

Overview of the Importance of Knowledge Management and Its Agents

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Abstract

Control and systematic of human resources is more difficult than control of other organization resources. Managers have traditionally formed basis their competitive strategies on other organizational factors like product and process technologies, specific sectors of the market, access to financial resources and or savings. In the current business environment that is known with features such as the globalization of markets, increased competition and the high rate of changes in technology. Tangible assets such as capital, land, raw materials does not make create of sustainable competitive advantage. Today's organizations must erected basis of their sustainable competitive advantage on intangible assets and intellectual capital, this much is true especially in the case of industries such as information services and software that have been built based on knowledge. Thus, knowledge and information are the main tools in dealing with today organizational problems. Knowledge management are putting in organization availability perfect opportunity to optimize in employee performance and competitive advantage

Keyword : Knowledge, Tacit Knowledge, Conceptual Knowledge, Knowledge Management

Introduction

Dynamic and rapid developments in the third millennium following is complexity of the organizations activity and has challenged and knowledge-oriented personnel and learning organizations managements so that can not be managed this situation with principles and rules traditional. Thus, organizations are required re-engineering of all components comply with such conditions. Knowledge management settlement is new model for dealing with such situations. (Saedi 2009)

In recent years, knowledge management has been as one of the most interesting and most challenging topics of business management and its use circle is broadened always with other management discussions. Knowledge management is a process that assists to organization in identify, select, organize, disseminate, important information transfer and skills that are part of the history organization and generally, are Unstructured in organization. (Tourban 2006)

Previous Research

Karamollah Daneshfard and Mohammad Zakeri (2009) in this research reviewed to impact of Knowledge management on ability competition strengthening of consulting engineering firms. Results showed that there is a relationship between knowledge management and competition ability.

Khalife and Lio (2007) Stated that Organizational factors and knowledge management processes have most effective on Successful of knowledge management programs. Also information technology Affects on knowledge management processes such as knowledge transport and knowledge storage.

Spender (1996) Stated that knowledge of an organization and its ability to generate of new knowledge is a key to achieve competitive advantage, this competitive advantage is obtained only with use of rare and intangible and specific knowledges.

Definition of Knowledge

Gamel Gerda and Ritter, is defined knowledge as : A fluid mixed of regular experiences, values, conceptual information and expert insight that provides framework for assessment and incorporate new information and experiences. Knowledge is formed in experts mind and expands. Knowledge in organizations in addition to documents rather there are in experience, effort, process and organization routine. (Gammelgaard 2004)

Types of Knowledge

knowledge can be divided into two categories:

Objective Knowledge : This knowledge is tangible, rational and technical. (Teresa 2006) Included Policies, procedures guidelines, reports, government reports, projects, products, strategies, goals, missions and competitive advantages of the company's information technology infrastructure. (Tsang 1997)

Tacit knowledge: this knowledge there are usually in range of mental learning, conceptual learning and empirical learning, was very personal and difficult to formalize. (Teresa 2006) Included a collection of experiences, mental map, insight, acumen, expertise, information, trade secrets, set of skills, learned and understanding of an organization and organizational culture that has in itself past and present experiences of people, processes and organization values. (Marianne 2004)

Characteristics of Knowledge

1. **Activity :** Refers to organizational activities that are related with knowledge.
2. **Characteristics the area :** Refers to subject of knowledge. For example knowledge can be owned field of medicine, sociology and etc.
3. **Form :** Refers to form of knowledge provide.
4. **Type :** Refers to knowledge type that can be combined values such procedures, guiding principles, progress reports, failure reports, manuals and etc.
5. **Product / service :** In some cases, knowledge in organizations mention be with a product or service directly as characteristic of knowledge.
6. **Location and Time :** This feature is owned more to knowledges that are Form of mental to be determined time and location of access to they. (Ahmadi 2012)

Definition of Knowledge Management

Due to the that knowledge is defined by different methods definitions of knowledge management is very different.

O'Del and Garrison (1998) expressed that knowledge management exert a systematic attitudes to find, understand and use of knowledge for value creation. Vander Spek and Spij Kervet (1997) define knowledge management to this Form : Explicit control on knowledge of within organization that its

purpose is to achieve organizational goals. Petrash (1996) believed that knowledge management is true knowledge acquisition for true people in right time that enable them to make the best decisions.

Knowledge management is strategies and processes that able to create produce and knowledge flow in order to create and meet the expectations of organization, customers and users in total of organization. (Yang 2004)

Functions of Knowledge Management

Has been identified eight specific advantage for knowledge management in organizations that Include :
Enables organizations to

1. **Prevent knowledge drawdown** : Enables organizations to retains their essential technical expertis and Prevent critical knowledge drawdown that is cause of retirement, downsizing, layoffs and changes in human memory.
2. **Improving of decision making** : Identifies the type and quality of the required knowledge effective decision making and facilitates access to knowledge. Thus, decisions able penetrate as faster and better in lower levels of the organization
3. **Flexibility and adaptability** : allow to staff that take a better understanding of their work, to proposed creative solutions, and therefore be enabled in multitasking positions.
4. **Competitive advantage** : Enables organizations to fully understand customers, opinions, market and competition and able to identify gaps, and competitive opportunities.
5. **Development of assets** : Improves organization development in investment to legal protection for intellectual property.
6. **Increased of product** : Allows to organization that use of knowledge in services and products
7. **Customer management** : Enables organization to increase focal attention and service to customer
8. **Implementation of investments in part of human capital** : Organizations can invest in the best manner to hiring and training employees through to share in learned lessons, documentation processes, investigating and resolving exceptions, take possession and transfer tacit knowledges.

(Radeling 2004)

Principles of Knowledge Management

knowledge management of Davenport's view include :

1. Knowledge is emanating from people and there's in mind of people
2. Knowledge sharing is requires to trust
3. Technology makes it possible to new knowledge behaviors
4. Knowledge sharing be encouraged and rewarded
5. for knowledge management is essential resource allocation and management protection
6. Knowledge has self-created nature and encourage of individuals causes that knowledge increase in unexpected ways
7. Knowledge management programs must be started with a primary program

(Davenport 2000)

Viewpoints of Knowledge Management

in knowledge management literature, there are two views that each specific type define the role of knowledge management in management.

First viewpoint : knowledge as an capital; The purpose of knowledge management in this approach is deliver the correct information to required people, in proper time and with least cost.

Second viewpoint : Knowledge as a tool; the purpose of knowledge management in this approach is help to people for create and share knowledges. (Hoseini 2006)

The General Model of Knowledge Management System Structure

This model provides a broad view of knowledge management systems. Based on this model, knowledge management systems are formed by organization strategy, and therefore facilitates how to convert this strategies into organizational knowledge. Users added their knowledge to the system and versus, benefit of this system with enhancing their knowledge. In addition, mentioned system with provide possibility of access to knowledge make this important for users. that technical systems availability. Figure 1 shows the general structure of the knowledge management systems.

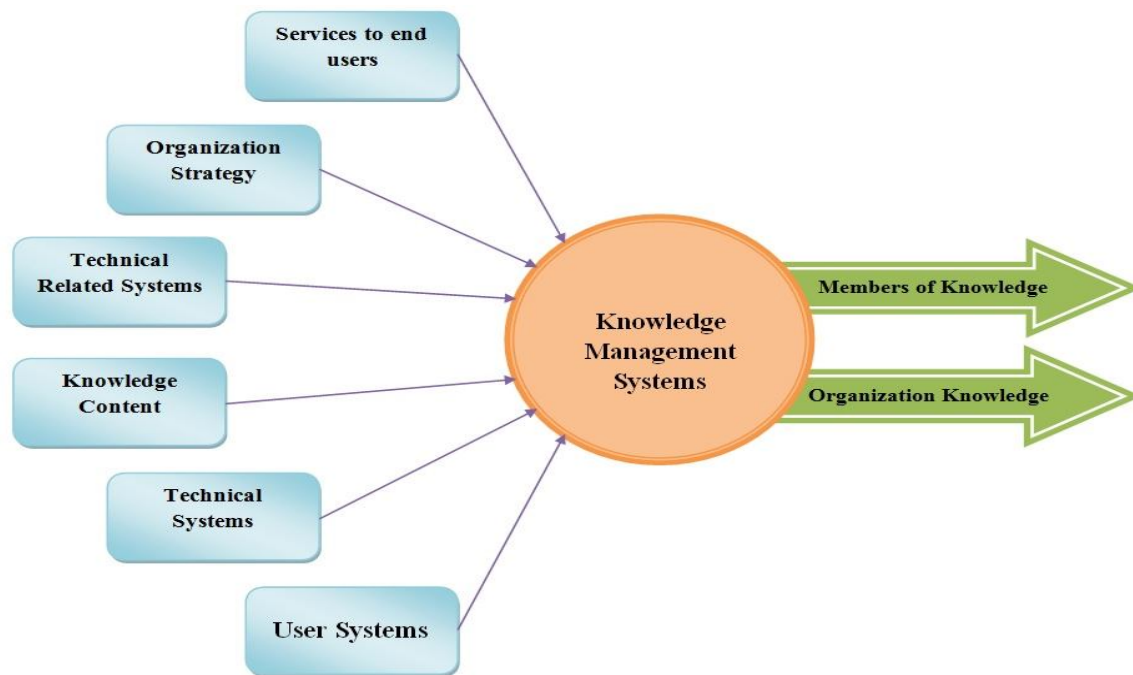


Figure 1 : The general model of knowledge management system structure

(Debowski 2006)

Model of Milton Knowledge Management

Milton model is formed based on two attitudes toward knowledge management, **Connecting** and **Collecting**. This two approaches are complementary and their value is balanced and parallel uses with each other.

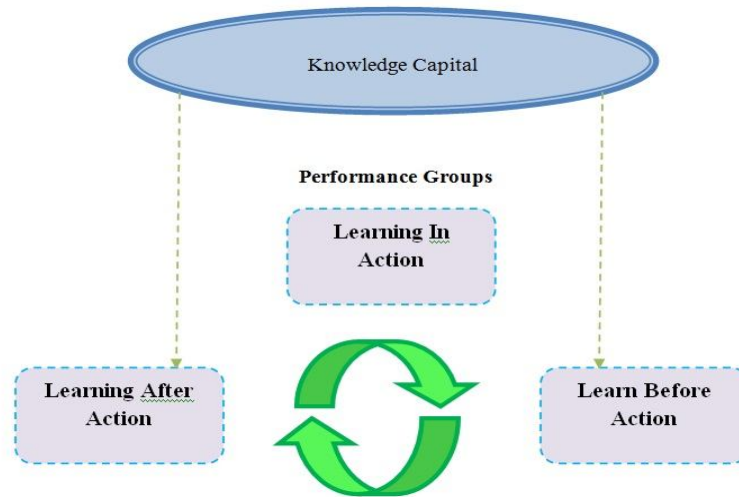


Figure 2 : Model of Milton knowledge management

(Milton 2002)

Model of Knowledge Life Cycle

The best way of thinking about knowledge is understanding of its life cycle. Processes by which, knowledge is created, has shared and be used. Figure 3 shows that cycle of knowledge three-stages.

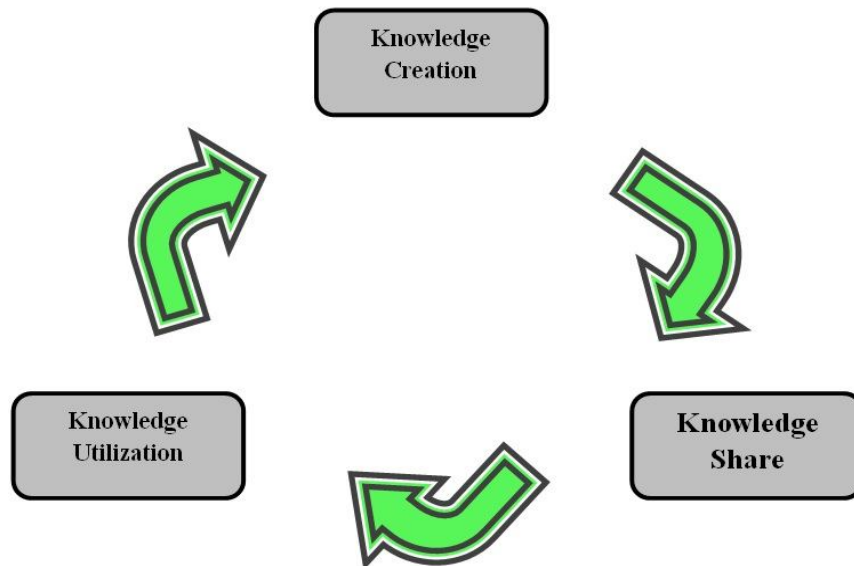


Figure 3 : Model of knowledge life cycle

(Benbya 2008)

Model of Knowledge Management Maturity Stages in Organization

In this model is proposed five Steps for achieve of organization to mature stage in knowledge management. So that each organization must considering your situation, determine the status of its current and then with perform the appropriate actions pass the next Stages to reach final stage. This steps include :

- 1) Intial
- 2) Repeated
- 3) Defined
- 4) Managed
- 5) Optimizing

Stages described is in below :

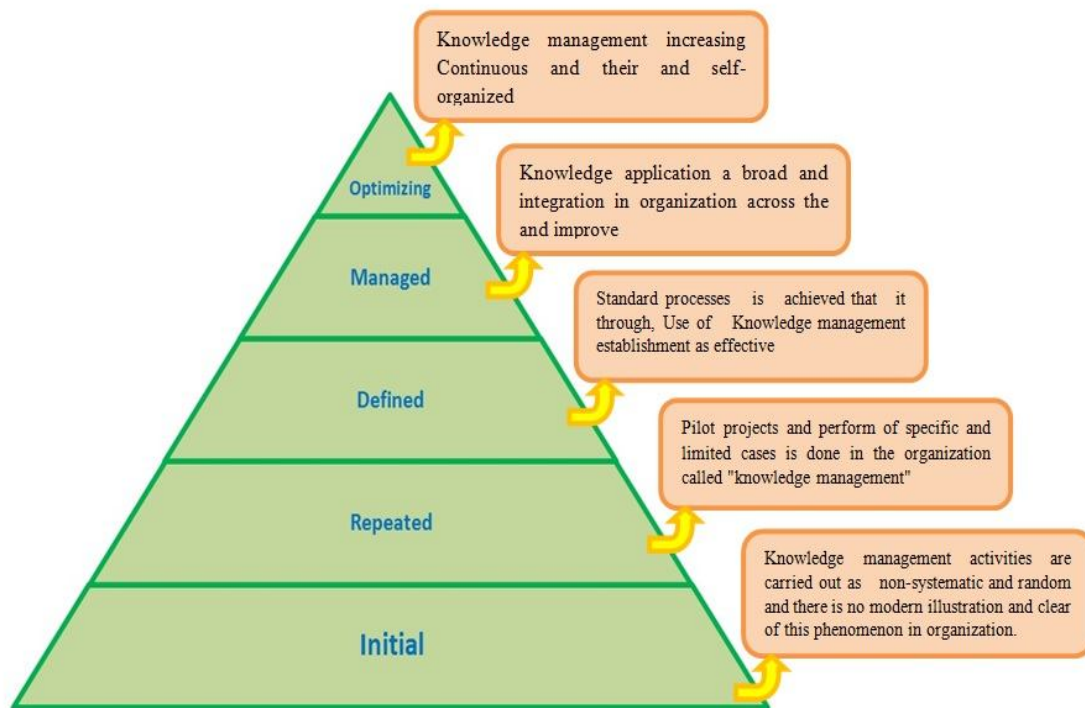


Figure 4 : Model of knowledge management maturity stages in organization

(Frost 2001)

Conclusions

Knowledge is a fluid mix of regular experiences, values, conceptual information, and expert insight that provides a framework for evaluation and join of experience and new information and is consisting objective or palpable or palpable and tacit knowledge hidden. Knowledge management is consisting strategies and processes that is able to create production and flow knowledges to establish and meeting expectations of organizations and customers. knowledge management can in case proper use in organization cave a large impact in prevent knowledge drawdown, improving of decision making, flexibility and adaptability, competitive advantage, development of assets, increased of product, customer management, implementation of investments in part of human capital.

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