IMPLEMENTING RELATIONSHIP THROUGH KNOWLEDGE MANAGEMENT IN ACADEMIC LIBRARY

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ABSTRACT

Development of Information Technology and its applications in Library and Information Centers, the concepts of document management have been changed to information management and again the entire scenario of information management has started its change to Knowledge Management.Purpose of Knowledge management (KM) is an emerging method of management. This study aims to explore the various aspects of implementing knowledge management in libraries. A lack of staff training, lack of expertise in KM, lack of knowledge gaining and sharing culture, lack of understanding of KM concept and its benefits, and a lack of IT infrastructure are the major challenges faced by LIS professionals. Practical implications this study provides a base to develop a knowledge management strategy and implementation plan for academic libraries in. It will facilitate to constitute an important step towards the management of intangible assets in libraries. The results of the study will unveil the perceptions of academic librarians towards KM. It will help to understand the relationship between KM and LIS.

Introduction

Academic libraries are information centers established in support of the mission of their parent institutions to generate knowledge, and people equipped with knowledge in order to serve the society and advance the well-being of mankind. To implement Knowledge Management in academic libraries is mainly driven by its mission rather than by the competition from Internet-based reference services or electronic books. Budget shortfall is a primary driving force for the implementation of Knowledge Management in academic libraries. The recognition of knowledge as the driver of productivity and economic growth leads to new focus on the role of information and knowledge professionals. The management of information and

knowledge has long been regarded as the domain of librarians and libraries as the information and knowledge are basic stock- in - trade for libraries. Obviously, the application of knowledge management to libraries assumes greater significance and this is particularly true for academic libraries, as these libraries will face unprecedented challenges in the 21st century.

The traditional functions of Academic libraries is to collect, process, disseminate store and retrieve information to provide better services to the end users. But in the increasingly changing environment, the operation of academic library has become more challenging which demands new method of managing information and knowledge. Academic libraries with the conventional functions to collect, process, disseminate, store and utilize information to provide services to its users now need to improve the services provided to the academic community by becoming alearning organization that enhance the process of managing knowledge and innovation. The role of librarians need to be shifted form information provides to knowledge mangers and therefore they need to constantly update or acquire new skills and knowledge.

What is Knowledge Management?

➢ Knowledge management is that the firms manage know-how their employees have about its products, services, organizational systems and intellectual property. Specifically, knowledge management embodies the strategies and processes that a firm employs to identify, capture and leverage the knowledge contained within its corporate memory.

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➢ Knowledge Management is appropriate towards the basic activity of planning and implementing our tasks in a systematic and efficient manner.

➢ Knowledge management is well documented that organizations with efficient communication linkages have higher "information flow, knowledge sharing, cooperation, problem-solving, creating, efficiency and productivity.

➢ Companies built on such well develop networks to, "produce measurable business results, such as faster learning, quicker response to client needs, better problem-solving, less rework and duplication of effort, new ideas and more innovation. They enjoy higher sales, more profits, and superior market value".
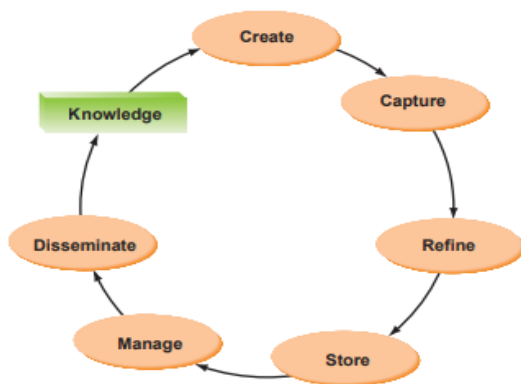
Knowledge Management

Knowledge management is the way to keep knowledge growing through sharing and such sharing is best done either in material or knowledge and social development. Knowledge Management refers to a multidiscipline approach to achieve organizational objectives by making the best use of knowledge. The purpose of knowledge management is to provide the right information to the right people at the right time to enable informed decision making which enables service providers to be more efficient and improve the quality of service delivered.

Types of Knowledge

- Tacit Knowledge
- Explicit Knowledge

Tacit Knowledge:

It is complex form of knowledge; it is personal knowledge embedded in individual experience and is shared and exchanged through direct, face to face contact. It has two dimensions namely technical and cognitive. That type of knowledge which people carry in their mind and is therefore difficult to access.

The knowledge management system cycle.

Explicit Knowledge:
Explicit knowledge is formal knowledge that can be package as information.It is formal and easy to communication to others. It is the knowledge of rationality. It is also known as declarative knowledge. This type of knowledge which has been or can be articulated, codified and stored in certain media.

Principles of Knowledge Management:
Thomas H. Davenportformulated ten principles of knowledge management as stated below.

1. Knowledge management is expensive (but so is stupidity!)

2. Effective management of knowledge requires hybrid solutions involving both people and technology.
3. Knowledge management is highly political.
4. Knowledge management requires knowledge managers.
5. Knowledge management benefits more from maps than models, more from markets than hierarchies.
6. Sharing and using knowledge are often unnatural acts.
7. Knowledge management means improving knowledge work processes.
8. Access to knowledge is only the beginning.
9. Knowledge management never ends.
10. Knowledge management requires a knowledge contract.

KNOWLEDGE MANAGEMENT CYCLE
Creates knowledge through new ways of doing new things
Identifies and capture new Knowledge
Places knowledge into context so it is usable
Stores knowledge in repository
Reviews for accuracy and relevance

Make knowledge available at all times to anyone.

KM Cycle and models
While libraries have traditionally managed knowledge created by others, KM is about managing knowledge that originates within the library. KM can be seen as a cycle that encompasses various phases, such as the capture, creation, codification, sharing, access,

application, and reuse of knowledge within and between libraries.

Objectives of the study

The objective of academic libraries is to assemble the need of user's demand. Generation of information is increasing day by day. For the huge amount of information, is producing information pollution. It is very necessary to manage the essential information's to generate knowledge. The objectives are as follows:
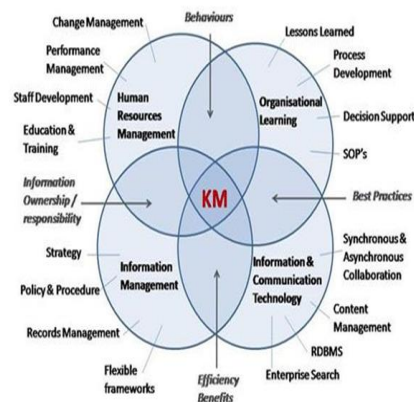
1. Explore the perceptions of academic librarians towards knowledge management.
2. Investigate the purposes of implementing KM in Academic libraries.
3. Identify the potential areas of academic libraries where knowledge management can be applied.
4. Find out the methods of applying KM in Academic libraries.
5. Identify the benefits of KM for academic libraries.
6. Determine the problems faced by academic librarians in implementing KM.
7. Determine the skills and competencies required for academic librarians to engage with knowledge management activities.
8. KM provides the relationship between library and their users.
9. KM deals with creations, acquisitions, retrieves and distributes the knowledge in academic libraries.
10. KM promotes earlier and easier recovery of data and disseminates the information.
11. KM practitioners maintain that knowledge must be shared and serve as the foundation for collaboration.
12. KM requires development of knowledge managers.
13. KM creates knowledge repositories and manages knowledge as an asset.

Knowledge Management in Academic Libraries

The aim of knowledge management in libraries is to promote relationship in and between libraries; between library and the user; to strengthen knowledge internetworking and to quicken the knowledge flow. In the knowledge economy era, libraries are entrusted with an important job of carrying out researches on development and application of information resources, construction of virtual libraries, protection of intellectual property rights in the electronic era, etc., and paving the way for knowledge innovation. Another point is that, the academic Libraries are pinched on both sides: reduced budget and increased demand from faculty and students. To implement Knowledge Management in academic libraries is mainly driven by its mission rather than by the competition from Internet-based reference services or electronic books.

Knowledge acquisition is the starting point of knowledge management in libraries.

Knowledge in academic libraries can be acquired through: -
a) Establishing knowledge links or networking with other libraries and with institutions of all kinds;
b) Attending training programmes, conferences, seminars and workshops;
c) Subscribing to lusters and online or virtual communities of practice;
d) Buying knowledge products or resources in the form of manuals, blueprints,reports and research reports.

Academic libraries need to gear up to equip academic librarians with the know-how they need to cope with the rapid changes of the 21st century, which is more information driven and knowledge-generated than any other area.

Knowledge Management Tools for Academic Libraries

The respondents were asked to indicate the ways of applying knowledge management in academic libraries. The continuing education through professional training courses or workshops plays a significant role in the implementation of knowledge management in all contemporary organizations. Libraries are no exception, especially as in their case the pace and the volume of changes which they have to deal with is doubled by the complexity which satisfying the information needs and requests of users through up to date products and services. In support of training and education of the respondents either agreed or strongly agreed that knowledge management can be applied in academic libraries by providing training and education to employees.

Knowledge Sharing (KS) in academic libraries

Academic libraries in universities should continuously revise and explore new ways of providing their services and this involves them developing processes in order to capture and share tacit and explicit knowledge within their library illustrates that academic libraries should share their own knowledge with students, teaching staff and other stake holders of the academic library. The academic librarian role is ever evolving therefore knowledge managers must realize and act, and acquire new practical skills and ways to maintain a level of competence and relevance. Knowledge is lost at a rapid rate therefore it is paramount that KM practice is essential to deal with the deterioration of knowledge. It is essential that someone who has the knowledge must disseminate the knowledge at the ideal time. Librarians have the task to redesign the current library environment and promote KS practices in relation to library culture through: communities of practice, best management practices, change management, organizational learning and use of KS technologies such as PC's. Nevertheless, the KS culture can be more favorable towards KC and this can improve performance and reduce the size pool of effort in relation to duplication. KS culture primarily includes both the organization and library staff.

Benefits of Knowledge Management in Academic Library

Some of the benefits of Knowledge Management
- Improving business decisions thanks to facilitated access to expertise and to leading practices
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- Increasing efficiency, productivity and work smarter by reducing cases of "reinventing the wheel"

1. Improving innovation through wider and borderless collaboration
2. Reducing loss of know-how by capturing explicit and tacit knowledge
3. Speeding productivity with on-board trainings and timely access to knowledge
4. Increasing client satisfaction by delivering value insights
5. Enhancing quality and ability to collaborate by standardizing ways of working and enabling discussions with leading experts
6. Improved measures of performance.
7. Understanding user's requirement through constant evaluation of the services and its improvement.

Information technology development

To facilitate the implementation of knowledge management, a well-designed and operational knowledge management system should be in place. Latest information technology should be used as an enabler. The human resources management department, the finance department, etc. to design and develop such a system. Such a knowledge management system should be built on existing computer and information technology infrastructures, including upgraded intranet, extranet, and Internet, and available software programs to facilitate the capture, analysis, organization, storage, and sharing of internal and external information resources for effective knowledge exchange among users, resource persons (faculty, researchers, and subjects specialists, etc.), publishers, government agencies, businesses and industries, and other organizations via multiple channels and layers. In recent years, many of the newly developed information technologies for database and information/document management can be utilized in knowledge management; such as,

data warehousing, data mining, text mining, content management, knowledge extraction, knowledge

mapping, groupware, and information visualization, etc.

User services

The utmost goal of knowledge management is to provide users with a variety of quality services in order to improve the communication, use and creation of knowledge. As much as possible these services should be tailored to the interest and needs of each user. Information about each user can be obtained by analyzing the records of user registration, surveys, circulation and interlibrary loans, frequently asked reference questions, and the use of e-journal and digital resources, etc. User satisfaction and needs should be collected through periodic users' surveys. The findings should be used for the planning and redesign of library services. It is very important, however, that user's privacy should always be protected.

Some of the manual services such as "new publication alert" and "selective dissemination of information," which libraries have been providing, can now be done automatically by employing the "**push technology**" with great efficiency and convenience. Each library user can also set up his/her virtual "**My Library**" enabled by library systems and networks for collecting and organizing resources for personal use and to stay informed of new resources provided by the library. The Library and Information Technology Association (LITA) has defined My Library-like services as the number one trend "worth keeping an eye on." It further stated that "Library users who are Web users, a growing group, expect customization, interactivity, and customer support. Approaches that are library-focused instead of user-focused will be increasingly irrelevant."

Conclusion

There is vast scope of discussions and space for new strategic issues in knowledge management. The future of knowledge management is full of opportunities with few obstacles as well which needs due recognition to overcome it successfully. The various economic theories of knowledge management are of great importance and effectiveness to the organization for its success and future expansion. Knowledge management is a set of relatively new organizational activities that are aimed at improving knowledge, knowledge-related practices, organizational behaviors and decisions and organizational performance. KM focuses on knowledge processes – knowledge creation, acquisition, refinement, storage, transfer, sharing and utilization. These processes support organizational processes involving innovation, individual learning, collective learning and collaborative decision-making.

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