7.1 Introduction

The intention of this thesis is to gain better understanding of Enterprise Knowledge Management; as a strategic tool in support of enterprise transformation for a new economy especially by HRD of an enterprise. In this context; it is identified that newer methodologies can leverage the task of educating and enlightening the employees; and in the process, achieve proper knowledge sharing and knowledge dissemination.

A Literature review was undertaken in order to identify the existing pool of study and research findings, which supported and helped in evaluating the hypothesis that is proposed.

Thereafter a research survey is conducted for which questionnaire is prepared and it is addressed by the respondent in the form of Interview and online/personal questionnaire data entry. For every construct in the hypothesis the existing scales are identified, adjusted for the application to the undertaken research topic.

This chapter projects the important inferences of the research study that is undertaken. It is further followed by the concluding remarks and suggestive future enhancement that is coming up from the study presented.

7.2 Conclusion

It is imperative to mention that the study undertaken has provided focused insight into the topic of actual contribution of HRD in KM implementation in considered type of IT companies. It as well threw light on the significance of EKM that is to be carried out in a systematized manner that not only addresses the growth of the individual but the organization too. A comparative analysis between the two types of IT companies: Indian and Indian MNCs and Foreign MNCs, projected mostly the
similarity about the application of EKM with few distinctions. Yet the study had many limitations which sowed the seeds for the future scope for the research with a wider and in-depth focus. It would be interesting to investigate the proposed model of EKM that facilitates the individual and the organization along-with the help of the technological advancements to be considered. Moreover, Knowledge workers’ base is significantly expanding in every organization hence it would be again worthy to study the varied strata of respondent to have a holistic outlook on the study aspect. Checking other perspectives of the study like elaborating the types of company as all Indian and foreign companies in India would give a different outlook on this area of study.

In the research study undertaken herewith; main focus was on the HRD initiatives and contribution in a systematized effort of KM implementation that is observed predominantly in every successful organization in the IT sector. Knowledge management is basically; one of those managerial philosophy, that is recognized in several practices executed in the organizations. Although, Knowledge Management is definitely not an ultimate tool; that resolves each and every information cycle problem, in the dynamic business scenario, but knowledge management does give an edge over the other enterprise where such innovative drives are yet to be carried-out or are in their infancy or the mechanism of EKM Implementation is not appropriate or systematic. In order to efficiently apply EKM, proper organized efforts are very essential wherein the learning curve of data is eventually managed through various KM practices-at individual and organization level.

Thus Enterprise Knowledge Management (EKM); should be considered as an organizational process and one of the vital business methodology. This methodology is used to achieve better performances and productivity which is the effect of resourceful knowledge elicitation and organizational learning, recognizing and developing competencies, and gaining from individuals, utilized to reinforce constructive and up-to-date growth of the enterprise.

However, it should also be noted that EKM is an individual organizational issue and the introduction of a technical solution for KM will now, more than ever, need to be accompanied by an appropriate set of organizational measures and recommendations to ensure its acceptance and success.
EKM as a Methodology actually identifies preserves and manages, critical and voluminous company data making it strategically very useful in every way.

The rationale behind the research study undertaken is to gain better understanding of Enterprise Knowledge Management; as a strategic tool in support of enterprise transformation for a new economy; especially by HRD of an IT company. The IT industry is resource –oriented and intellectual-assets being the Human resource signify the mission of HRD; in context to the high turnover. Thus there evolves a challenge of sustaining the level of competence needed to manage this living – dynamic-data-repositories; which is the HR, to fulfill organization undertakings. This helps us infer that there are challenges even in EKM implementations wherein HRD can contribute effectively to improve the EKM application in the companies in the IT sector.

Furthermore in order to manage employees for competitive edge in the post-globalization era, human resource personnel must possess competencies relevant for effective implementation of such innovative strategic HRM policies and training. Specifically, HRM must respond to the crucial challenges presented by the knowledge economy; wherein knowledge-based capabilities are the key to competitive advantage. Better skill-equipped smart HR personnel would do wonders for the knowledge-based systems in today’s enterprises. It would reflect certain HRM priorities such as becoming not technological expert but technological savvy, not traditional ordinary HR personnel but HR professional who has an eye to recognize strategic knowledge capabilities; who has the aptitude for developing and managing knowledge workers by leveraging the knowing-learning-doing bond. Such HR-professional would then constructively contribute towards building knowledge value as an organizational as well as an individual asset; and curtailing enterprise knowledge risk factors that may evolve in future.

In this context; from the research study undertaken, it is recognized that

- EKM as a Methodology actually identifies preserves and manages critical and voluminous company data, making it strategically useful in every way, across the organization qualitatively.

- There is significant awareness among the employees of IT companies in both the type of companies: IndianAndIndianMNCs as well as Foreign MNCs. And there
are good number of enterprises where the knowledge-based products are utilized to defend the dynamics of business.

- It is imperative to mention that the study undertaken has provided, focused insight into the topic of actual contribution of HRD in KM implementation in IT companies.

- For successful KM execution methodical efforts are essential followed by identification of the priority areas, immaterial of the size of the organization.

- It has been substantiated that application (implementation) of EKM needs to be carried out in a step-by-step approach; as such mechanism not only addresses the growth of the individual but of the organization too.

- It can be ascertained that along-with the traditional method of ‘access to documents’ as best way to understand and get vital details of organizational information such as vision and mission and changes in the organization structure; even HR from IT companies are open to interact with the immediate managers and fellow colleagues. Although revitalization of these KM Practices for more better reach in order to make effective is essential.

- There exist KM systems in the organization actively working, and they have influenced the business processes specifically HRM, quality control and IT Services very significantly in both Indian & Indian MNCs and Foreign MNCs, in all the given aspects of the achievements.

- The major thrust to start the EKM Initiatives in IT companies have been understood as an aid to bring transparency in process and enhance efficiency of work in an innovative and qualitative way. These were the IT organization where EKM initiative is in its young age which as well concentrates on these drives for enabling uniformity in understanding and orientation of the complete business cycle. Whereas the organization where EKM initiative was in a more mature phase reflected the need for such drives to facilitate creating technological diversified team with competency building and sharing, providing more client-centric solutions in more cost effective way, foreseeing prospects to become pioneer in the specific domain, better reach-out within employees, with the
partners and with the customers too, and keeping up with the pace in the competitive business market.

- Involvement of both Indian&IndianMNCs and Foreign MNCs showed poor score in the initial stage as compared to the later stage; due to initial inhibitions and predispositions in the mind of the knowledge workers. Also it is the senior members which faced hurdles especially in the earlier phase while application of EKM in the organization. This indicates the need of more attention to the orientation to be given to the immature employee as well as mentoring during the initiation of any new KM drive in the organization that would certainly increase the success rate and impact of KM implementation.

- Newer methodologies can strengthen the task of educating and enlightening the employees; and in the process, achieve proper knowledge management across the enterprise.

- Appropriate set of organizational measures and recommendations to ensure its acceptance and success is as well needed as it has come out to be a vital business need and not just a trend.

- There are numerous HRD challenges that the HR faces while handling day-to-day business functions such as Talent Management and Development was an important reflection noted at some organization which further remarked on knowledge transfer at exponential level and motivating individuals for Innovation & creative contributions. Leadership development and Change management were the next significant challenges faced which can be well-supported by the EKM practices. This is indeed a positive gesture which would support the progression in the productivity by improving the skill-set, proficiency and efficiency of the Human resources in all verticals.

- To overcome these HR challenges the support of measures reflecting EKM has been predominantly useful and popular such as HR Benchmarking and use of Technological Support and tools. Also a positive impact is perceived in achieving the aims and objectives of the individual as well as the organization as an end result in both the types of IT Companies.

- Knowledge sharing level within the employees and with the partners is higher than that with the customer. Hence role of HR is mostly and closely associated
with the employees and partners; which demand proper knowledge creation and management through various KM Drives. It as well indicates the positive impact of application of EKM in HRD in IT companies with respect to understanding the tendency of the human resource of an IT company with the entities in its environment. It revealed a positive picture about the attitude of the employees exists in these IT organizations. It certainly shows a positive culture, as people being open for knowledge transfer.

- Organisation are becoming more people centric hence better mentorship with better clarity of business requirement leads to enrichment of knowledge.

- *Performance appraisal* is one of those workplace mechanisms in HRD which has been revealed as the most vital HR function having close association with application of EKM in the IT firms. It is one of the interesting recognition about the way the *performance evaluation* is looked and handled in the organization where EKM is applied as additional measures. In addition to the traditional system, the KM based approaches as well were followed which have strengthen the system.

- It is an important observation that *combination of 360 degree as well as self-appraisals* is executed in most of the IT companies. But wherever only single method is applied; an additional supportive methodology based on KM based systems are utilized while evaluating the resources on a continuous basis throughout the year. KMS whether informally and formally associated with the feedback systems add value to the critical business challenges.

- It is worth noting that the effectiveness percentage of training being organized in order to increase the creativity and innovation in both Indian&IndianMNCs and Foreign MNCs is very significant reflecting positive aspect for EKM Implementation. At the same time it is worth noticing that effectiveness of events/training with respect to market reputation and branding is just little better in both Indian&IndianMNCs and Foreign MNCs , indicating as well that its relevance with KM needs more attention so as to raise its value. It is evident that EKM fosters the process of achieving the defined goals qualitatively and with appropriate pace if managed with systematized efforts.
• There is considerable existence of non-routine involvement from the employees in various events that is supported by the IT companies. Such involvement creates a platform for the employees to explore more knowledge, be creative and explicitly project the piece of work either individually or in a Team. This exercise contributes constructive efforts into the process of knowledge generation thereby promoting EKM Implementation in the company. It would be interesting in finding ways to further improve this percentage of participation in context of the comparative study of company encouragement that exists verses employee participation that actually takes place. Here when the employees are said to have been actively participating in the attending or organizing events it is apparent that it is not possible until they take help of the technological support for such undertakings.

• HR function has increased lot of responsibilities and scope during the last 3 years year 2008-2009-2010 in both the categories ( Indian and MNCs), which are very much in favour of the rise in HR functions. And in the this study it is shown that major task or role played by HR is Recruitment with highest significance points, followed by Resource development and management through training in both the type of organization-Indian companies /MNCs as well as Foreign MNCs.

• EKM initiatives across the IT organizations are right now the happening events, wherein, existence of various drives have been observed. The strategic force of the Organization should note that these EKM initiatives are indeed not a trend but a very effective methodology in the long run. These drives enrich and strongly support business which are heavily dependent on information and allied services in the knowledge intensive economy.

• One of the vital inferences derived from the study is with respect to the type of the organizations as IndianAndIndianMNCs versus Foreign MNCs, there is not much difference in its application strategy. Although differences were observed in the actual execution and acceptance.

• The current recognitions systems fall short of impressing the employees and at some time it is rather taken too lightly. Also using incentives always does not guarantee a successful KMS. And this has been a critical observation in the qualitative study of this current research study, hence innovative ways of
recognitions of the employee is very much essential. This was another important another dimension that came forward through this study.

- The comparative study indicated that there is a need for especially in the IndianandIndianMNCs to gear with Training as an effective tool of knowledge gain and enriching the resources regularly and not underestimate it.

- As far the Quality perspective is concerned there is significant awareness among the resources in both type of companies but no concrete inputs were received in context to the understanding to the co-relation of EKM and the CMM level obtained by the company in the IT sector.

- Considering the dynamic nature of Information, its requirement and usage; a versatile and speedy paradigm is expected to be used. Under such circumstances of dynamic business requirement that too in the field of IT sector, a suggestive Model adapted from the AGILE Model of system development can be applied.

- Enterprise Knowledge Management is getting acceptance although slowly; and it is observed that it has shown the capability to become an integral part of a business function rather than just a methodology.

It would not be exaggeration to state that; to achieve success in global marketplace and to tackle the challenges of businesses; immaterial of their sizes, it is essential to understand the global corporate cultural differences and invest in human resources innovatively.

As a part of this study the researcher concludes that Enterprise Knowledge Management (EKM) should be considered as an organizational process and one of the vital business methodologies.

7.3 Suggestions

In today's fast changing knowledge intensive, highly uncertain and dynamic business environment; organizations adopt newer, effective KM related strategies. Such as practicing entrepreneurship, value driven leadership, emphasizing the core competencies, highly customer centric approach, as well as profuse alertness towards the needs of the associates-the assets of the enterprise to name a few. Innovative idea generation and use of latest technologies need to be utilized for better KM. Certain
areas need to be further explored such as use of Cloud Computing so as to execute secured and cost effective business solutions. For such a wholesome professional approach well-planned EKM and its support structures play a vital and inevitable role for any enterprise whether small scale or large scale.

With multi-skilled technosavvy HR Managers and well-built knowledge-based system coupled with the knowledge audit process, success of companies in the IT sector would be certainly qualitatively intensified.

The researcher has designed and contributed EKM Model and EKM Implementation Framework that can be evaluated and applied at Organization level, Department level and Individual level with little customization as applicable to the IT organization. These proposed Models are namely;

- Suggestive EKM Implementation Model
- Proposed Component Layered Framework of application of EKM

7.3.1 Suggestive EKM Implementation Model

![EKM Common Process Framework with 'Quality Focus'](image)

**Figure No7.1 : Proposed Model For EKM Application/Implementation in IT Company**
The representative Organization level Model (refer figure 7.1), has been adapted based on some of the proven basic frameworks of KM along-with the research findings derived from the current research study.

EKM can be understood as “Management of Organizational Knowledge for creating business value and generating a competitive advantage, using advanced IT”. EKM as a Methodology actually identifies preserves, regenerates and manages critical and voluminous company data making it strategically very valuable in every way.

The foundation for an EKM Model could be the Common Process Layer; whereas the focal point is the Knowledge Base as its kernel (essence or core central point).

Process defines a framework for a set of key process areas (KPAs) that are be established for effective delivery of any organizational function. The EKM Quality focus parameters need to be estimated and blended with these traditional KPAs as a formal practice as applicable to the enterprise as its individual concern.

These key process areas form the basis for management control of various projects and deliverables undertaken; and establish the context in which technical methods are applied, work products (models, documents, data, reports, forms etc.) are produced, milestones are established, quality is ensured, and even change can be properly managed with the upcoming business scenarios.

A common process framework is essential to be instituted by defining small number of framework activities that are applicable to the entire company considering it as a mega project, regardless of its size or complexity. A gradual yet systematic layered structure thus can be set for launching the EKM framework in any IT organization as per the current research frontier. The Framework activities may have number of processes sets – each process with defined collection of work tasks, certain estimated milestones, work products, and quality assurance points. Umbrella activities such as quality assurance, company level configuration management activity, and measurement overlay the entire EKM model. These Umbrella activities are independent of any one framework activity and occur throughout the process as a routine business process activity.

In the research survey one of the important findings was the association of KM initiatives with the process of CMM level achieved by the company. It has been positively observed that EKM does play a significant role with the attainment of the CMM level. As a future scope definition; one of the important activity of Quality assurance is Audit; which can be associated with the KPAs and a relationship of such
EKM Audit can be established with the CMM levels of an IT company. The grading scheme as suggested by SEI (Software Engineering Institute) determines compliance with a Capability Maturity Model (CMM) that defines key activities required at different levels of process maturity. Such a grading scheme can be further reviewed and its relevance with the proposed EKM Model can be explored and affirmed with due regard to the EKM activities.

As mentioned above the Knowledge Base is the kernel of this proposed EKM Model. The Model proposes the innermost layer as a parallel process-mix of the KM cycle and the modes of growing knowledge (adapted from source: The Knowledge-Creating Company by Ikujiro Nonaka and Hirotaka Takeuchi). Accordingly there are 4 modes of knowledge defined namely; Socialization (Intuitive knowledge), Externalization (Conceptual knowledge), Combination (systematic knowledge) and Internalization (Operational knowledge).

The KM Cycle in parallel with these Modes actively transforms the knowledge forms from one level to another with its sub-processes such as; Knowledge Creation, Knowledge Capture, Knowledge Storing, Knowledge Sharing & Applying Knowledge. These sub processes help in converting Tacit Knowledge to Explicit Knowledge or individual Knowledge to team Knowledge. Application of Knowledge further continues to regenerate and revive knowledge as and when new knowledge enters its framework; thereby utilized in varied form by several business functions and processes. Company strategy, company culture, People, and the Technological support form four pillars of this EKM Model. These form the vital components for any EKM Implementation; which are responsible to initiate as well as foster the dynamic business knowledge.

From the above Model a prospective EKM Implementation Framework has also been recommended, which needs to be validated.

7.3.2 Proposed component Layered Framework of application of EKM

This suggestive component layered Framework of application of EKM System can be evaluated and applied at Organization level with little customization as applicable to the IT organization. It that has been adapted based on some of the proven basic frameworks of KM along-with the research findings derived from the current research study.
One of the important outcome after the Literature review was about an understanding that a sound theoretical framework for application of EKM is not available that can be used precisely by the companies in IT sector. This is an attempt for suggesting a component-based layered model so that EKM can be utilized with its full potential available. The proposed component layered framework of EKM in Companies in IT Sector consists of 2 important Layers namely; the KMS soft environment layer and the KMS Hard environment Layer.

The Soft environment contains components like the influencing factors on application of EKM, users and KM initiatives, Practices, events, KMLC etc, along-with the KMS and KM Audit process/Retrospective. Also the company, culture and individual as well form important entities comprising of the most influencing factors. Whereas, the hard environment layer constitutes: the knowledge transfer, dissemination, storage Medias and channels based on a layered architecture. The base communication architecture could be understood as Business Layer being the topmost followed by Application Layer and finally at the bottom the Physical and Data Layer has been depicted based on which the EKM Model implementation can be visualized.

In overall most of the IT companies falling in the large scale sector with more than 5 thousand crore INR turnover are providing services on the various Cloud computing technologies like SAAS, PAAS, etc. To promote EKM initiative in various departments of the enterprise, researcher suggests use of cloud computing technology, which would help to promote this initiative on a geographically distributed and wider mass across the globe.
This is a cost effective model, as investment required is: to substitute services on annual basis as a part of knowledge sharing activity. There could be a feasibility study implemented before further going ahead with the framework so as to take vital business decisions related with several concerns, like the cost of storage or the cost of infrastructure could be obtained from Cloud computing Service Providers. The ideal knowledge organization allows people to exchange knowledge across functional areas via technology and established processes. Knowledge is internalized and adopted within the culture of the organization.

**Cloud Computing support:** In overall most of the IT companies falling in the large scale sector with more then 5 thousand turonver are providing services on the various Cloud computing technologies like SAAS, PAAS, etc.
To promote EKM initiative in various department of the enterprise, researcher wants to suggest use of cloud computing technology, that will help to promote this initiative on a geographically distributed and wider masses across the globe. For this we do not need to invest only, we need to substitute services on annual basis as a part of knowledge sharing activity.

The existing infrastructure may be utilised to share the resources in EKM for HRD or innovative way of working from anywhere would be facilitated; wherein Processing and storage capability of the cloud service could be availed from such service providers. There would be digital repositories for all types of data (text, video, audio, images, graphics, etc) and one can access this cloud data from any internet-enabled device, iPhones or desktop computers.

As aptly described “Cloud computing would transform the information technology industry, but it will also profoundly change the way people work and companies operate” (Economist, 2008).

“Most Indian IT firms are yet to build their expertise in cloud, therefore will see significant investments in this space. Large companies are trying to reduce cost by using cloud. Indian IT Industry gets less then 5 % revenue from cloud services; this will go up till 20 % in near future” - (Pradeep Mukherji- Head of Outsourcing Advisory firm Avasant.- EconomicTimes december2012.)

This is a noteworthy outlook given by Mr. Pradeep on cloud services which as well indicates that the Cloud market is not matured and as well not much explored but has a great future at the same time. Considering Cloud service as another upcoming tool for implementation of EKM based systems would definitely have a point over other options available that would stay longer and stronger with the unescapable support of security systems too.

7.3.3 Suggestive EKM Life Cycle Model:

There could be a Standard Life Cycle Model that could face and defend all the challenges whether HR, Technical or environmental (internal and external environment) in nature and for developing and implementing a successful EKM System. HR personnel’s presence in the development would add value to the system and HR perspectives would be taken care quiet systematically. This HR personnel
would be a techno-manager in real sense working hand-in-hand with the Development Team.

The Suggestive EKM Life Cycle Model could be based on the combination of traditional Software Development Life Cycle Model with a Agile Software Development approach Flavour. All the Stakeholders associated with the Enterprise System would be a part of this Model. They are expected to work with the actual resources working on development of the EKM System that needs to be applied. Several KM practices such as brainstorming, Interview and Discussion, prototyping a model, feedback analysis would be a part of the Model not only for initial phases but throughout the application of the EKM System. Here the technical details such as required hardware and Software set up is not considered in the proposal assuming the feasibility study would take care of the Toolkit required as per the enterprise budget, requirement and availability of all the resources. The actual EKM Life Cycle Model could have following Iterative Phases:

1) Conduct Study of Impetus to Change - from various perspective in order to understand the reason for going for such a change as well as the directives for the improvisations.

2) Conduct a Feasibility Study – from multiple aspect such as behavioural, social, technical, operational as well as legal feasibility study.

3) Design a Framework for EKM Architecture and EKM System with all the requirement Analysis and confirmation

4) Verify, Validate and Test the Blueprint of the EKM System

5) Launching of the EKMS

6) Change Management and rewarding structure Loop would an important ongoing activity.

7) Post Implementation Review and Proposal for enhancement scheme

8) Retrospection of the EKM System Implemented at regular intervals

A structured Team would develop and maintain such a EKM System, moreovever there could be several non-core team members adding value to the system on a ongoing basis. The feedback loop would be an important component which would need a rapid fire team to work on the feedback and execute and manage the changes wherever applicable. As followed in a Agile based development instead of every day scrum there could be a Monthly review meeting of the core team members and a annual or bi-annual meeting of the other representative non-core Team members. This
would keep the system not only agile but updated with the latest technological, business or human resource changes that takes place.

### 7.4 Scope For Future Research

The area of EKM is not in its maturity but still in its young age wherein lot of good hopes can be considered for a more intensive specific in-depth research in varied areas. The study has lots of limitations with respect to time, area of scope as well as monetary aspect which sowed the seeds for the future scope for the research with a wider and in-depth focus. In that context there could be two broad sections proposed for identification of the future scope of research:

- Future Research Scope with respect to Enterprise Knowledge Management with Information Integrity Approach perspective.

- Other Areas of Future Research

#### A] Future Research Scope with respect to Enterprise Knowledge Management with a new Information Integrity Approach

Information Integrity (I*I) is dependability and trustworthiness of information and controlling it is the key factor determining the strategic business advantage. Its attributes are accuracy, consistency and reliability of Information System (IS) and information there from.

**Accuracy (A)** defines the degree of agreement between a particular value and an identified source. It can be assessed by identifying the standard source and by determining an acceptable tolerance.

**Consistency(C)** defines the degree to which multiple instances of a value satisfy a set of constraints. Any information is said to be consistent with respect to the set of constraints if it satisfies all the constraints of information model.

**Reliability(R)** is one of the complex attributes to define. Traditionally, it concerns with system development life cycle (SDLC) model and refers to the design of large systems, which are required to work well for a specified period of time. In the view of an Information System (IS) it can be defined as accuracy with which information
obtained represents data item in whatever respect the information process system processed it.

It is also related to Completeness, currency (prevalence) and auditability of information. The completeness requirement itself has two different aspects i.e. exactness and correctness of information. There are incompleteness issues due to ‘Noise’ and ‘Distortion’ factors. For the purpose of investigation, whether ‘inexactness’ is due to ‘Noise’ or ‘incorrectness’ is due to ‘Distortion’ factor, both results in information error and therefore loss of integrity. Specifically information is complete when all the component elements are present by counting the effects of both noise and distortion. Information is said to be correct when it is a record of how it was derived and that record allows one to trace information back to its source.

Analytically I*I can be given by the equation,

\[ I*I = A \times C \times R \]

Where, \( R = R_1 \times R_2 \)

\( R_1 \) accounts for the ‘Distortion’ and is based on correctness perception.

\( R_2 \) accounts for the ‘Noise’ and is based on exactness perception.

The correctness aspect of information is emphasized which demands going beyond the reliability requirements and to ensure accuracy and consistency as well, thereby achieving Information integrity.

With the data driven technologies keyed to flow data throughout an enterprise and on the network and with pressures of achieving business objectives of effectiveness and efficiency through requirements of mass customization, agility towards customer responsiveness, IT driven market differentiation and financial optimization for strategic business advantage business enterprise further demands need for utilizing data/information decisions much smartly and swiftly. [Mandke V.V., 2001] ¹

The EKM can be strengthened further by blending it with such innovative concept of Information Integrity. In-fact Information Integrity may prove to be a strong pillar on which any KMS would rest on and work effectively and efficiently.

¹. Acknowledgment: Dr. Vijay V. Mandke, Research Leader: Center For Information Integrity Research; New Delhi-India, shared the essential inputs towards the innovative approach of Information Integrity approach.
B] Other areas of future scope of research study

- In order to give a flavor of the Knowledge Audit Process, a possible Knowledge valuable insight can be planned with proper scope defined for the Knowledge Audit as an additional layer to the proposed EKM Model and the EKM Framework. Additional background research with respect to the costs factors involved in the EKM Implementation right from its initiation to the further maturity levels would be valuable aspect of future study.

- As far as the IT companies are concerned an Indian company or MNCs whether Indian or Foreign, its presence world-wide has opened-up a huge business competition in the international market. Furthermore, it as well directs the immense capability to tap the local and the global market, learn from these diversified markets experiences, exploit newer, better tools and techniques, experiment supportive methodologies, induce innovation and over-and-above foster the overall knowledge management life cycle in the enterprise. Governance of EKM can prove to become a major endowment for the successful application of EKM with proper strategic control and Quality check under the authority of the enterprises. A knowledge-based e-governance would make use of latest technological advancements blend them with the business processes to enhance and deliver upright knowledge to the business entities which are the part of the business environment. This would bring about improvement in all the operations bringing-in efficiency, effectiveness, worthiness, Value and Quality to the Information transitions. It would definitely add life to the systematized mechanism of Implementation and execution of EKM. Therefore there is a scope to establish a high-impact governance model to make sure KM solutions are designed, implemented, and maintained with high levels of success and adoption.

- A study to associate and check about Dr Pestonji’s 3H Model would facilitate and enrich the research study with respect to the context of EKM, HRD and the Influencing factors; is another interesting area to explore.

- It would also be interesting to investigate actually the viability of proposed model and Framework of EKM Implementation, which facilitates the individual and the organization along-with the help of the latest technological advancements that are taking place with such rapid pace. The Cost and Security aspect has been not considered in this study; which is another very
important space that can be explored, assessed and accordingly the current research may be enriched further.

- The type of the IT companies as a category may be redefined and a comparative study among purely Indian and purely Foreign companies with further sub-categorization based on various criteria like MNCs, IT and non-IT organizations, Small, Medium and Large scale enterprises, etc. can as well be worth consideration. Also a comparative analysis would be worth in other sector such as public and private or other Industry types as well, apart from IT for widened study.

- Knowledge workers’ base is significantly expanding in every organization hence it would be again worthy to study the varied strata of respondents to have a holistic outlook on the study aspect.

- EKM is constructive phenomenon contributing constantly into the enterprise business systems. And it would be worth studying from the perspective of other areas apart from HRD; like Marketing & Sales, Inventory Management, Administration, etc in an IT company; to get a holistic evaluation of the EKM application in the long-run ahead.

As better knowledge management practices get instituted within India, the quality and quantity of knowledge being generated and consumed will be enhanced, thereby allowing the accelerated production of economic value. This would certainly catapult the efforts of developing knowledge and proficiency in our workforce to International Standards. Knowledge-based organization can be advocated as a powerful one, with a raised degree of organizational excellence; where in the organization itself behave as an intelligent and self-controlling system. It may integrate and process the information in order to determine the probable action required; and with such an idealistic situation keep reaching newer heights as we move ahead through the 21st century. Knowledge base competence can be important enablers of success in today’s hyper competitive world.