Questionnaire for
PLANNING AND DESIGNING OF KNOWLEDGE MANAGEMENT SYSTEM FOR THE DAIRY INDUSTRY IN GUJARAT: A STUDY

DECLARATION:
Myself, Dilipkumar D. Vala, Research Scholar at Department of Library and Information Science, Sardar Patel University, Vallabh Vidyanagar. My research problem is “Planning and Designing of Knowledge Management System for the Dairy Industry in Gujarat: A Study”. This research is primary research and the target group is dairy industry of Gujarat state. To gather, observe and analyze data, a questionnaire has been designed. I sincerely request you to give your valuable answers of the questionnaire. Appropriate spaces have been provided to write your esteemed opinion/answer, even if provided space found insufficient, please attach a separate sheet of paper.
Your cooperation in filling up the questionnaire and providing primary data for the academic research work will be acknowledge appropriately.
The information provided by you will be kept confidential and used for only academic purpose.

INSTRUCTION:
It is assured that the data provided by you shall be used only for academic and research purpose only. The data furnished and identity of the respondent will be kept confidential.
1. Please fill in the following questionnaire on the basis of the facts of your institute.
2. All questions carry weightage in respective category. Please answer all questions. In case any question is not applicable to your company, please tick the ‘not applicable’ or write the same.
3. The questionnaire contains different type of questions viz.:
   (a) Some questions require specific information about the company e.g. Name, Address etc.
   (b) Some questions are of Yes/No category, where only one option can be selected
   (c) Some questions allow the selection of more than one option.
4. Please tick mark in check boxes for selection of options of your choice.
5. Please use extra sheets for answering any question, if needed. Also mention the question number in additional sheets.

PART A: RESPONDENT INFORMATION
Name : ____________________________________________
Designation : _______________________________________
Qualification : ______________________________________
Name of Organization : ____________________________ Department : ___________________ 
Email and Phone : __________________________________

PART B: ASSESSMENT OF KNOWLEDGE MANAGEMENT (KM) PRACTICES
1. What do you think about Knowledge Management (KM)?
   a) Never heard of it [ ]
   b) Something they are already doing but not under the same name [ ]
   c) It is just a management fad [ ]
   d) It is strategic part of their business [ ]
   e) Something that could be beneficial for the organization [ ]
   f) If any other, please specify _________________________

2. Does your organization have an active, ongoing KM program, or elements of a program?
   a) Yes [ ]  b) No [ ]
2.1. If yes, please specify the existing system
   a) ERP [ ]
   b) SAP Enterprise [ ]
   c) Developed by organization [ ]
   d) If any other, please specify _________________________

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2.2. If no, does your organization should have Knowledge Management Department?
   a) Strongly Disagree. [ ]
   b) Disagree [ ]
   c) Neither Agree nor Disagree [ ]
   d) Agree [ ]
   e) Strongly Agree [ ]

3. What do you think are the factors influencing Knowledge retention in your organization?
   (Rank the factors given below from 1 – 5 on your choice of preference)
   a) Employees leaving for a better job elsewhere [ ]
   b) Retirement [ ]
   c) Promotion [ ]
   d) Relocation [ ]
   e) Downsizing and external factors [ ]

4. Which one is the biggest cultural barrier in knowledge management in your organization?
   a) Maximize own goals, not the objective of the organization [ ]
   b) Lack of participation. [ ]
   c) Not willing to share knowledge. [ ]
   d) Lack of trust. [ ]
   e) Knowledge sharing not a part of daily work. [ ]
   f) Lack of training. [ ]
   g) Lack of rewards/recognition for knowledge sharing. [ ]
   h) If any other, please specify _______________________

5. What is the biggest hurdle in effective implementation of KM in your organization?
   a) Changing people’s behavior from knowledge hoarding to knowledge sharing [ ]
   b) Lack of understanding of KM and its benefits [ ]
   c) Determining what kind of knowledge to be managed & making it available [ ]
   d) Justifying the use of scarce resources for KM [ ]
   e) Lack of top management commitment to KM [ ]
   f) Overcoming technological limitations [ ]
   g) Attracting & retaining talented people [ ]
   h) If any other, please specify _______________________

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If you answered “yes” to question numbered 2 above, please continue to next question. If you answered “no”, please leave the Question number 06 to 21 and continue Part C.
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6. What are the features of your existing Knowledge Management system in your organization?
   a) Its fully dealing with KM [ ]
   b) Its only dealing with Content Management [ ]
   c) Its only dealing with Document Management. [ ]
   d) If any other, please specify _______________________

7. Which are the formats compatible with existing Knowledge Management system in your organization?
   a) Text documents [ ]
   b) Presentations [ ]
   c) HTML files [ ]
   d) If any other, please specify _______________________
8. What are the functions of existing Knowledge Management system in your organization?
   a) Discussions [ ]
   b) Feedback [ ]
   c) KM folders [ ]
   d) Integrated E-mail [ ]
   e) Search and Classification [ ]
   f) If any other, please specify ______________________

9. Are specific efforts made to capture knowledge of experienced retiring or exiting employees?
   a) Require exit interviews and document the results [ ]
   b) Before retirement, document his/her areas of expertise [ ]
   c) A succession plan which provides for transfer of knowledge and training of replacement staff. [ ]
   d) Knowledge-capturing tasks [ ]
   e) If any other, please specify ______________________

10. Are KM responsibilities clearly defined?
    a) Yes [ ]
    b) No [ ]

11. What methods are used to capture knowledge?
    (Note: for this synthesis, “capturing” refers to the process of transferring knowledge from employees’ minds into tangible resources, such as text documents, maps, photos, databases, websites, etc., so others can make use of it)
    Check all that apply
    a) Explicit strategies for knowledge development and capture [ ]
    b) Document experiences and lessons learned [ ]
    c) Employees spend time and effort to contribute [ ]
    d) Capturing by-product, such as project plans, program proposals, write-ups of roundtable sessions, project reports, etc. [ ]
    e) Knowledge-capturing assignments, such as documenting important procedures or writing standards and specifications. [ ]
    f) Post-project reviews (also known as after-action reviews or post-mortems) [ ]
    g) Lessons learned database [ ]
    h) Best practices database [ ]
    i) Staff expertise database [ ]
    j) Communities of practice/expertise groups [ ]
    k) Oral interviews [ ]
    l) Oral histories (more formal than “interview,” perhaps facilitated by trained historian) [ ]
    m) Knowledge development teams (specifically formed to develop new knowledge assets for the organization) [ ]
    n) Knowledge fairs [ ]
    o) Formal story telling [ ]
    p) Close-out reports or final project reports [ ]
    q) Enhanced communication practices (e.g., up-to-date e-mail system, internal listservs or electronic bulletin boards, effective meeting management, ad hoc discussions, team rooms, ad hoc discussions or verbal sharing of expertise among employees is encouraged, etc.). [ ]
    r) Staff specially trained as meeting facilitators [ ]
    s) If any other, please specify ______________________
12. What tools are available for knowledge capturing?
   a) Reasonably up-to-date personal computer systems and business/office software
   b) Meeting rooms well-equipped for group interactions (low-tech—whiteboards, markers, tablets, etc., or high-tech—web access, computer projection, video communication center, etc.)
   c) Project management software
   d) Specialized software tools such as geo-mapping, CAD, statistical analysis, flowcharting, resource utilization, process control and analysis, business process analysis, voice-to-text software, etc.
   e) Databases that are reasonably easy to maintain and search
   f) Content-management or text-base-type software specifically targeted to document/text management applications
   g) Intranet portals that provide an interface to the organization’s knowledge resources
   h) Templates, outlines, or other specific content/format guidelines to provide guidance on what to include and how to go about writing
   i) Web-building tools for shared or team websites (such as may be used by communities of practice, cross-functional teams, internal–external teams, etc.)
   j) Meeting management software
   k) Wiki or blog software
   l) Phone systems equipped for conference calling
   m) If any other, please specify _________________________

13. Which are the practices for storing KM resources in place?
   a) Clear strategy for storing knowledge assets.
   b) Employees generally understand what needs to be stored, and how to get resources from their possession into storage. The process is well-defined for most resource types.
   c) Storage practices are well-defined for some critical resources, such as legal or financial documents, but not necessarily for all.
   d) Storage practices are well-defined for physical resources but not for electronic resources
   e) Comment if desired:

14. Where are captured resources stored?
   a) Physical resources are stored in agency-owned enterprise-level archives.
   b) Electronic resources are stored in an enterprise-level repository.
   c) Capture a lot, short-term, on personal computers or group-level servers, but don’t really have an organized way or central repository to store electronic resources long-term.
   d) Store resources at another organization (e.g., state archives, etc).
   e) If any other, please specify _________________________

15. How do employees identify and locate knowledge resources?
   a) Search an enterprise-wide database(s), populated with metadata, to find most resources that have been captured, stored, and preserved.
   b) Intranet portal ties resources together and provides links or keyword-type index data to help find most resources, electronic or physical.
   c) Plethora of databases, clearinghouse type websites, and portal-type web pages, depending on the division/work group, resource type, or some other criteria. There is no central access point. One has to access each individually.
   d) Organization has various finding tools, depending on who is managing the resource (e.g., library, records management, knowledge management, archives, IT, division staff, etc.).
   e) Mixture of databases and manual (hardcopy) indexes.
   f) Rely on knowledgeable individuals to help us find resources.
16. Are stored KM resources readily available for use in current work and decision making? Check all that apply
   a) The location of stored resources, physical and electronic, is reasonably convenient and accessible. [ ]
   b) High priority to get as many KM resources as possible available via the personal computer at the desktop. [ ]
   c) Proactive system that delivers new resources as they become available to the user, based on individually defined criteria. [ ]
   d) Resources can be delivered to the user within a timeframe that fits reasonably well into the current work stream. [ ]
   e) There is a system in place that tracks the location of physical resources (check in/checkout). [ ]
   f) Decisions to move physical materials off-site or destroy them are based on reasonable needs for efficient access by staff for use in current work, as well as on physical space needs. [ ]

17. Does the union have training and/or mentoring programs for staff transferred to new jobs, new hires, or those new to leadership to help them understand the union’s KM practices and how to make best use of KM resources?
   a) Yes [ ]
   b) No [ ]

18. Give the ratings to the methods used for knowledge management. (Rank the factors given below from 1 – 7 on your choice of preference)
   a) Training [ ]
   b) Exit Interviews [ ]
   c) Mentoring [ ]
   d) Documentation [ ]
   e) Retiree programs [ ]
   f) Coaching [ ]
   g) Rotational assignments [ ]

19. Which of the following groups are responsible for the knowledge management in use in your organization?
   a) Human Resources [ ]
   b) Information Technology [ ]
   c) Knowledge Management Unit [ ]
   d) Library / Information Centre [ ]
   e) Executive Management Team [ ]
   f) Others, please specify [ ]
   g) Don’t know [ ]

20. Does your organization use external technological knowledge in core areas?
   a) Not using and not planned [ ]
   b) Not using but planning to use [ ]
   c) Occasionally [ ]
   d) Often [ ]
   e) Don’t know [ ]
20.1. If you are looking for external knowledge, how important are the following sources?

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<thead>
<tr>
<th>Particular</th>
<th>Crucial</th>
<th>Important</th>
<th>Less important</th>
<th>Not at all important</th>
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<tbody>
<tr>
<td>A. Universities or technical colleges</td>
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<td>B. Dairy Colleges</td>
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<td>C. Other Dairy Research institutes</td>
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<td>D. Private Dairy Research installations</td>
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<td>E. Management consultancies</td>
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<td>F. Enterprises allied/associated with your firm</td>
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<td>G. Other enterprises</td>
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<td>H. Specialist literature</td>
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<td>J. Specialist events (fairs, conferences etc.)</td>
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<td>J. Database searches (e.g. patents, literature, experts etc.)</td>
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<tr>
<td>K. Internet searches (identification of experts etc.)</td>
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<tr>
<td>J. Others (please give details): ________________</td>
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21. What are the challenges in sharing knowledge with stakeholders from other departments
   a) Don’t perceive there is an urgent need to share [       ]
   b) Lack of open-minded sharing environment [       ]
   c) Lack of trust of other people’s knowledge [       ]
   d) No proper organizational guidelines on sharing [       ]
   e) Bureaucratic procedure involves in sharing info/knowledge [       ]
   f) Task doesn’t require cross-dept. info sharing [       ]
   g) No proper IT platform to share [       ]
   h) Do not know about other person’s knowledge needs [       ]

PART C: KNOWLEDGE MANAGEMENT OPINION

Please provide your opinion about Knowledge Management practices followed in your organization.

22. People in the organization are aware of the need to proactively manage knowledge.
   a) Strongly Disagree [       ]
   b) Disagree [       ]
   c) Neither Agree nor Disagree [       ]
   d) Agree [       ]
   e) Strongly Agree [       ]

23. All employees are co-operative and helpful when asked for some information or advice.
   a) Strongly Disagree [       ]
   b) Disagree [       ]
   c) Neither Agree nor Disagree [       ]
   d) Agree [       ]
   e) Strongly Agree [       ]

24. Good knowledge management behavior like sharing and reusing knowledge is actively promoted on a day to day basis.
   a) Strongly Disagree [       ]
   b) Disagree [       ]
   c) Neither Agree nor Disagree [       ]
   d) Agree [       ]
   e) Strongly Agree [       ]

25. There is a vision for how KM should integrate into the business.
   a) Strongly Disagree [       ]
   b) Disagree [       ]
   c) Neither Agree nor Disagree [       ]
   d) Agree [       ]
   e) Strongly Agree [       ]
26. There is a clear ownership of KM initiatives either by business units or by the whole business.
   a) Strongly Disagree [ ]
   b) Disagree [ ]
   c) Neither Agree nor Disagree [ ]
   d) Agree [ ]
   e) Strongly Agree [ ]

27. The organization hones its skills for generating, acquiring and applying knowledge by learning from other organization’s learning processes.
   a) Strongly Disagree [ ]
   b) Disagree [ ]
   c) Neither Agree nor Disagree [ ]
   d) Agree [ ]
   e) Strongly Agree [ ]

28. Training and development programs in knowledge management behavior are undertaken from point of recruitment.
   a) Strongly Disagree [ ]
   b) Disagree [ ]
   c) Neither Agree nor Disagree [ ]
   d) Agree [ ]
   e) Strongly Agree [ ]

29. There are specific roles and responsibilities for knowledge management activities in the organization.
   a) Strongly Disagree [ ]
   b) Disagree [ ]
   c) Neither Agree nor Disagree [ ]
   d) Agree [ ]
   e) Strongly Agree [ ]

30. Virtual or remote teams are supported effectively in terms of access to networks or knowledge.
   a) Strongly Disagree [ ]
   b) Disagree [ ]
   c) Neither Agree nor Disagree [ ]
   d) Agree [ ]
   e) Strongly Agree [ ]

31. There is participative goal setting, measurement and feedback for knowledge management activities in the organization.
   a) Strongly Disagree [ ]
   b) Disagree [ ]
   c) Neither Agree nor Disagree [ ]
   d) Agree [ ]
   e) Strongly Agree [ ]

Your response is very much appreciated.
Thank you for participating!