4. While reviewing the existing literature it was found that knowledge creation and knowledge sharing are vast areas and these can constitute independent research projects. But this could not be undertaken as a part of present study due to time and cost constraints, thus making it another limitation of study.

10.7 SUGGESTIONS FOR FUTURE RESEARCH

1. The present study evaluates the knowledge management in textile industry of Punjab. A comparative study including more states may be undertaken.

2. The study can be further extended to other knowledge intensive sectors (manufacturing and services) in India. This will understand the knowledge position of these sectors and areas of improvement for the same.

3. In depth focus studies on knowledge management practices carried out at organization level can be great source of learning for top management of various companies.

4. In order to enhance organizational effectiveness, these thirty items can be further, independently studied to understand their individual impact on organizational performance.

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Ministry of Textiles .Govt. of India, Annual Report 2009-10


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Dear Respondent,

Kindly fill the questionnaire to the best of your knowledge. The information provided by you shall be used for research purpose only.

Part A

1. Name of the organization (optional):
2. Approximate turnover of the organization:
3. No. of employees in the organization:
   a. 500     b.501-1000     c.1001- 1500     d. more than 1500
4. Which category your primary product belongs to:
i) Industrial goods (products are sold from business to business)

ii) Consumer goods (products are sold in retail channels)

iii) Both

5. Which markets your company serves?
   i) Domestic           ii) International           iii) both

6. Your title/Designation:

---

**Part B**

The statements given below are regarding knowledge management practices in your organization. These statements have an agreement/disagreement scale attached to them. The scale ranges from strongly agree to strongly disagree. Please tick the option which most closely represents your view.

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Major changes in Textile Industry responsible for Knowledge orientation are:</td>
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<tr>
<td></td>
<td>Globalization</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Information &amp; Communication Technology</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td></td>
<td>Competition</td>
<td>5</td>
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<tr>
<td></td>
<td>Changing needs of Customers</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>What are the stimulants for Knowledge Management in your organization:</td>
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<tr>
<td>Item No.</td>
<td>Statement</td>
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<td>Agree</td>
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<td>Disagree</td>
<td>Strongly Disagree</td>
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<tr>
<td>1</td>
<td>Reduce cost</td>
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<tr>
<td></td>
<td>Developing New Products</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td></td>
<td>Enable business transformation</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>3</td>
<td>What are dominant forms of knowledge in your organization:</td>
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<tr>
<td></td>
<td>Know- how</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<tr>
<td></td>
<td>Know- who</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<td>1</td>
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<tr>
<td></td>
<td>Know- what</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td></td>
<td>Know- why</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td></td>
<td>Know- whom</td>
<td>5</td>
<td>4</td>
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<tr>
<td></td>
<td>Know- where</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>4</td>
<td>Most important areas of Knowledge management in our organization are:</td>
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<tr>
<td></td>
<td>Innovation</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Customer relationship management</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Research and development</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Ecommerce and intranet management</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Most important knowledge centers in our organization are:</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>i) Top management</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>ii) Middle level managers</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>iii) Lower level management</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Most common problems experienced during Knowledge management implementation are</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Cultural resistance/social barriers</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Technological immaturity and high cost</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Communication</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
### 7. The focal points of knowledge management in your organization are:

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Information overload</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Sharing knowledge &amp; best practices</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Capturing/recording experiences</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>R&amp; D/ Innovation</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

### 8. Knowledge enrichment culture in the organization is characterized by:

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Active learning from customer</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Active learning from supplier</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Active learning from competitor</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Willingness to share knowledge</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

### 9. The driving forces for knowledge creation in the organization are:

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Changes in the market</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Competition</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Drive from top management</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

### 10. Various barriers in knowledge creation are:

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Poor understanding of customer needs</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Resistance to change by top management</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<td>1</td>
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<tr>
<td>3</td>
<td>Skill shortage</td>
<td>5</td>
<td>4</td>
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<tr>
<td>4</td>
<td>Insufficient budget for innovation/ research</td>
<td>5</td>
<td>4</td>
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<tr>
<td>5</td>
<td>Inadequate reward for contribution</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>6</td>
<td>Insufficient information technology</td>
<td>5</td>
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<tr>
<td>7</td>
<td>Govt. regulations.... If any</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
11. Role of Knowledge envisaged by the top management for the organization in the coming decade is:

<table>
<thead>
<tr>
<th>Role</th>
<th>5</th>
<th>4</th>
<th>3</th>
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<th>1</th>
</tr>
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<tbody>
<tr>
<td>Driving total strategy</td>
<td></td>
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<tr>
<td>Creating an interactive learning environment</td>
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<tr>
<td>Capturing &amp; leveraging customer knowledge</td>
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<tr>
<td>Capturing &amp; leveraging competitor knowledge</td>
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</tbody>
</table>

12. Knowledge focus adopted by the organization is

<table>
<thead>
<tr>
<th>Focus</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>External (customers, past employees)</td>
<td></td>
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<tr>
<td>Internal (patents, brand names, systems etc.)</td>
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</tbody>
</table>

13. Knowledge assets in our organization are:

<table>
<thead>
<tr>
<th>Asset</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
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<tbody>
<tr>
<td>Brands</td>
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<td>Customer Information</td>
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<tr>
<td>Distribution network</td>
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<tr>
<td>Research &amp; Development</td>
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<tr>
<td>Website/intranet/internet</td>
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</tbody>
</table>

14. Our intranet is primary channel of communication for exchanging ideas, information and knowledge.

<table>
<thead>
<tr>
<th>Channel of communication</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
</table>

15. Information from all our processes, external sources and internal system is fully integrated.

<table>
<thead>
<tr>
<th>Information from all our processes, external sources and internal system is fully integrated.</th>
<th>5</th>
<th>4</th>
<th>3</th>
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<th>1</th>
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</thead>
</table>

16. Best technique for creating knowledge is

<table>
<thead>
<tr>
<th>Technique</th>
<th>5</th>
<th>4</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Environmental scanning</td>
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<tr>
<td>Data mining/Text mining</td>
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<tr>
<td>Business simulation</td>
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</tr>
<tr>
<td>Content analysis</td>
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</tbody>
</table>

17. Best technique for sharing and learning knowledge is

<table>
<thead>
<tr>
<th>Technique</th>
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<th>4</th>
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</thead>
<tbody>
<tr>
<td>i) After action review (AAR)</td>
<td></td>
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<tr>
<td>ii) Identifying and sharing best</td>
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</tr>
<tr>
<td>Item No.</td>
<td>Statement</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Neither Agree nor Disagree</td>
<td>Disagree</td>
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<tr>
<td>18.</td>
<td>Best technique for organizing and managing knowledge is</td>
<td>5</td>
<td>4</td>
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</tr>
<tr>
<td></td>
<td>Knowledge audit</td>
<td>5</td>
<td>4</td>
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<tr>
<td></td>
<td>Knowledge mapping</td>
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<td>Knowledge harvesting</td>
<td>5</td>
<td>4</td>
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<tr>
<td></td>
<td>Internet</td>
<td>5</td>
<td>4</td>
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<td>2</td>
</tr>
<tr>
<td>19.</td>
<td>Knowledge management inventory is regularly evaluated (KM audit) and all records of intellectual property are maintained and are given equal attention as to physical assets.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>20.</td>
<td>There has been visible improvement in overall performance of organization after imparting knowledge to employees.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>21.</td>
<td>Interactions with customers / suppliers done online are automatically integrated into our customer/ supplier information system.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>22.</td>
<td>Marketing and customer information is readily available throughout the organization.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>23.</td>
<td>Our organization has a system to monitor &amp; develop human expertise.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>24.</td>
<td>Management has included knowledge contribution/ sharing / using behavior in performance appraisal system.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>25.</td>
<td>Our existing knowledge system</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item No.</td>
<td>Statement</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Neither Agree nor Disagree</td>
<td>Disagree</td>
</tr>
<tr>
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<td>---------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>26.</td>
<td>We face difficulty in measuring results</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>27.</td>
<td>There is lack of reward to share knowledge</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

28. Please tick the techniques currently being used in your organization for knowledge creation:

1. Environmental scanning
2. Data mining
3. Business simulation
4. Content analysis

29. Please tick the techniques currently being used in your organization for knowledge sharing:

1. Communities of practice
2. Sharing best practices
3. After action review
4. Cross functional teams
5. Story telling
6. White pages (online staff directory)

30. Please tick the techniques currently being used in your organization for managing knowledge:

1. Knowledge harvesting (getting knowledge from an expert)

2. Knowledge mapping

3. Knowledge audit

4. Intranet

*Thanks for sparing your valuable time*