

Knowledge management in higher education institutes

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ABSTRACT

Higher education is a center of knowledge creating, delivering, and learning for society. On international level too knowledge sharing policies between two and more countries are going on. For the development of nation it is must. Discussions and exchange of information is very common among staff, students and scholars now days. This is the base for the generation of innovative concepts. Through open access movement everyone is able to access the information through internet. But at local and institutional level attempts are required for capturing tacit knowledge of individuals and sharing for new vision. In today's open access system every researcher and user are getting information at their finger tips. For the development of country all western countries has already taken initiative to share the knowledge online which helps in avoiding repetitive work and better products are coming out. Open Access initiative is boon to researchers and if at every organizational level the better management, use and sharing of available resources/knowledge both explicit and tacit occur it leads to overall development of educational system and nation at fast speed. Knowledge plays a crucial role in the progression of institutions.

Keywords: - knowledge, management, information, education, innovation

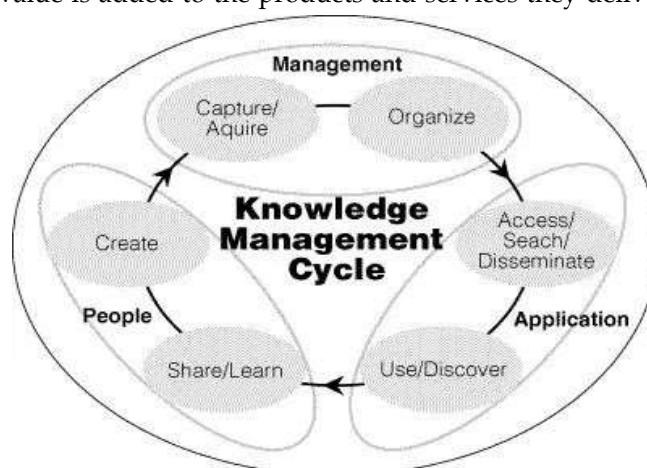
INTRODUCTION

Knowledge management is not a new terminology anymore. It is old and has been studied by academicians, philosophers and practiced for decades, however knowledge management concept has come into the picture in the starting of nineteen century. In the 21st century knowledge is important for all the business fields. Why, because knowledge is like a light, weightless and intangible, it travels very easily in any part of the world, at the time of traveling it enlightens the lives of the people every where and empower the knowledge to human. These days the world has become very intellectual in all fields of business, especially higher education has become very competitive. To meet this competition, higher education process require best quality education. Thus the higher education universities should be like center point of science, arts, technology and research, continuous learning and life long learning is taking places. The nation's productivity and prosperity can be measured through the quality of higher education. As a whole the environment of nation such as social, political, technology and economics modernization and reforms are possible only through quality of higher education. Knowledge based new innovations at all levels of learning process is a new philosophy of higher education. Knowledge management facilitates innovations to survive in the present information world. Knowledge management is a well defined system to provide learning process, innovation process and sharing of knowledge to achieve strategic goals of an organization. In addition to that knowledge management core aim is to transform individual knowledge into organizational knowledge through acquiring, sharing, storage, disseminating, exploitation and innovation of knowledge. It ensures that the organization shows best performance and stand in good competitive position with their competitors. Most of the companies have accepted knowledge management and identified it as a resource. In the theoretical point of view knowledge management process involves the following ways of knowledge identification, knowledge collection, knowledge organizing, knowledge sharing, knowledge applying, knowledge evaluating, knowledge utilization and knowledge creation. Knowledge management is mainly concerned with knowledge gathering, storing, sharing, reuse and creating of the knowledge for the development of the knowledge assets in the organization, for achievement of the organizations mission, goals and objectives. Few studies states that business organizations, universities and other higher education institutions are highly

involved in knowledge capturing, knowledge storing, knowledge sharing, knowledge diffusion and learning.

KNOWLEDGE MANAGEMENT IN HIGHER EDUCATION

Knowledge management in higher education institutes are better able to increase student retention and better graduate rates, works to analyze the cost effective use of technology, to meet more enrolment, transform existing transaction based system to provide information and compete in an environment where institutions cross state and national borders to meet student needs continuously anytime/anywhere. The present complex knowledge society requires the institutes to be constantly evolving, innovating, investigating, analyzing, predicting and responding to opportunities and threats. All organizations store, access, and deliver knowledge in a unique manner; the differing factor is the way that value is added to the products and services they deliver by the effective use of



the knowledge capital. Universities have to avoid unrelated activities of knowledge and their staff have to recognize and respond to their changing role in a knowledge based society. knowledge assets, and to recognize the value of their intellectual capital to their continuing role in society, and in a wider global marketplace for higher education (Kok, A). Higher Education Institutions have many challenges in the knowledge economy, renew economic and social systems, extend knowledge and specialist skills, engage effectively in knowledge production, be interconnected with industry, research centers and other institutions, and produce top quality graduates (Kok, A), (Abdullah, R., Selamat, M. et al). Universities are the main instruments of society for the constant pursuit of knowledge. Knowledge management in educational institutions should provide a set of matters for linking people (students, teachers, researchers, business and industry external entities) to processes of technologies. It also focuses on how organizations can promote strategies and practices that help the different actors to share, manage and apply their knowledge (Yeh, Y). We can distinguish two perspectives of knowledge management in higher education institutions (Yeh, Y), (Kok, A), i) academic knowledge, resulting from learning and teaching activities, the primary purpose of universities; ii) organizational knowledge, which refers to knowledge of the overall business of an institution: its strengths, weaknesses, strategies, critical factor of success, relationships with research centers, etc. Knowledge management activities, such as discovery or acquisition (research), dissemination or share (teaching), application knowledge and their preservation (libraries, repositories). On the other hand, these issues miss their importance, if the institution does not have a strategy and a culture of creating, sharing and collaboration between the various actors across the organization, (Suciu, M., Piciorus, L. and Imbrisca, C), (Fritzche, A., Germany,C). Knowledge management method in higher education can be classified into five main categories, such as the benefits on the i) research processes, ii) the curriculum development processes, iii) student and alumni services, iv) administrative services, and v) strategic planning (Kidwell, J.J., Vander Linde, M.K., Johnson, L.S.). Knowledge management practices can also benefit management education institutions in other ways such as faculty development, research process, curriculum development, student teaching and learning process, overall control of the institutional processes like library, computer lab, recruitment, etc strategic planning like institute marketing, placements/corporate interface etc. To meet the growing requirement of curriculum design and curriculum delivery to meet

the twin objective of relevance and quality of human resource development and to ensure that teaching learning processes create an environment conducive for creativity and innovations, it becomes necessary to adopt knowledge management techniques in curriculum development (Agarwal S., Sharma P.B. and Kumar M). Research, which is one of the primary assignments of an institution, is the media for knowledge creation and knowledge diffusion. The Higher Education Institutions provide knowledge to the students, manage and archive the existing knowledge for future reference. Motivating and encouraging the academic community including faculty members, staff, students and parents etc. To share and contribute in the higher learning institutions are the key enablers for a successful knowledge management in the Higher learning institutions. The outlook, enthusiasm, and actions are the facilitators for effective application of knowledge management strategy, along with organizational strategy. Technology also plays an important role in knowledge transfer; it facilitates effective distribution of the tacit and explicit knowledge

RESEARCH OBJECTIVES

Specifically, the objectives of the study are to:

1. Elucidate the importance lecturers attach to knowledge management.
2. Identify the levels of knowledge management implementation in the higher education institutions.
3. Determine the relationship between importance attached to knowledge management and knowledge management implementation.
4. Elucidate the differences in the importance attached to knowledge management based on gender and educational levels.
5. Elucidate the differences in levels of knowledge management implementation based on gender and educational levels.

KNOWLEDGE MANAGEMENT IN UNIVERSITIES AND RESEARCH

The knowledge based institutions facilitate excellent characteristic of knowledge workers, they demonstrate strategic, managerial and operational traits. Knowledge workers do knowledge gaining practices such as collect the knowledge from various sources; share the knowledge, distribution of the knowledge, knowledge storing, reuse the knowledge and knowledge innovations. Therefore higher education institutions have to cultivate and encourage research oriented curriculum to the students. If higher education institutions incorporate this mechanism in their curriculum, the higher education institutions can produce knowledge workers. The knowledge workers construct the following characteristic to the higher education institutions.

1. Knowledge workers demonstrate good thinking, managerial skills and analytical power skills which it converts into innovative and creativity skills.
2. Knowledge workers do continuous learning it create awareness about the demand of future changing environment and they implement those strategies which organization stand and sustain.
3. Knowledge workers built trust among the workers and believe in team spirit, collaborations, cooperation and coordination.
4. Knowledge workers calculate the risks and are ready to face risks as well as they are emotional intelligent people.
5. Knowledge workers share their knowledge, skills and ideas with others and at the same time they learn from others.
6. Knowledge workers highly motive and produce best performance for the organizational development through productivity (knowledge oriented students), quality (in terms of education), innovations and intellectual property.

7. Knowledge workers keep the organization as source of value creation, strategic facilitator and competitor.
8. Knowledge workers facilitate the good services to the students, alumni, staff and faculty members.
9. Knowledge workers deliver best & foremost quality of research.

BENEFITS FROM KNOWLEDGE MANAGEMENT

Knowledge management facilitates following benefits to the higher education institutions.

1. It improves services to the students, staff, faculty members, alumni and internal and external constituents.
2. It minimize turnaround time for the research activities
3. It encourages the institute into interdisciplinary research activities
4. It enhances competitiveness and responsiveness for research proposals, funds, collaborations and new business opportunities.
5. It concentrates on quality of research at institutional level which will cultivate future scientists.
6. It enhance the competitiveness and responsiveness for research scholar
7. It minimize time spent for research and reduces administrative cost
8. It facilitates interdisciplinary research
9. It enhance the quality in updating and revising the curriculum
10. Knowledge management develops the capabilities of human capital, customer capital (students), organizational capital, innovation capital & intellectual property and financial capital.

Findings - Although participants were able to discuss knowledge management, none of the universities had a knowledge management strategy. Moreover, more barriers than enablers to knowledge management were identified. Barriers included: a lack of policies and reward mechanisms, resources, data, funding and time for research, coupled with frequent leadership changes, a lack of a knowledge-sharing culture and research repositories and weak industry-academia linkages. Enablers were perceived to be: qualified and experienced academic staff in public HEIs, IT infrastructure and library/ digital library and some incentives for knowledge

DISCUSSION

Knowledge management is one of the key factors to success in an organizational setting. Knowledge Management is important not only in business but also in educational organizations. In the context of higher education institutions, these institutions also need to practice knowledge management to enhance the efficacy of their courses, degrees and research. Thus, this study will look at the importance lecturers attach to knowledge management, their level of knowledge management implementation, the relationship between the importance attached to knowledge management and level of knowledge management implementation, and differences in knowledge management implementation based on gender and educational level.

CONCLUSION

In India knowledge management is still in its infancy. Few Indian organizations have initiated knowledge management programs. Nonetheless, the importance of knowledge management has been emphasized by the Minister of Human Resource. Therefore, organizations in India and in particular institutions of higher learning should move towards implementing knowledge management to improve their capacity to compete, innovate and excel in the global markets. In addition, more research should be carried out to investigate the extent of the implementation and effectiveness of knowledge management in Indian organizations and institutions of higher learning.

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