Chapter 1

Introduction

1.1. Introduction

The level of interest in knowledge management has been continuously increasing for the last several years and this is just because of its recognition that has been established to an individual firm’s success. As pointed out by KPMG (1998) “We are in an era where the traditional pillars of economic power – capital, land, plant, and labor – are no longer the determinants of business success. Instead an increasing number of organizations depend for their value on the development, use and distribution of knowledge-based competencies.”

According to Dr. Oza, knowledge management is a process to create, share and apply the organizational knowledge for robust and long lasting goal achievement of the organization with active involvement of their intellectuals. However, a simple way of defining Knowledge Management is that “KM is the process of organizing and sharing the diverse forms of business information created within an organization. KM can include managing enterprise document libraries, discussion databases Intranet websites, and other types of knowledge bases”.

KM is the application of enterprise portals to organize, manage, and share the diverse forms of business information created by individuals and teams in an organization.
Knowledge management in general relates to unlocking and leveraging the knowledge of individuals so that it becomes available as an organizational resource independent of particular individuals. Many authors described knowledge management from an information systems perspective and it is based on the belief that KMS can be used to capture and store employees’ knowledge and make it accessible to others through a searchable application. In this perspective KM should enable an organization to effectively store, manage, retrieve, and enlarge its intellectual properties. The repository view of KM emphasizes the gathering, providing, and filtering of explicit knowledge as the information held in a repository can easily be transferred and shared. Nevertheless, it is neither easy nor appropriate to use de-contextualized information. Knowledge managers often need access to human experts, for their tacit knowledge. This ‘expert sharing’ dimension of KM emphasizes “the human aspects – cognitive, social, cultural and organizational - aspects, in addition to information storage and retrieval. Rather than focusing on the management level of an organization, expert sharing focuses on the self-organized activities of the organization’s members.” (Ackerman, Pipek and Wulf)
1.2. Research Problem

Knowledge management practices are widely accepted in developed countries. As in dairy industries (Gujarat) there is not any true practices are adopted for the managing institutions knowledge. The knowledge generation activities are done by milk unions but knowledge storing and sharing activities are not implementing. There are total 18 milk unions are under the Gujarat Co-operative Milk Marketing Federation (GCMMF) and now a days dairy industries receiving more importance so that there is need to implementation of knowledge management practices, hence, the study on “Planning and designing of knowledge management system for the dairy industry in Gujarat : a study” has been undertaken for this research work.

1.3. Rational of the KM: LIS Perspective

KM is a process of acquisition, sharing and use of knowledge within the organizations. KM is creating, gathering, organizing and providing access of knowledge to the users. The objectives of KM and Library and information profession are the same. Library and information science professionals are intellectually involved in KM activities. Technological revolution such as telecommunication, networking, and digital technologies has taken a vital role in library services. Now libraries are providing doorstep services to users. So that it is stated by
Koenig (1996) that knowledge management is just a new name for librarianship. Library and Information Science professionals have a long and rich experience of information management. Many of such knowledge and skills of librarianship can be applied to knowledge management. For effective implementation of knowledge management, ICT services are very essential. LIS professionals are working with IT professionals to develop the appropriate knowledge management systems. Krogh, Georg Von (2000) in his book titled ‘Enabling Knowledge Creation’ made a argument for supporting knowledge creation rather than controlling it. In the process of knowledge creation, every library should attempt to be facilitator by mobilizing all its efforts and resources.

1.4. Significance of the study

The most important objective of this study is to providing a model for better implementation of knowledge management practices in dairy industries. Presently all the dairies under the study are not implementing proper knowledge management system in a true sense. The model suggested by researcher will help in implementing knowledge management practices in dairies and the model can also implemented in different federation of the states to manage their milk union’s knowledge.
1.5. **Objectives of the study**

The basic objectives of the research are:

i) To study the knowledge management practices in the dairy industry.

ii) To find out different levels of individual tacit and individual explicit knowledge in the different levels of employed human resources in dairy industry units.

iii) To identify the possible areas of the information flows which seems to be parallel in reference to objective number one.

iv) To identify the possible benefits and difficulties in practicing KM in the dairy industry.

v) To suggest a model for the knowledge management system for the dairy industry.

1.6. **Scope and Limitations of Study**

The study covered all the human resources which are dealing with knowledge in their day to day life for decision making for dairy industry units, Gujarat only and it is limited to suggest a framework for the Knowledge Management System for dairy industry of Gujarat only. There are total 18 dairies listed under Gujarat Cooperative Milk Marketing Federation Ltd. (GCMMF) and out of 18 dairies three dairies (i. Ahmedabad Dist. Coop. Milk Producer’s Union Ltd., Ahmedabad known as Uttam Dairy, ii. Bhavnagar Dist. Coop. Milk Producer’s Union
Ltd., Bhavnagar known as Sarvottam Dairy and iii. Mehsana Dist. Coop. Milk Producer’s Ltd, Mehsana known as Dudhsagar Dairy) had not permitted to collect data from their dairy so that researcher had covered remaining 15 dairies which were listed below:

5. Gandhinagar Dist. Coop. Milk Producer’s Union Ltd., Gandhinagar known as Madhur Dairy.


1.7. Research Methodology

Research had proceeded through the review of related literature focusing the area of the study. Research had covered the various aspects for the suggestion for the creation and development of the knowledge management system for dairy industry. Researcher had visited all the selected dairies personally and tried to collect maximum primary data. Total 15 dairies at various locations at Gujarat visited by the researcher. Researcher had generated primary data through discussion, interviews and prepare questionnaire as a tool on the basis of observation made by
researcher. The employees of the dairies which dealing with the knowledge for their day to day decision was selected as a sample. After collecting primary data, researcher had tried to analyze it with statistical methods and software’s.

**Sampling Design**

For primary data collection researcher has uses proportionate stratified sampling technique. Officers of selected 15 dairies are the population for this study. Researcher has selected officers dealing with the knowledge for their day to day decision and ready to participate in this study and ready to share their opinion about knowledge management.

Researcher had visited all dairies personally and distributed questionnaires, some people busy and not ready to respond immediately so that researcher has developed online version of questionnaires through GoogleForm and distributed it through email. The survey questionnaires were distributed and collected between February 2016 and September 2017. The questionnaire is seven pages long with a short introductory note, so that the participants could more easily understand the nature of the questions that are asked in the questionnaire. Using the structured questionnaire format, the main section of the questionnaire is constructed. The sampling frame of the population comprises of 18 dairies out of them 15 dairies participated in the study and total 208 respondents are received.
Data Collection

Questionnaire tool is used for primary data collection. The secondary data collected through journals, annual reports and websites. The draft questionnaire checked by research guide and after it was given to dairy employees for a further evaluation. After suggestions of dairy employees, the questionnaire was re-drafted as per the suggestions received.

After finalization of questionnaire, it was pre-tested with eleven respondents of dairy employees. Necessary changes and modifications are done in the questionnaire after pre-testing.

1.8. Chapterization

The research is divided into following seven chapters.

Chapter 1 Introduction

The First Chapter Introduction provides ideas about Knowledge Management which includes introduction, research problem, rational of the KM: LIS perspective, significance of the study, objectives of the study, research methodology adopted, scope and limitations of the study.

Chapter 2 Review of Literature

The Second Chapter review of literature covers the aims and objectives literature review and the details of the literature reviewed by the researcher.
Chapter 3 Knowledge Management and its possible areas of application in corporate world

The Third Chapter gives the basic concepts of Knowledge Management, types of Knowledge Management, tools and techniques for KM, etc.

Chapter 4 Dairy Industry

The Forth Chapter deals with the overview of dairy industries in Gujarat. It shows the history and development of the selected dairies. The history of Operation flood and current trends in the dairy industries is covered in this chapter. The production, products, and Services provided by the dairies are covered in this chapter.

Chapter 5 Analysis and interpretation of Data

The Fifth Chapter gives the information about data analysis and interpretation. The collected data is tabulated and analyzed in this chapter.

Chapter 6 Findings of the study

The Sixth Chapter deals with the key findings of the study.

Chapter 7 Suggested model for the implementation of Knowledge Management System for dairy industry.

The Seventh Chapter deals with the conclusion of the study and suggests the Knowledge Management System model for dairy industry Gujarat.
1.9. Conclusion

This chapter provided an introduction to this study. The basic concepts are covered in this chapter. The application of knowledge management in dairy industries helps to achieve the goal of the institutes. In this era, the adoption is knowledge management very important.

References:

Ackerman, M. S., Wulf, V., & Pipek, V. (2002). Sharing Expertise: Beyond Knowledge Management: MIT Press.