

The issues of knowledge management essay

[Business](#), [Industries](#)



Nowadays large organizations and even small companies have to address the issues of Knowledge Management in order to increase flexibility and efficiency, reduce lead time and involve people as much as possible. As it was mentioned in 1996 by McKeon [1; 13-18], the major forces of change are the following: globalization, higher degrees of complexity, new technologies, increased competition, changing client demands, and changing economic and political structures. So companies are starting to understand that the core and sustainable resource of competitive advantages are their employees. In other words all the knowledge about technologies, markets, customers and various development ideas belongs to employees. Therefore it is strictly important for the companies to retain, develop, organize and use competences of their personnel in order to maintain required level of competitiveness.

As a result the tool, called Knowledge Management, was developed. Although the majority of market players believe that it is useful, they are not exactly sure what it is and how it can be applied. The purpose of the current essay is to explain it on the base of Russian corporation Rosetta and to express authors' opinion on its strengths and weaknesses. Knowledge Chain in Rosetta Corporation: strengths and weaknesses First of all the meaning of Knowledge Management shall be explained. There are many different definitions of this idea. As per Ross [2; 413-429] it is an integral part of intellectual capital. Objectifications.

Com gives us the following expel KC: Strategies and processes designed to identify, capture, structure, vale and share an organization's intellectual assets to enhance its performance competitiveness. It is based on two

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critical activities: (1) capture and doc f individual explicit and tacit knowledge, and (2) its dissemination with organization. This definition is from our point of view universal and Intel Knowledge Management allows to control intellectual capital of a comma knowledge, applied experience, organizational technology, R&D, customs relationships and professional skills [3; 12-13].

As a result KM leads to ova improvement of efficiency of company's performance. All the business pr the company transfer knowledge and share it between users [4]. Thus SE success factors were suggested by Seekers and Maiden [5]. The majority actors are directly connected to people's activities and performance: a s a business imperative, a compelling vision and architecture, knowledge – knowledge-creating and -sharing culture, continuous learning, a well-De technology infrastructure, a systematic organizational learning processes combination of all these factors provides strong and permanent develop enhancement of company's performance. Rosetta State Atomic Energy (Rosetta) (Russian: Facto), is a state corporation (non-profit organization Russia, established in 2007, the regulatory body of the Russian nuclear cRecently Rosetta has faced problems related to internal control of know thing is that Rosetta is a large governmental corporation consisting of a number of Scientific Institutes.

As a result their R activities are mimics they don't know about each other's work and sometimes even try to sell t products to the same customers. Doubtless it damages the reputation of and Russian Government in general. Restroom's approach to personnel p incorrect as well because young

scientists were not interested to join the So it was decided to implement a Knowledge Management System - a m improvement of business process performance. At the very beginning m Rosetta studied international experience and invited experts from big f corporations. As far as we understood one of the key tools was personnel involvement in the process of knowledge sharing and transfer. Rosetta " lessons learnt", knowledge data bases, portal, and systems of corporate and adaptation of new employees.

In our opinion this step can dramatic the situation in the company as nowadays people are the greatest asset the knowledge. So it is important not to lose that links and hints which c rough to the company by them. Secondly the concept of the whole sys required to be created. It had to provide main functional stages, key peer indicators and knowledge management tools and technologies. Consensus knowledge was presented as a complete product to be sold. So all the pa knowledge life-cycle had to be described clearly in order not to lose any mind the core purpose was to make this product competitive. In other w wanted not to sell research reports only, but to propose complete entitle (like a license or a patented technology).

Hence the production process o knowledge) had to become short, cost-efficient and attractive for custom are, of course, many obvious advantages by using the KM, but as to Rosetta there are some disadvantages we could come up with. This corporation is quite sophisticated and the implementation of an approved by other companies KM System can eventually be crucial in

different ways. The situation in which the company will be unable to deliver the expected performance outcomes is undesirable.

This can happen because of the usability of the System. By implementation of such systems it is not only important to understand how individuals will learn to cope with this system, but also how they learn in a given organization and how the organization system may help or delay the individuals learning process. If the system is not user-friendly, some users (age-groups in Rosetta) are not capable enough to use automated tools to get required information. Supposing Rosetta beard down all stages of starting using KM at their corporation there can arise another problem – it is difficult to create an organizational culture where knowledge sharing is the norm.

Conclusion To sum up, in order to achieve competitor advantage, a company should develop, implement and maintain Knowledge Management system and involve its personnel in using such a system. Doubtless, a model of Knowledge Management plays a critical role however there is no ideal common solution for all the companies. The system is rather individual and tools for knowledge management can vary depending on a company size, industry, sector (private/public), etc. The other key factor is whether Knowledge Management system applicable and how it is used by personnel. In other words, can the employees benefit from this system as well?