and reuse of information, content quality, and determinants of users' perceptions of usefulness, user satisfaction and organizational support structure for knowledge management. In this study the data was collected from a sample size of 166 individuals, per G*Power 3 statistical power analysis program, to determine the sample and effect between the 8 (eight) predictors variables for estimating change among scores depicting Knowledge Use. Statistical analysis used SPSS package to test the hypothesis. The relationships between the predictor and criterion variables were evaluated using simultaneous multiple regression modelling to support inferences related to the omnibus research questions. The 8 (eight) predictors variables (Explicit Knowledge, Knowledge Systems, Supervisor, Co-Worker, Leadership, Incentive, Perceived Usefulness, and User Satisfaction) in this model were regressed independently onto scores on the Knowledge Use scale. This study concludes that the model predicting knowledge use is both statistically significant and practically significant, and that scores associated with Explicit Knowledge, Leadership, Perceived Usefulness, and User Satisfaction yielded statistically strong predictive relationships. Modern management theories agree that the effective use of knowledge management (KM) is one of the key determinants in the performance of a business organization. KM permits a firm to accurately measure its adaptability and competencies and predict its survival in the market place. There are two types of KM: one that focuses upon measuring the performance of a single organization (known as "internal KM") and

another that measures performance across organizational boundaries (known as "cross-organizational KM"). This research deals only with cross-organizational KM, a topic that has received scant attention in prior studies. The research focuses upon the factors that are measured to produce a statistical analysis of performance in cross-organizational collaborations. The study concludes that four clusters of factors have the greatest influence on the success of interorganizational projects. These clusters relate to: knowledge reserve, corporate culture/institution, communication and cooperation, and the characteristics of the specific project.

Competitive advantage can be achieved in an organization by recognizing knowledge and skills that are critical for the business. Tacit knowledge is personal, context specific knowledge that individual gains through experience. Sharing tacit knowledge to other members strengthens the organization as a whole and creates competitive advantage that is crucial in the competition of today's market. The aim of this study is to investigate the views of the management of finance companies towards tacit knowledge as well as methods and challenges in its transfer. A fundamental factor for the success of an organization is its members' ability and attitude to share knowledge inside the organization. Organization and management can contribute to knowledge transfer with their own actions. The empirical data was created by examining and analyzing theoretical framework together with the research results. Secondary data such as books, articles and electronic sources were used to collect that framework. Empiric framework was executed with qualitative research by interviewing participants with questions that were formulated by analyzing the theoretical framework. The results showed that motivational and attitudinal factors influence knowledge transfer as well as gaining new knowledge. Also previously acquired knowledge affects internalization of new knowledge. Organization can enhance knowledge transfer by its culture and incentive systems. Finance field was not considered to be directly dependent on amount of knowledge but the accuracy of knowledge matters which is why knowledge transfer was considered to be an ongoing process.

Knowledge management assessment of an organization importance

Before we start to explore and understand the details of what knowledge management is, and how to implement knowledge management projects and initiatives, we need to first ask ourselves why we want to consider knowledge management in the first place?

What are the real benefits that can be gained from effective knowledge management for the individual, the team, the entire organization, the community, the nation, or even the entire planet Earth?

Knowledge management is far reaching. Maybe you are considering developing your own personal knowledge management competencies, to become a more effective player in the global knowledge economy, or becoming a more competitive knowledge leader and knowledge driven organization.

Maybe you wish to develop and apply knowledge management strategies to government, military operations, global poverty eradication, international disaster management and even, now, knowledge management for global climate change.

The list is endless. Knowledge management is applied today across the world, in all industry sectors, public and private organizations and humanitarian institutions and international charities.

Most importantly, effective knowledge management is now recognised to be 'the key driver of new knowledge and new ideas' to the innovation process, to new innovative products, services and solutions.

Knowledge Management (KM) is all about the ability of organisations to leverage the intellectual assets quickly and accurately. Need is allied with change. The need assessment approach provides an evidence based assessment of what knowledge components should be focused or targeted in knowledge management solution. This paper highlights on importance of the need assessment of organization towards the Knowledge Management (KM) solution and a need assessment approach has been developed to access the need of knowledge components before the adoption of KM. The need assessment approach helps the organization to develop KM strategies that linked to its business strategies. A need assessment framework and approach for KM has been devised for a case study of textile machinery manufacturing organization and it is also generalized for typical manufacturing industry

Knowledge management is the planning, organizing, motivating, and controlling of people, processes and systems in the organization to ensure that its knowledge-related assets are improved and effectively employed. Knowledge-related assets include knowledge in the form of printed documents such as patents

and manuals, knowledge stored in electronic repositories such as a "best-practices" database, employees' knowledge about the best way to do their jobs, knowledge that is held by teams who have been working on focused problems and knowledge that is embedded in the organization's products, processes and relationships. The processes of KM involve knowledge acquisition, creation, refinement, storage, transfer, sharing, and utilization. The KM function in the organization operates these processes, develops methodologies and systems to support them, and motivates people to participate in them. The goals of KM are the leveraging and improvement of the organization's knowledge assets to effectuate better knowledge practices, improved organizational behaviors, better decisions and improved organizational performance. Although individuals certainly can personally perform each of the KM processes, KM is largely an organizational activity that focuses on what managers can do to enable KM's goals to be achieved, how they can motivate individuals to participate in achieving them and how they can create social processes that will facilitate KM success. Social processes include communities of practice – self-organizing groups of people who share a common interest – and expert networks – networks that are established to allow those

with less expertise to contact those with greater expertise. Such social processes are necessary because while knowledge initially exists in the mind of an individual, for KM to be successful, knowledge must usually be transmitted through social groups, teams and networks. Therefore, KM processes are quite people-intensive, and less technology-intensive than most people might believe, although a modern knowledge-enabled enterprise must support KM with appropriate information and communications technology (King, 2008) .

Types and timing

Explicit Knowledge:

This type of knowledge is formalized and codified, and is sometimes referred to as know-what (Brown & Duguid 1998). It is therefore fairly easy to identify, store, and retrieve (Wellman 2009). This is the type of knowledge most easily handled by KMS, which are very effective at facilitating the storage, retrieval, and modification of documents and texts.

From a managerial perspective, the greatest challenge with explicit knowledge is similar to information. It involves ensuring that people have access to what they need; that important knowledge is stored; and that the knowledge is reviewed, updated, or discarded.

Many theoreticians regard explicit knowledge as being less important (e.g. Brown & Duguid 1991, Cook & Brown 1999, Bukowitz & Williams 1999, etc.). It is considered simpler in nature and cannot contain the rich experience based know-how that can generate lasting competitive advantage.

Although this is changing to some limited degree, KM initiatives driven by technology have often had the flaw of focusing almost exclusively on this type of knowledge. As discussed previously, in fields such as IT there is often a lack of a more sophisticated definition. This has therefore created many products labeled as KM systems, which in actual fact are/were nothing more than information and explicit knowledge management software.

Explicit knowledge is found in: databases, memos, notes, documents, etc. (Botha et al. 2008)

Tacit Knowledge:

This type of knowledge was originally defined by Polanyi in 1966. It is sometimes referred to as know-how (Brown & Duguid 1998) and refers to intuitive, hard to define knowledge that is largely experience based. Because of this, tacit knowledge is often context dependent and personal in nature. It is hard to communicate and deeply rooted in action, commitment, and involvement (Nonaka 1994).

Tacit knowledge is also regarded as being the most valuable source of knowledge, and the most likely to lead to breakthroughs in the organization (Wellman 2009). Gamble & Blackwell (2001) link the lack of focus on tacit knowledge directly to the reduced capability for innovation and sustained competitiveness.

KMS have a very hard time handling this type of knowledge. An IT system relies on codification, which is something that is difficult/impossible for the tacit knowledge holder.

Using a reference by Polanyi (1966), imagine trying to write an article that would accurately convey how one reads facial expressions. It should be quite apparent that it would be near impossible to convey our intuitive understanding gathered from years of experience and practice. Virtually all practitioners rely on this type of knowledge. An IT specialist for example will troubleshoot a problem based on his experience and intuition. It would be very difficult for him to codify his knowledge into a document that could convey his know-how to a beginner. This is one reason why experience in a particular field is so highly regarded in the job market.

The exact extent to which IT systems can aid in the transfer and enhancement of tacit knowledge is a rather complicated discussion. For now, suffice it to say that successful KM initiatives must place a very strong emphasis on the tacit dimension, focusing primarily on the people involved, and they must understand the limitations imposed by computerized systems.

Tacit knowledge is found in: the minds of human stakeholders. It includes cultural beliefs, values, attitudes, mental models, etc. as well as skills, capabilities and expertise (Botha et al 2008). On this site, I will generally limit tacit knowledge to knowledge embodied in people, and refer separately to embedded knowledge (as defined below), whenever making this distinction is relevant.

Embedded Knowledge:

Embedded knowledge refers to the knowledge that is locked in processes, products, culture, routines, artifacts, or structures (Horvath 2000, Gamble & Blackwell 2001). Knowledge is embedded either formally, such as through a management initiative to formalize a certain beneficial routine, or informally as the organization uses and applies the other two knowledge types.

The challenges in managing embedded knowledge vary considerably and will often differ from embodied tacit knowledge. Culture and routines can be both difficult to understand and hard to change. Formalized routines on the other hand may be easier to implement and management can actively try to embed the fruits of lessons learned directly into procedures, routines, and products.

IT's role in this context is somewhat limited but it does have some useful applications. Broadly speaking, IT can be used to help map organizational knowledge areas; as a tool in reverse engineering of products (thus trying to uncover hidden embedded knowledge); or as a supporting mechanism for processes and

cultures. However, it has also been argued that IT can have a disruptive influence on culture and processes, particularly if implemented improperly.

Due to the difficulty in effectively managing embedded knowledge, firms that succeed may enjoy a significant competitive advantage.

Embedded knowledge is found in: rules, processes, manuals, organizational culture, codes of conduct, ethics, products, etc. It is important to note, that while embedded knowledge can exist in explicit sources (i.e. a rule can be written in a manual), the knowledge itself is not explicit, i.e. it is not immediately apparent why doing something this way is beneficial to the organization.

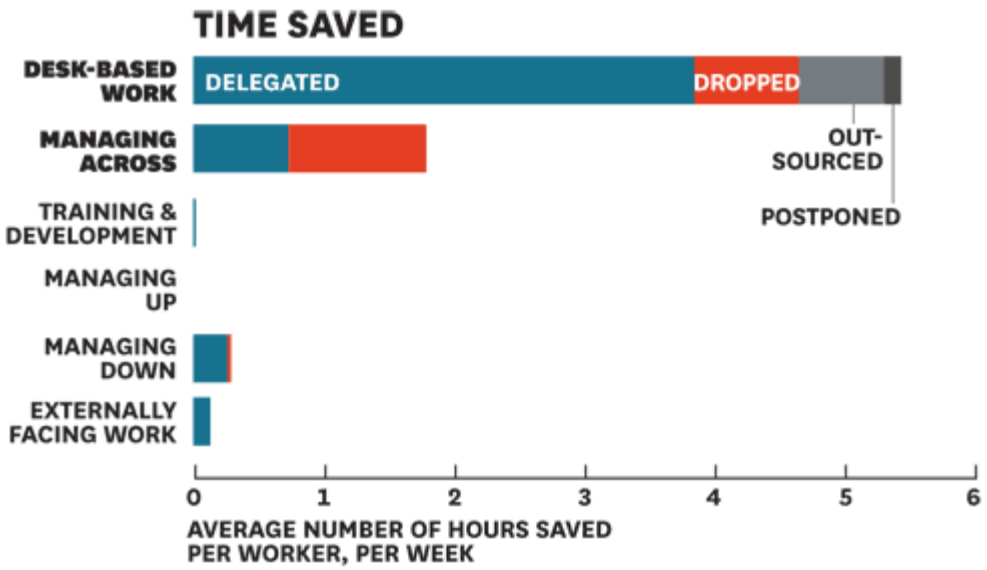
Embedding knowledge into everyday work processes is time-consuming and expensive. It's not an undertaking that anyone in his right mind would tackle without a very good reason. A decade ago, Partners had that reason: Researchers at the Harvard School of Public Health and Harvard Medical School found that there were surprisingly high numbers of medical errors and adverse drug reactions at Partners hospitals. That these institutions could be unconsciously acting in direct opposition to their healing mission was deeply troubling.

Under the direction of H. Richard Nesson, CEO of Brigham and Women's at the time, Partners undertook an ambitious and risky project to link massive amounts of constantly updated clinical knowledge to the IT systems that supported doctors' work processes. The project was ambitious because it had the potential to substantially improve the quality of physicians' decision making—and hence improve the quality of patient care. But it was also risky because knowledge-based systems had a very spotty record of success in their first incarnation two decades ago and because Partners didn't really know if it would be able to codify the millions of facts and data points that doctors use to make complex decisions about treatment

The decision to focus on the order-entry system was important because the system is central to physicians delivering good medical care. When doctors order tests, medications, or other forms of treatment, they're translating their judgments into actions. This is the moment when outside knowledge is most valuable. Without the system, doctors would have no easy way to access others' knowledge in real time. Automated order entry addresses this need in several ways: It increases efficiency and safeguards against errors due to poorly written orders. Even more important, it allows physicians easy access to massive amounts of up-to-date medical knowledge while they go about their daily work. Indeed, the order-entry system forces physicians to engage with queries or recommendations (although, as we shall see, they can always override the system's recommendations).

Order entry is a key work process in this system, but it's not the only one. Partners' approach is built on a set of integrated information systems—including on-line referral and medical-records systems—that physicians can use to manage patient care. These all draw from a single database of clinical information and use a common logic engine that runs physicians' orders through a series of checks and decision rules.
Here's how it works. Let's say Dr. Bob Goldszer, associate chief medical officer and head of the Special Services Department at Brigham and Women's in Boston, has a patient, Mrs. Johnson, and she has a serious infection. He decides to treat the infection with ampicillin. As he logs on to the computer to order the drug, the system automatically checks her medical records for allergic reactions to any medications. She's never taken that particular medication, but she once had an allergic reaction to penicillin, a drug chemically similar to ampicillin. The computer brings that reaction to Goldszer's attention and asks if he wants to continue with the order. He asks the system what the allergic reaction was. It could have been something relatively minor, like a rash, or major, like going into shock. Mrs. Johnson's reaction was a rash. Goldszer decides to override the computer's recommendation and prescribe the original medication, judging that the positive benefit from the prescription outweighs the negative effects of a relatively minor and treatable rash. The system lets him do that, but it requires him to give a reason for overriding its recommendation.

The fact that the order-entry system is linked not just with the clinical database but also with the patient's records increases its usefulness by an order of magnitude. The system may inform Goldszer that a drug being prescribed is not economical or effective, but it can also tell him that the patient is taking another drug that interacts badly with the new medication or one that might exacerbate a condition other than the one being treated. When it comes to ordering tests for a patient, the system may note that a particular test is generally not useful in addressing the symptoms identified or that it has been performed on the patient enough times that a retest would not be useful.



That's a relatively simple explanation of what the integrated system does, but, in fact, the logic engine and the knowledge base can serve as very sophisticated screens for the physicians' decisions. For instance, imagine that a patient with a history of sleep apnea is prescribed a narcotic to mitigate pain after surgery. Narcotics can cause people with sleep apnea to go into respiratory arrest, but, as long as the history of sleep apnea is noted in the patient's medical records, the system will alert the physician to that potential problem. It also takes into account the patient's age, likely metabolism, probability of renal failure, maximum allowable lifetime amounts of a chemotherapy agent, and hundreds of other factors.

The logic engine and knowledge base at Partners are used more during order entry than at any other time. But they are used increasingly during normal review of patient medical records as well. For example, the system alerts the physician, as he or she reviews Mrs. Smith's record, to follow up on her marginally abnormal mammogram or to recheck her cholesterol levels. In addition, it may remind a physician that a particular patient should receive a call or schedule a follow-up appointment.