

Lead Knowledge Partnership and Knowledge Management in Library and Information Science: An Analytical Study

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Abstract - Knowledge management is a process that effectively creates, captures, shares and uses knowledge to improve the organization's performance. The success of libraries depends on their ability to utilize or share the information and knowledge especially for its staff to better serve the needs of the organization and users. Partnerships open up opportunities for organizations to gain knowledge and leverage strengths. Knowledge partnerships are associations and networks of individuals or organizations that share a purpose or goal and whose members contribute knowledge, experience, resources, and connections and participate in two-way communications. The lead users are providing new product concept and design. Knowledge is of limited value if it is not shared. As a result, libraries are beginning to implement information systems designed specifically to facilitate the generation, integration, sharing and dissemination of organizational knowledge.

Key Words: Knowledge Management System (KMS), Lead Partnership, Library and Information Systems (LIS)

1. INTRODUCTION

Data is a prerequisite for information, and information as a prerequisite for knowledge. Knowledge, information, and data are often represented as having a hierarchical relationship. Data are discrete, objective facts about events or objects. Data become information when sorted, analysed, and displayed in a manner that enables communication via language, graphs, or tables. The main aim of today's information society is to give power to all the citizens through access and use of knowledge. Knowledge based systems create new partnership which brings together the organization capabilities to create and use knowledge, organize knowledge and build infrastructure which enable the effective management of knowledge.

Understanding knowledge is the first step to managing it effectively. Knowledge is recognized as an important asset in organizations these days. Today knowledge drives the economy. Knowledge management which is defined as a process that effectively creates captures shares and uses knowledge to improve the organization's performance. The success of libraries depends on their ability to utilize information and knowledge especially for its staff to better serve the needs of the organization and users. The multidisciplinary nature of KM (Knowledge Management) has resulted in input from people in different fields including economists, human resource professionals, IT professionals and library and information professionals. Some states that knowledge involves the link people make between information and its potential applications and, as such, knowledge is closer

to action than either information or data. There are three expert group are working together as knowledge partners they are users, knowledge professionals like library staffs and technology experts.

A. Knowledge Management and Partnership

1. Knowledge Management (KM)

Knowledge management and partnerships are two key drivers of change the long-term strategic framework formulated to build the knowledge centre. Partnerships open up opportunities for organizations to gain knowledge and leverage strengths. However, even though a partner's knowledge is tacitly or explicitly deemed useful, organizations will not necessarily actively seek to acquire it. Partnerships with multilateral and bilateral institutions, the private sector, research institutes, nongovernment organizations, community-based organizations, and foundations will become central to planning, financing, and implementing the knowledge hub. The Knowledge Partnership has been at the forefront of the development of new frameworks and models to enable education organizations to evaluate and benchmark their practice, and then guide the creation of plans and strategies. Knowledge partnerships are associations and networks of individuals or organizations that share a purpose or goal and whose members contribute knowledge, experience, resources, and connections, and participate in two-way communications. They thrive when there is a strategic, structural, and cultural fit, and when members embrace a collaborative process, behave as a coherent entity, and engage in joint decision making and action.

Knowledge management is the discipline of creating a thriving work and learning environment that fosters the continuous creation, aggregation, use and re-use of both organizational and personal knowledge in the pursuit of new business value. (Cross, 1998) Knowledge management is 'any process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides to enhance learning and performance in organisations' (Scarborough *et al.*, 1999).

2. Knowledge Partnership

A partnership is generally defined as a collaborative effort and relationship between parties to achieve mutually agreed objectives The Knowledge Partnership has been at the forefront of the development of new frameworks and models to enable education organisations to evaluate and benchmark

their practice, and then guide the creation of plans and strategies. The Knowledge Partnership is the leading international centre for the research and management of reputation in the education sector. Recognizing that reputation is the major asset in the intangible high value market for education. The knowledge sharing between the service receiver and provider is considered as one of the major motives of the outsourcing partnership based on mutual trust. Knowledge sharing is based on organizational context, and thus that knowledge cannot easily be transferred among organizations with different cultures, structures, and goals. Therefore, for successful knowledge sharing in an outsourcing partnership, both the service receiver and provider should have a clear common vision and goals for partnership as well as a belief that their partners will not act opportunistically; this may be termed partnership quality. Knowledge based systems forge new partnerships that bring together the organization's capabilities to create and use knowledge, organize knowledge, and build infrastructures that enable the effective management of knowledge. Three groups of experts who need to work together as teams of knowledge partners are at the heart of the knowledge system. They are users, knowledge professionals including librarians, and technology experts.

The Global Knowledge Partnership (GKP) was founded in 1997 with a clear vision i.e. "A world of equal opportunities to all to have access to and use knowledge and information to improve their lives" and a mission "As an evolving network of public, civil society, and commercial organizations, GKPF provides members, access to global knowledge and innovation; links with organizations within and across regions; supports capacity development and provides opportunities for resource mobilization to advance development" The working area of GKP are knowledge exchange, online resource mobilization, e-readiness, advocacy.....

"Teach India" program was introduced leading news Paper i.e. Times of India collaborate with British Council aim to give learners the confidence to use English in contexts such as retail, customer service, travel and hospitality, financial services and job interviews. The main objective of this program were to improve levels of English teaching and learning among disadvantaged communities through a network of NGOs, develop a sustainable and scalable model for delivering relevant English Language Skills to targeted youth within these communities, to enhance their employability and engage and enable volunteers to deliver the English language course to students effectively.

The National knowledge Commission has recommended the Public Private Partnership (PPP) in the development of of Library services. It states that "Libraries have a recognised social function in making Knowledge publicly available to all. They serve as local centre of information and learning, and are local gateways to national and global knowledge."

II. OBJECTIVES OF LEAD KNOWLEDGE PARTNERSHIP

The main objectives of knowledge partnership in library and information science are

- a. Course development and program portfolio management in LIS among the educational institutions.
- b. Marketing excellence in LIS education and research.
- c.. Make the reputation of library management.
- d. Internal communication among the library professionals in different fields.
- e. Understanding importance in LIS education.
- f. Staff communications is effectively operationalised and resourced to ensure that it is effective and impactful.
- g. There are channels for disseminating and accessing local news around and between departments.
- h. University news, events and success stories are communicated to staff effectively.
- i. Innovation and creativity is in evidence in staff communications.
- j. Committees, formal meetings and working groups are effective in terms of sharing information and communicating decisions.
- k. There is an effective email system and policy in operation.
- l. There is a culture and professional processes that encourage staff to communicate effectively/ network with colleagues in other departments.
- m. The campus estate is conducive to good communications and networking.

III. ROLE OF LEAD USERS IN KNOWLEDGE PARTNERSHIP

Lead users often attempt to fill the need they experience. They can also provide new product concept and design data as well. The question is how lead users can be systematically identified, and how their perceptions and preferences can be incorporated into knowledge management practice at the library?

Therefore lead users can be refers to as a library users at universities or colleges or school, such as administrators, lecturers, undergraduate (Diploma/Degree) and postgraduate (Master/PhD) who are doing the transaction process in the library.

Von Hippel (1986) defines "Lead User" are users whose present strong needs will become general in a market place months or years in the future. Cihak and Howland (2002) described user group is graphically like intersecting circle which is new users and senior users cross over subject-based groups.

Imhoff and Maslin (2006) agreed that one useful way to determine the target user is to group people by their usage of the library. One possible group is the regular patrons, those people who already use the library and library services generally. Many of these will be library card holders or another group might be termed “nonusers”, people in the community who typically do not have library cards. This group may also contain a significant immigrant population, depending where libraries is located. Users were chosen from academic staff, researchers and post graduate research students because it was felt that they represented a pro-active group with experience of searching library catalogues borne out of wide-ranging and demanding information requirements, substantial knowledge of differing information resources and related library services such as inter loans.

IV. FIVE KEY BENEFITS OF LEAD KNOWLEDGE PARTNERSHIP

Five key benefits that knowledge management enables via customer service improvements

- a. Reduced research time
- b. Increased resolution accuracy
- c. Reduced training time
- d. Management of increasing service volumes
- e. Creation of service insight

Lead User Method

According to Luthje and Herstatt(2004)stated that in the 1980s, Von Hippel and his scholars developed a methodology to identify lead users to obtain unique data regarding new emerging needs and solutions responsive to those needs. The methodology has depicted in Figure 1.

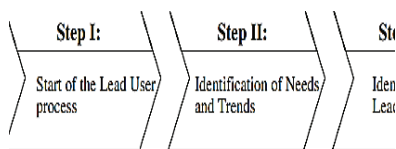


Fig. 1. The process of the lead user method.

Source: The Applications of Lead User Method in Knowledge Management Practice at Malaysian Universities Library, *American Journal of Human Ecology, Vol. 1, No. 2, 2012, 40-43*

From this method, it will derive a number of key questions with respect to the practical implementation of the lead user approach in the library to develop an agenda for future research. It is a good method to be adopted in this study to identify and categorize the lead user in libraries which should be taken as a respondent in the future analysis when the distribution questionnaire process takes part. Thus, it is important that the users actually should lead the trends that were chosen as being important in the previous step. To facilitate this propose lead user through an existing literature about the linkages, this study tries to adopt a general representation so-called strategy map. Therefore, the strategy map could give a big insight and in-depth understanding to this study.

V.FIVE STANDPOINT OF LEAD PARTNER

The key issue is what ‘stands point’ we take if we are an organization initiating or managing a process of participation or partnership building. There are five stances which offer increasing degrees of the control to the others involved. These five stand points are

1. **Information:** The least we can do is tell people what is planned.
2. **Consultation:** we identify the problems, offer a number of options, and listen to the feedback we get.
3. **Deciding together:** we encourage others to provide some additional ideas and options, and join in deciding the best way forward.
4. **Acting together:** Not only do different interests decide together what is best, but they form a partnership to carry it out.
5. **Supporting independent community initiatives:** we help others do what they want perhaps within a framework of grants, advice and support provided by the resource holder.

The ‘lower’ levels of participation keep control with the initiator but they lead to less commitment from others. Partnership operates at the levels of *Deciding Together and Acting Together*. Information is essential for all participation but is not participatory in it.

VI. KNOWLEDGE MANAGEMENT SYSTEM (KMS)

In fact, data is mainly considered as raw numbers that once processed becomes information, and when put in specific context this information becomes knowledge (Vance, 1997). Knowledge as a process focuses on applying expertise, i.e. simultaneously knowing and acting. Knowledge is seen as a justified personal belief that increases an individual’s capacity to take effective action. Knowledge management as the systemic and organizationally specified process of acquiring, organizing and communicating knowledge of employees so that other employees may make use of it to be more effective and productive in their work.

Davenport and Prusak state that: “Knowledge is neither data nor information, though it is related to both, and the differences between these terms are often a matter of degree...Confusion about what data, information, and knowledge are—how they differ, what those words *mean*—has resulted in enormous expenditures on technology initiatives that rarely deliver what the firms spending the money needed or thought they were getting”.

Wiig (1997) proposed that knowledge management is the systematic and explicit management of knowledge-related activities, practices, programmes and policies within the enterprise. Knowledge management enablers are organizational mechanisms for fostering knowledge consistently; they stimulate knowledge creation, protect and facilitate knowledge sharing within an organization (Lee &

Choi, 2003). As Edgar Whitley has pointed out, knowledge management systems, as technical systems, can only store and manipulate knowledge that is codified and commodified (Whitley, 2000).

Knowledge is of limited value if it is not shared. As a result, libraries are beginning to implement information systems designed specifically to facilitate the generation, integration, sharing and dissemination of organizational knowledge. Such systems are referred to as KMS and fall into four categories (Ruggles, 1997; Wensley, 2000)

- a. **Content management tools:** Tools that offer abilities to integrate, classify, and codify knowledge from various sources.
- b. **Knowledge sharing tools:** Tools that support sharing knowledge between people or other agents.
- c. **Knowledge search and retrieval systems:** Systems that enable search and retrieval and have some knowledge discovery abilities.
- d. **General KMS:** Systems that propose an overall solution for a company's knowledge management needs.

Knowledge Processes

Most of the life cycles are articulated in four phases where the first one is a "create" phase. The second phase corresponds to the "organization of knowledge". Phase three uses "different term across the models", but they all address some mechanism for making knowledge formal. Finally, the fourth phase concerns the "ability to share and use knowledge in the enterprise". The knowledge development cycle is defined as the process of knowledge generation, knowledge storage, knowledge distribution and knowledge application.

VII. FEATURES OF KNOWLEDGE MANAGEMENT

Followings are the features of knowledge managements.

a. Knowledge is disorganized

Because knowledge is connected to everything else and everybody wants to develop the knowledge we can't isolate the knowledge aspect of anything neatly. In the knowledge universe, we can't pay attention to just one factor only, so knowledge is disorganized.

b. Knowledge is self-organizing

The self that knowledge organizes around is organizational or group identity and purpose. The knowledge is self organizing because once one have got few knowledge about one thing automatically he/she can organize the other knowledge relating to that particular field. So knowledge is self organizing.

c. Knowledge seeks community

Just as life wants to happen, knowledge wants to happen. Both want to happen as community. Nothing illustrates this principle more than the Internet.

d. Knowledge travels via language

Without a language to describe our experience, we can't communicate what we know. Expanding organizational knowledge means that we must develop the languages we use to describe our work experience.

e. The more you try to pin knowledge down, the more it slips away

It's tempting to try to tie up knowledge as codified knowledge-documents, patents, libraries, databases, and so forth. But too much rigidity and formality regarding knowledge lead to the stultification of creativity.

f. Looser is probably better

Highly adaptable systems look sloppy. The survival rate of diverse, decentralized systems is higher. That means we can waste resources and energy trying to control knowledge too tightly.

g. There is no one solution

Knowledge is always changing. For the moment, the best approach to managing it is one that keeps things moving along while keeping options open.

h. Knowledge doesn't grow forever

Eventually, some knowledge is lost or dies, just as things in nature. Unlearning and letting go of old ways of thinking, even retiring whole blocks of knowledge, contribute to the vitality and evolution of knowledge.

i. No one is in charge

Knowledge is a social process. That means no one person can take responsibility for collective knowledge.

j. You can't impose rules and systems

If knowledge is truly self-organizing, the most important way to advance it is to remove the barriers to self-organization. In a supportive environment, knowledge will take care of itself.

k. There is no silver bullet

There is no single leverage point or best practice to advance knowledge. It must be supported at multiple levels and in a variety of ways.

VIII. CONCLUSION

Knowledge management systems lead knowledge partnership are to accelerate capacity building in local, national and international level to implement and improve the knowledge in planning, design, development, construction and operational phase. Lead Knowledge Partnership results of knowledge management which helps to formulate various policies, streamline the procurement process, using the library software, reduce the cost and resolve the different internal and external problem faced by the librarians from time to time. A lead knowledge management principle is the central pillar of knowledge management systems.

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