

The Role of Information and Communications Technology in Socializing Knowledge Management

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Abstract

The globalization of business, the shift from production-based to a knowledge-based economy, the growth of information communications technology (ICT), the strive to become learning organizations and the emergence of the needs for knowledge workers have made knowledge management practice a must today across all types and levels of firms. However, because the concept is so new, there exist different views among practitioners and even researchers on how a knowledge management program can be designed and implemented in organizations. This paper posits that knowledge management can be socialized and works in an organization. It also reviews the related literature on the knowledge management strategy, including the review of the different definition of the knowledge management, types of the knowledge, processes of acquiring knowledge, and the knowledge management strategy according to various empirical studies conducted by scholars. This paper further reviews the technologies and the technology tools to be used in the development of social networks for KM in an organization. A brief description on knowledge processes and technology enabler, the impact of social networking site and socialized KM in today's organization, the reason for socializing KM and the component of KM are discussed. The strategy for KM implementation and the two main strategies are discussed. The literature are based on the past studies and researches.

Keywords: Knowledge Management, Social Networks, IT

Introduction

The explosion of digital connectivity, the significant improvement in communication and information technology and the enforced global competition are revolutionizing the way knowledge is managed and the way organization compete. The emergence of these new organizations calls for a new way of managing knowledge, which is generally known as "Knowledge Management".

Society has recognized the value of knowledge for centuries. Intellectual reflection on knowledge has been pursued for as long as records of human activities are available. It has been studied by philosophers and has been practiced for centuries (Chaw et al., 2003). For hundred of years, owners of family members have passed off their commercial wisdom to their children, master craftsmen have painstakingly taught their trades to apprentices and workers have exchanged ideas and know-how on the job (Hansen et al, 1999). However, the terminology of knowledge management was not widely used until the middle of the nineties (Chaw et al., 2003).

In the nineties, the characteristics of the business environment have changed. The increasing globalization of business, leaner organizations, products and service convergence and vast development of technology (Davenport & Prusak, 1998) implied that the issues of more efficient and effective operation of an organization's knowledge assets have become more important than ever before. Drucker (1999) fittingly warned us years ago that those who wait until this challenge indeed becomes a "hot" issue are likely to fall behind, perhaps never to recover. As Drucker (1995) has predicted, knowledge has become the key economic resource and the dominant source of competitive advantage today.

According to a survey by Covin et al. (1997), top executives of both Canadian Financial Post 300 firms and US Fortune 500 firms view knowledge resource as critical for organizational success. Moreover, most executives (87 percent) define their organization's business as knowledge-intensive according to a survey by Ernst & Young (Ruggles, 1998). However, it is only recently that companies have finally realized the importance of managing their organizational knowledge for competitive advantage, hence, searching for knowledge management best practices all over.

The main objective of this paper is to identify how the knowledge management can be socialized and works in an organization. To accomplish this, various knowledge management models presented by various researchers and practitioners are reviewed. The paper proceeds to discuss the different definitions of knowledge management. What is Knowledge?

Davenport and Laurence (1998), define knowledge as a fluid mix of framed experience, values, contextual information, expert insight and grounded intuition that provides an environment and framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knower's. In organization, it often becomes embedded not only in documents or repositories but also in organizational routines, processes, practices, and norms. Therefore, knowledge can be seen as the intangible assets that

organization can explore and manage to improve its business strategy and increase production. Knowledge is deeper, richer, and more expansive than information.

In 2002, Hariharan point out that knowledge is an expensive commodity, which if manage properly is major asset to the company. Knowledge is a complex and fluid concept. (Amrit 1999), define knowledge as a human capacity (potential and actual ability) to take effective action in varied and uncertain situation. In 1999 Bukowitz identify Knowledge as an organizational asset; it can be identify, manage, and value to some degree as other asset. Drucker (1995) has predicted, knowledge has become the key economic resources and the dominant sources of competitive advantage today.

Keith (2010) knowledge is seen as power and there is often a cultural cringe about sharing information, especially among certain professions. So organizations must move from a mindset of knowledge hoarding to knowledge sharing through the use of social networks while at the same time avoiding information overload.

As Bhatt 2002 point out knowledge is a key component of building and conserving an organization's core competencies.

Knowledge Hierarchy:

Before diving deeply in to the knowledge management and knowledge management strategy, there is need to understand the hierarchy of knowledge. Which means we need to differentiate between data, information, knowledge and wisdom. Here we can see how the knowledge is originated and how the sources of knowledge are been identify.

Data

Amrit 1999, said at a basic level data are facts, numbers, or individual entities without context or purpose. However, Amrit want ahead and define a Data as a set of discrete, object or facts about events. It can be describe as structural records of transactions associated with the functional processes of the organization. This can be seen in the organizational context. Therefore data can be generally described as the through structural, formal representations, are quantified or quantifiable and thus are purely syntactic.

Information

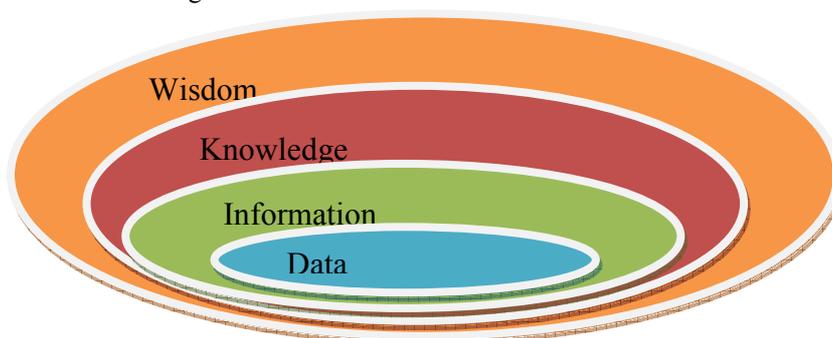
In 1999, Amrit said information is data that has been organized into a meaningful context (to aid decision-marking). Information is organized data that can be communicated. The accumulation of data into a meaningful context provides information, and information is also associated to semantics (implied by the word "Meaning"). Any individual data if organized, can be transform to information and become useful, because information is become knowledge when a human interacts with it.

Knowledge

Knowledge is the human capacity (potential and actual ability) to take effective action in varied and uncertain situation. Knowledge is different from data, and information. It is the information when interacted by the human being become knowledge. Information that when combined with understanding enables action is known as Knowledge.

Wisdom

Wisdom is the utilization of the accumulated knowledge as pointed out by Amrit (1999). Wisdom is a state of human characterized by profound understanding and deep insight. It is often, but not necessarily accompanied by extensive formal knowledge.



Defining Knowledge Management: No Consensus On Universal Agreeable Definition

Knowledge management is a broad subject with many facets ranging from databases to patents, from the Intranet to the mentor, from coldly technical to warmly personal concepts. The idea of managing knowledge is recent, but the language used to describe it is still in its infancy (Shaw, 1999). The processes and terminology associated with knowledge management often sounds abstract. However, it is concrete, practical and profoundly important (Leornard-Barton, 1995).

As Cheng (2002) point out, it is almost impossible to trace exactly the origin of knowledge management-when it started and how it started. In fact, mankind has always been managing knowledge, even since in the hunter-

gatherer society. During the hunting-gatherer era, efforts were made to accumulate and disseminate knowledge regarding hunting and gathering activities. Through their experiences in the hunting and gathering activities, hunter-gatherer manage to develop and accumulate extensive understanding of their environment such as the sources of food, the dangers, and the opportunities, which exist within their territory.

Based on the review of the literatures presented by many academics and practitioners, it can be concluded that there is not yet a common consensus on the definition and concept of knowledge management (Earl, 1999) despite a great deal of interest on the subject. Defining knowledge management is especially difficult, as different perspectives or schools of knowledge management can yield different dimensions and meaning (Salleh & Goh, 2002). For example, management information systems researchers and practitioners tend to define knowledge management as an object that can be recognized and controlled in computer-based information systems. Management researchers, on the other hand, address knowledge as processed based on individual and organizational competencies such as skills and know-how (Davenport & Prusak, 1998; Nonaka & Takeuchi, 1995; Sveiby, 1997; Winter, 1998). Thus, different perspectives on the concepts of knowledge can lead to different definitions of knowledge management.

However, in the simplest term, knowledge management means exactly that: management of knowledge. It can be extended to management of organizational knowledge for creating business value and generating a competitive advantage. It consists of the processes required to effectively manage knowledge. It is a systematic, explicit and deliberate building, renewal and application of knowledge to maximize a firm's knowledge-related effectiveness and returns from its knowledge assets (Wiig, 1997). Knowledge management is essential for enterprises to determine where they are going and for organizational survival in the long run, given that knowledge creation is the core competency of any organizations (Leonard-Barton, 1995). It is a key requirement to future successful enterprises and is rapidly being recognized by firms to be of major strategic importance (Dyer, 2000).

Knowledge Management (KM), also referred to as corporate memory, is an emerging discipline that comprises activities focused on a formalized, integrated approach to managing an enterprise's tangible and intangible information assets, or enterprise knowledge. Organizations have just recently started to consider the strategic value of their intellectual assets. These assets, which include knowledge experience and expertise, are a highly volatile component of the enterprise's intangible assets.

KM can be viewed as a systematic learning process, which provides increased flexibility by focusing on an organization's need for knowledge. KM includes issues related to developing, implementing and maintaining the appropriate technical and organizational infrastructures, which enable enterprise knowledge sharing and the selection of specific contributing technologies and vendors to leverage knowledge across the corporation.

Based on the common key aspects of flexibility, integration, and adaptively and on the three primary areas of KM (acquisition, representation and reuse), a strong correlation exists between KM and Knowledge Engineering (KE). However, there are differences in their scope and objectives.

KM defines the strategic objectives and long-term knowledge integration direction. It also encompasses the analysis and modeling of an enterprise and its future evolution based on corporate strategic objectives. KE designs effective implementation framework and technologies to meet the enterprise's knowledge management needs and supports the integration of models of expertise from different groups in an organization into a coherent corporate expertise model.

This paper adopts Salleh and Goh's (2002) definition of knowledge management where it is a process of leveraging knowledge as means of achieving innovation in process and products/services, effective decision-making, and organizational adaptation to the market for creating business value and generating a competitive advantage to organizations. If the above statement is true, then it is extremely important that an efficient knowledge-intensive process must be established to meet the demands of improved enterprise performance (Quinn et al., 1996). It is this area that provides the setting for the paper to discuss the various critical factors to successful knowledge management implementation.

Categories of Knowledge:

Before diving deeply into the initiation of knowledge management, it will be reasonable to look into the categories of knowledge management, recently it is discovered that knowledge has two basic types. Although Amrit (2000) said numerous classifications of knowledge are available the most basic demarcation is classified knowledge as being "Explicit or Tacit".

The Tacit Knowledge:

Amrit (2000) said Tacit knowledge is what he knower knows, which is derived from experiences and embodies beliefs and values. This is represented by individual or group experience and expertise, is implicit used for sense marking, problem solving and gaining of perspective, and is personal held with us and rarely documented. (Thomas 1998) The tacit knowledge where drawn on the accumulated experiences and learning of an individuals. It is hard to reproduces or shared with others, individuals hold that knowledge, and often find it difficult or hard to either explain or demonstrate. Instead, they become the sources of guidance for others and may need to be nurtured. Tacit knowledge is intangible, personal knowledge gain through experiences and self-learning.

The Explicit Knowledge:

According to (Thomas 1998) explicit knowledge refer to the knowledge that can be documented, categorized, transmitted; other people can access it even if the knowledge source is absent. Tactic knowledge is a knowledge that has been formally express and transform into tangible forms. I.e. intellectual properties database, statistic and or collection of books. In 2002 Amrit said explicit knowledge is represented by some artifact, such as documents, which has typically been created with the goal of communicating with another person. This is base on policies, procedures, instructions, standard and results readily communicated, often-through written documentation, and provides a record of organizational or institutional memory.

Comparison between Tacit and Explicit Knowledge

| Characteristic | Tacit | Explicit |
|----------------------|---|--|
| Based on nature | Tacit is personal, context specific | Explicit can be codified and explicated |
| Formalization | Difficult to formalize, record, encode or articulate | Can be codified and transmitted in a systematic and formal language. |
| Development process | Trial and error encountered in practice. | Explication of tacit understanding and interpretation |
| Location | People's mind | Documents databases, Web pages, e-mails charts, etc |
| Conversion processes | Converted to explicit through externalization that is often driven by metaphors and analogy | Converted back to tacit through understanding and absorption. |
| IT support | Hard to manage, share, or support with IT | Well supported by existing IT |
| Medium needed | Needs a rich communication medium | Can be transferred through conventional electronic channels. |

Table 1.1: Tacit versus Explicit Knowledge (Amrit 2000).

Both forms of knowledge are important for the development of a social network for knowledge management. Those ideas lead to the processes by which knowledge is transform between the tacit and explicit forms. Therefore, socializing knowledge management process will ensure the sharing of tacit knowledge between individuals through join activities. In addition to that, the social networks for knowledge management will allows the formation of instantaneous communities across expanses of both time and distance, allowing those who know to connect with those who need to know.

The recent study show that tacit knowledge transfers generally requires extensive personal contact. Transferring knowledge through personal conversions is important in an organization to solve business problems and share ideas between individuals. In global organization virtual transfer of knowledge is an opportunity to take care of this process and make it continuous and not limited to occasional face-to-face meetings. This infrastructure of tacit knowledge transfer could be supported through the development a social network for knowledge management.

Types of Knowledge:

Tacit and explicit knowledge interact in these types

- Externalization Knowledge: Amrit 2002 said knowledge is complex and initially tacit; however, it can be externalized and embedded in a company's production and process. One of the aspects of tacit knowledge is the cognitive dimension that comprises beliefs, ideals, values, and schemata. This aspect of knowledge is difficult to articulate.
- Multi-locational Knowledge: knowledge might be resident both within the organization and outside it. KM encompasses activities surrounding the integration of this knowledge from different sources in different forms and maintaining it. KM creates value by actively leveraging the know-how, experience and judgment resident within and outside an organization.
- Migratory Knowledge: migratory knowledge is knowledge that is independent of its owner or creator. As knowledge becomes more and more extensively codified, its capacity to move increases.
- Experiential Knowledge and Knowledge Scripts: knowledge is largely derived from experience, being able to transfer knowledge implies that a part of experiential knowledge also gets transferred to the recipient.

Knowledge Sharing Method:

As Amrit 2002 point out sharing knowledge required a method such as Conversation, discussions, dialogue Advice, Briefings, recommendation Mentoring, teaching, examples Question and Answers, knowledge extraction presentation, lectures, speeches, stories, Documents, Books manuals, instructions Education, Training, demonstration, meetings, workshops, conferences, forums Networks, communities of practice.

Knowledge Sharing Technologies:

Sharing knowledge required a technological means, i.e talking (real, virtual) E-mail (individuals list servers, distribution lists) Chat rooms, forums, discussion group communities of interest, informal networks groupware (teams, working groups) conferences, workshops, knowledge fairs Databases, information bases, knowledge bases Digital libraries (repositories, search, retrieval) information and knowledge Markets.

Knowledge Conversion:

The organization gains only limited benefit from knowledge isolated within an individual; to realize the full value of a knowledge asset it must be transferred from one individual to another. (Nonaka 1995) describe four different modes of knowledge conversion in The Knowledge Creating Company. Although the four processes have been widely referred to, their names have varied in different representations of Nonaka and Takeuchi work. They will be referred to here as: socialization, capture, dissemination and internalization.

Socialization is the process of sharing experiences and is often done through observation, imitation and practice. It occurs in apprenticeships and at conferences, as well as at the water cooler.

Capture is concerned with articulating tacit knowledge and turning it into an explicit form, for example, writing a report on what you learned at a workshop. When you copy and distribute the report, you convert knowledge from one explicit form to another, and

Dissemination takes place.

Internalization is the process of experiencing knowledge through an explicit source. For example, you read a report about the workshop, mentally put yourself in the situation and combine that experience with previous experiences.

A thorough understanding of these knowledge transfer processes is essential for discerning an organizations strengths and weaknesses. Organizations that have successfully implemented knowledge management principles have used this as a guide to help them design new processes for increasing knowledge capture and sharing.

The Use of Social Networks:

Social networking in 21st century becomes most frequent way of communication especially to the youth generation of that day. It is some times known as or called social media based on a certain structure that allow people to express their uniqueness and meet people with similar interest. According to Daniel et al 2010, social networks basic structure is to have profiles, ability to communicate and share information with friends, Blog posts, games, application (widgets) and sharing of common interests.

Marcus et al 2010 social networking site are growing rapidly over the internet, nowadays, website are highly interactive with the support of web 2.0 and flash extensions for website with capabilities such as on-line forums, pictures sharing, audio/video streaming, blogging and instant messaging are highly attracting the attention of millions of users around the world.

Antony et al (2008) said social media is habitually identify with a collection of media activities that includes participations, openness, contribution, communities, and connection of people across the globe.

- **Participation:** because of the ability of the social media to connect many people from different geographical area, each and every user in that networks has a full advantage to contribute and give his feedback provided that he is interest in the discuss matter. This has makes it clear and provide a breathing space by which media and audience can have a straight communication.
- **Openness:** the concept of social media is design not to be closing or hiding users respond regarding the matters. However by participating in feedback, comments and voting or liken are encourage by social media and allow information sharing in the networks.
- **Conversation:** among the activities that are allowed by social media include conversation. This is part of the social media advantage where it serve as two way-conversation system popularly know as chatting, it can either be in a text type, audio, or even live video live chat using web-cam.
- **Community:** the social media is also capable for creating a community of users in the sense that users can communicate, share common interests such as political issues, love stories, photograph, Blogs, or some favorite TV show.
- **Connections:** to days social networks normally provide links of resources for their users to be able to search for more information when needed, i.e Google, YouTube, Yahoo-Answer, e.t.c are example of the search engine mostly used by social media, allowing users have ability to go for advance search.

Impact of Social Networks and Socializing KM:

It is believe that knowledge is a social process and only people together make knowledge happen. Therefore, no one person can take responsibility for collective knowledge. KM improves business performance through better management of intellectual capital and knowledge resources.

The value of social media, in KM and learning is critical because individual discover knowledge through interaction within communities facilitated by a socially constructed process. The main central impact of social networks for KM is to inspire and enable knowledge workers to solve, day in day out, problems that cannot be anticipated. Knowledge is available and leveraged amongst different parts of the organization; employees in

distant location are able to collaborate, activity or process times are positively impacted through the instant available of knowledge.

As boyd & Ellison (2007) point out, social networking site focus on building and reflecting of social networks or social relationship among the people who share interest and activities. Therefore if KM is to be socialized, it is going to be undoubtedly accepted by the people who are knowledge seekers.

As gruff 2003 point out, Many KM system are facilitated by Internet technologies. Yet despite the need for technology, knowledge management is as much about people, working relationships and communication. Although it is already mention by Rosenberg 2002, that the goal of KM is the effective sharing of knowledge throughout and organization for the benefit of organization or individual.

Therefore, effective socialized Knowledge Management can provide

- Channels for smart knowledge distributions,
- Opportunity to mitigate the effect of walkouts,
- Promotes intelligent collaboration
- Collaboration and the ability to connect individual or group
- Connect group of people with system and application
- Real time information available to people who need it more.
- Personalization and navigation of the system and interface.
- The principles of KM system design can provide a platform for collaboration that is unlike the constricted information system in used today.
- Knowledge management creates process competence. In the knowledge economy, you cannot compete on the basis of superior product but only on the basis of superior processes.
- And finally the Social KM will build credibility

However, As Turban et al 2003, Li et al 2005 point out the goal of knowledge management system is to capture, store, maintain and deliver useful knowledge in an meaningful form to anyone who needs it anyplace and any time within an organization. KM are designed to manage knowledge creation through learning, knowledge capture and explication, knowledge-sharing and communication through collaboration, knowledge access, knowledge use and re-used and knowledge archiving.

Why Socializing Knowledge Management?

Socializing knowledge management can answer various questions that traditionally were too time consuming to solve, due to unevenness to share knowledge. Users can discuss, search databases for hidden patterns, finding predictive information that experts may miss because it lies outside their expectation.

A social network for KM may encompass the way organizations function, communicates, analyze situations, and will come up with novel solutions to their problems. It can also involve issues of culture, education, awareness, social development, marketing, custom, values and skills as well as relationship with organizations and employee.

Education:

Looking at social networks from educational prospective, social network is a quite new Internet invention that brings every kind of social group together in one place and let them interact with each other from where knowledge is shared. Today, people learned their technology skill, creativity, diverse, communication, and knowledge through the social networks site like Facebook, twitter, Myspace, etc. which are some of the most effective online networks site although they were not design purposely to manage knowledge, but still play important role in shearing information among the users.

Awareness and growth:

Nowadays, the rate of growth and awareness in KM is indispensable in a great range of organization or enterprises, ranging from education institutions, health-care industry, government department, manufactures industry and essentially all industries have close link with KM. In 2002 Amrit said without managing and sharing of the knowledge, organization might not even realize how to compete with environmental changing until it's a little too late.

Culture:

In 2002 Stuart said socializing KM could be considered as an evolutionary process drive by a commonly supported strategy and commitment. For that reason, the concept of social networks for KM, with the influence of information technologies tools are capable of enhancing organizational culture, knowledge sharing will initiate knowledge culture in organization. This include providing individuals with the data they need and want in a timely manner in an easy-to-use format, allowing them to manipulate, format, and tailor data to their needs.

Social Development:

Cheng 2002 believe that socializing knowledge management is critical as to get rid of misconception about the KM and to help the organizations employees understand what knowledge sharing is about and why it can be of benefit to them. Social networks for KM will increase social development in organizations because it encourages conversation and discussion, which is the first step toward effective collaboration and effective sharing of

knowledge.

How To Socialized Knowledge Management?

Amrit (2001) said knowledge management depends on knowledge sharing, reciprocity, and a supporting culture. With the development of this social network, new knowledge will be created, and the threat of information or knowledge hoarding mentality will be eliminated, and the organizational culture will be built through the collaboration of the different user. As Adam Silberstein et al (2011) point out; Internet users spend billions of minutes per month on site like Facebook and twitter. Those site follow feed following where users “follows” activity streams associated with other users and entities. Similar concept will be used to approach building up this social network for knowledge management, which without a doubt been made mention in the project proposal.

Lisa 2004 said the basis of knowledge management is a process of shaping, supporting, and managing this endeavor through a dedicated balance among attention to organizational processes, the people who partake in them, and technology investments.

To socialize knowledge management, there must be a strong integration of the people, processes and technology to be involved in designing, capture, and implementing the intellectual infrastructure of an organization. Lisa 2004 said is encompasses not only design and implementation of information system but also the necessary changes in management attitudes, organizational behavior, and policy.

Component of a Knowledge Management System:

According to Amrit (2002) knowledge management system, in initial stages, can be broken into several subcomponents:

- **Repositories:** repositories hold explicated formal and informal knowledge and the rules associated with them for accumulation, refining, managing, validation, maintaining, annotating (adding context), and distributing content.
- **Collaborative Platforms:** collaborative platforms support distributed work and incorporated pointers, skills databases, expert locators, and informal communications channels.
- **Networks:** Networks support communication and conversation. These might include hard networks such as your company’s leased lines, your intranet, your extranets, and soft networks such as shared spaces, industry-wide firms collaborations, trade, nets, industry forums, and exchanges (both live and teleconferenced).
- **Culture:** culture enables to encourage sharing and use of the above mention other component. Change the corporate culture from that of defensive knowledge hoarding to knowledge sharing one.

However, Lisa 2004 said the primary component of knowledge management strategic approach is the distinction between gradations of data, information, and knowledge. The iterative cycle of data, information, and knowledge within educational institutions is at the core of understanding how knowledge management can be used to support continuous learning within the organization. Therefore, the point of Amrit 2002 is clearly out here because without the four-listed component of knowledge management, it is tedious to implement knowledge management.

Knowledge Management Implementation Strategies:

Amrit 2002 said an effective knowledge management strategy begins with a vision. Knowledge drives strategy and strategy drives knowledge management. The world is experiencing an era, which has been termed the “knowledge age” or the “knowledge economy”. In this new context, knowledge is the primary commodity, and knowledge flows are regarded as the most important factors in the economy. According to Cheng (2002) the most common goal motivating a corporate to undertake an effort to manage knowledge better include retaining key talent, improving customer services, boosting innovation and promoting the development of unique market offering and increasing revenue and profit. However, most organization today realized the impact of developing a unique market strategy, which will help to boost customer services, increase revenue and profit.

In 2002 Amrit point out, successful companies have long recognized the need for effective and efficient creation, location, capturing, and sharing of their knowledge. One of the easiest ways is to allow sharing of knowledge about the organization product and services between the staffs and the customers particularly through social mean.

According to wiig (1997), organization might pursue five different knowledge management strategies:

- Knowledge management as business strategy
- Intellectual asset business strategy
- Personal knowledge asset responsibility strategy
- Knowledge creation strategy and
- Knowledge transfers strategy.

As Amrit 2002 point out knowledge management application needs both integrative and interactive capabilities to provide the richness of media required for effective knowledge processing. The integrative ability supports the collation of distributed knowledge repositories containing explicated or explicitly captured content. The

differences between explicated and explicated captured content is a yet important one we have discuss the differences in the types of knowledge.

However, the integrative component of a knowledge management system helps users in critically evaluating, interpreting, and adopting knowledge to new contexts, domains, and application. Integrative application as show in the above figure shows support sequential flow of explicated knowledge in and out of the repository. Integrative application component provides a shared medium for knowledge exchange where member of the user community (e.g., company employees and partners) share, see, and contribute their knowledge, task, experiences, and view. The authors and consumers, therefore, directly interact with this application rather than with each other.

Integrative component of a knowledge management system primarily support codified and explicitly captured knowledge. The tacit component must be effectively supported if knowledge transfer and sharing are to take place and the explicated content is to retain its proper context. Interactive component therefore focuses on enabling interaction among people and providing a basic channel for sharing tacit knowledge.

Two Strategies For KM:

According to Kevin et al 2003 researchers and practitioners have suggested a multitude of approach to managing knowledge, most of which can be categorized broadly into codification and personalization

Codification:

In the codification strategy, individual knowledge is amalgamated, put in a cohesive context, and made centrally available to members of the organization via databases and data warehouse. (Desouza 2002a) the codification strategy uses a document-to-person approach on the premise that knowledge can be effectively extracted and codified. Km using this approach is highly structured as compared to the personalization approach that is semi-structured.

Therefore this codification strategy is prominent for creation of global knowledge repositories, due to efficiencies of standard schemas and representations, ease of access, and cost.

Personalization:

Personalization approach does not impose a distinction between the knowledge and the knowledge provider. It recognized the tacit dimension of knowledge and assumes that knowledge is shared mainly through direct person-to-person contacts. The role of information technology here is to facilitate communication between members of the organization through tools such as e-mails, group support system etc.

Therefore this personalization strategy was used to manage knowledge within global projects. This strategy was prominent among consulting, insurance, software, and other knowledge-intensive firms.

Conclusion

Summing up, this paper presents the experience of socializing knowledge management in an organization. Today, and increasingly in the near future, information can be accessed freely from any location. Hence, knowledge may be manufactured and reproduced everywhere and transported anywhere in the world at a tiny cost. The paper reviewed the related literature on the knowledge management strategies, including the review of the different definition of the knowledge management, types of the knowledge, processes of acquiring knowledge, and the knowledge management strategy according to various empirical studies conducted by scholars. The paper, further review the technologies and the technological tools to be used in socializing Knowledge Management in an organization. A brief description on knowledge processes and technology enabler, the impact of social networking site and socialized KM in today's organization is also discussed. The reason for socializing KM and the component of KM where also covered. The strategy for Km implementation, and their two foremost strategies are discussed. The degree to which companies respond to technological changes and use technology effectively to create and reuse knowledge gives them a competitive advantage is also discuss.

Knowledge management is emerging as a significant organizational and management challenge. The pressure of the emergence of the global knowledge-based economy and recognition of knowledge as key and intangible asset are making the effective management of knowledge a priority. The knowledge-based economy (k-economy) in the intelligence age is moving forward at a very rapid pace, especially with the role played by information and communications technology which acts as a catalyst to the development of knowledge. It has become a business phenomenon for the knowledge management paradigm to play a vital role in the success of an organization in the global market. Corporations are looking for a flexible approach to develop and maintain a systematic knowledge management strategy to integrate business needs and IT into a conceptual enterprise architecture model. Knowledge management and knowledge processing will play a central role in the global reengineering process for higher productivity, competitive performance, and quality service and customer satisfaction.

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