

Analysis of the knowledge management using the knowledge management value chain m...

[Business](#), [Management](#)



- Analysis of the knowledge management at TCS using the knowledge management value chain model.

Knowledge acquire

- TCS has created communities of practices (CoPs) with an animator expert in an area of knowledge to gather best practice on different area of expertise using business case documenting problem and solution.
- Then TCS tried to capture technology, processes and case studies called Process Asset Libraries.

So their intent was more on capturing structure data in the first wave. In the implementation of Ultimatix, TCS tried to use captures of intelligent technics or knowledge work system meaning knowledge tools like wizard, templates for software productivity improvement, knowledge training modules and information on tools.

Knowledge storage

- Business cases with solutions. For example on mainframe around 1500 business cases.
- Process Asset library permit exchanges of around 10000 documents on industry practices and 21000 services practices in six month during 2003.
- Line of businesses, line of technology, and projects

TCS has disseminated knowledge by:

- Customizing for each are of practice/technology, customer and industries.
- Creating an initial training program and a continuous learning program for experience employees based on role and competence definition.
- Encouraging people to move and go outside TCS to learn and bring back knowledge.
- Using information letter per expert area and tip of day are used.

Marketing knowledge

- To create business related document. It can be retrieved by searching similar business case.
- To innovate and decide with a tool called TIP and IdeaStorm.

The IdeaStorm process is in three steps one idea / question are submitted, people can brain storm on it and after vote. Just ask process to get direct access to experts TCS has various Portals which permit a uniform access to knowledge. It can be accessed through queries or using taxonomies created by CoPs. Tools and activities were used for managing tacit knowledge: TCS has created communities of practices (CoPs) with an animator expert in an area of knowledge to gather best practice on different area of expertise using business case documenting problem and solution. Just ask process to get direct access to experts Encouraging people to move and go outside TCS to learn and bring back knowledge. -Using information letter per expert area and tip of day are used. Tools and activities used for managing explicit knowledge:

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- To create business related document. It can be retrieved by searching similar business case.
- To innovate and decide with a tool called TIP and IdeaStorm. The IdeaStorm process is in three steps one idea / question are submitted, people can brain storm on it and after vote.

Then TCS tried to capture technology, processes and case studies called Process Asset Libraries. So their intent was more on capturing structure data in the first wave. -In the implementation of Ultimatix, TCS tried to use captures of intelligent technics or knowledge work system meaning knowledge tools like wizard, templates for software productivity improvement, knowledge training modules and information on tools LiveMeeting sessions during project for status meeting and after project lesson learned are recorded in the knowledge database

- Some of the growth of knowledge management systems in TCS and how the sytems helped its business are listed as below KBASES AND GROUPWARE

It is a knowledge repository in the corporate and branch servers accessible to all employees through the intranet. It contained wide range of information regarding processes, line of technology and the line of business. The groupware was a body which automated various in house systems such as training and many other functions.

Closely Knits Communities of Practices (COPS)

Community of practices was a forum of organizational memory where teams all over the organization at different times zones communicated and documented the best practices. Process Asset Libraries (PALs) Process asset libraries was an information database related to technology, processes and case studies. These were made available to all development centers of TCS through the intranet. Web-Based Electronic Knowledge Management Portal (EKM) Knowledge was made globally available. The PAL library, and Kbases hosted on the intranet were merged with Ultimatix.

Sub-portals of quality management system, software productivity improvement, training materials and tools information were shared and easily accessed via EKM. COP members widely shared and exchanges industry and service practices. Integrated Competency And Learning Managements Systems (ICALMS) The system was deployed globally across all offices to promote acultureof learning and growth in the organization. Employees could enhance their skills in many areas. Knowmax Developed using Microsoft sharepoint portal server. It supported more than 60 knowledge assets and was accessible via Ultimatix to all TCS associates. Any associate could contribute their knowledge and information for sharing with employees.

Some collaboration tools which are need at TCS:

IBM same time:

client-server application on window that provide real-time, unified communications and collaboration for enterprise. IBM quick place: self-

service for non-technical users to easily create a browser-accessible web-workspace to support a task, project. When TCS combine same time with quick place, it took easily to exchange information on project, technology and preparation.

Lotus:

domino collaboration tools can provide multiple service: Thanks to use these tools, TCS can unprove collabaration among employees and collaboration of overseas and local office 4. Web 2. 0 tools help TCS to manage knowleadge and collaboration among it employees TCS used a wide variety of collaboration tools from taking on account architectural aspects to the usage of Web 2. 0 tools. TCS's development centers have had a special attention to its architecture so that they could be divided into modules of a common area each with its own garden in order for the employees to have informal conversations during their breaks.

Naturally TCS could also profit by the fact that many of those conversations were about their employees' business problems. Propel sessions also brought together employees with similar interests so that they could balance their work and their life and hopefully integrate both as one. Aside from taking into account the employee's personal life TCS also implemented another methods to share knowledge. By recording all of their meetings with LiveMeeting application TCS could arrange a team where all the members knew what was discussed.

Knowledge could also be shared directly from their experts by Knowledge Transition sessions and a Tip of the Day mail system. This way knowledge

could flow from their experts to their beginner workers who in fact need to learn in order perform better for TCS. The implementation of Project Infinity brought alongside VOIP and video conference tools. Using these tools all TCS's branches could communicate and collaborate in realtime keeping focus to the same objective. However Project Infinity also brought along other tools such as Instant Messaging and a news broadcast system. Using these tools TCS could communicate in real time with all of TCS's offices in the world sharing data and knowledge other than using voice or video systems. TCS also used Web 2. 0 tools integrated in their own website such as a Just Ask system, a Blog Platform, TIP and MySite. As in one side The Just Ask system would directly be connected to TCS's business, on the other side The My site would be more related to one's personal life.

- How do you think KM tools have changed some key operational processes at TCS, such as bidding for new projects, project development and implementation, customer service, and so on?

TCS core business is to produce project in India to be delivered all around the world. TCS processes have been simplified and communication has been streamlined with those KM tools. Three bricks are missing for a 100% effective knowledge sharing:

- The collaboration inside a document. For example, during an offering, it is frequent that many people are working on the same document.
- The search engine technology. Having Tera's of document emphasize the need to have a good search engine in order to find relevant document.

- The document life-cycle would permit to exclude outdated document.