

## THE ROLE OF KNOWLEDGE MANAGEMENT SYSTEMS IN TODAY'S ORGANIZATIONS

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### ABSTRACT

Today is the era of information and communication technology. Dynamic competitive environment, organizations are more than ever in light of the technological change and complexity is. Success, students need to be exchanged between individuals and potential as an investment is expected to grow. Only then will be able to learn the knowledge management organization that is leading to further develop knowledge. In the meantime, the use of information technology can support the organization's experience and knowledge to solve problems at any time and in any place, the karyotype. Studies of knowledge management, information technology, information systems play an important role in creating a knowledge management process. Terms and subject to the results of the use of information and knowledge in organizations can help us achieve our ultimate goals and The proper management of information and knowledge organization can be. This paper presents a perspective on the role of knowledge management in organizations is discussed. And Beyond expressing the intangible assets of the organization, it's a challenge to Fix And achieve its objectives.

**KEYWORDS:** Knowledge, knowledge cycle, knowledge management systems, information systems.

### INTRODUCTION

Today, knowledge, intellectual capital as a valuable asset to the organization. Today, there are organizations that legislation seeks to achieve some of the goals of their organization. In such cases based on knowledge management planning and training organization that has seen can communicate more effectively with their objectives to fulfill establish contacts environment. Knowledge management, including on all the ways in which organizations can manage their knowledge assets include the collection, storage, transfer, deployment, updating and creating knowledge. (Rahman seresht, 2000). Knowledge management is one of the tools to deal with current issues and organizations is an important issue, because the most important asset of the organization's intellectual capital (Rezaian, 2009). Today, organizations are struggling through knowledge management, knowledge accumulated in the minds of your employees extracting and sharing it within the organization. Knowledge stored in the system that will become a source of reusable able to provide competitive advantage for the organization. This is only possible with the proper management of information resources at our disposal so that we can reach our goal right time with the selected criteria. In this article, the question arises why the lead organization builds a knowledge management system? What is the role of knowledge management systems?

### Knowledge management principles:

Principles of knowledge management, including development, implementation and maintenance of technical and organizational infrastructure as a foundation of knowledge and selection of specific technologies. the information that is to find a means by circumstances. Knowledge management, knowledge puts them in the center. This approach is very attractive for organizations, because it is simple and easy. The simplicity and ease of doing good things but do not guarantee improved performance. So put information at the center of knowledge, may be trivial problem solving role of

immobilized (Cavaleri, 2005) because knowledge management, data conversion process and the value of intellectual capital is persistent. Students are divided into two types.

1. The explicit knowledge documented information that can facilitate action. This knowledge can be expressed in the official language in common. Explicit knowledge has the following features: packed, easy editing, it is expressed, is transferable.

2. Tacit knowledge, skills and training is embedded in the minds of people in an organization. This knowledge includes perceptions, attitudes, experiences and skills. Knowledge hidden features follow: personal and dependent on the environment, development, expression, and it is difficult to transfer many investigations show that only 20% and 80% by revealing hidden wisdom (Monjemzadeh, 2008) Principles of knowledge management perspective and Proosak Davenport (1998) are: (1) knowledge, originated in the minds of the people and the place. 2. The knowledge-sharing requires trust. 3. Technology enables new behaviors (behaviors purpose of knowledge, attitudes to the creation, development, distribution and enrichment of knowledge) 4. Knowledge sharing should be encouraged and rewarded. 5. Support the management and allocation of resources (knowledge management) is essential. 6. Knowledge, character creation is binding and can be used to encourage the spread of knowledge in unexpected ways. 7. Knowledge management program must begin with a pilot program. (Consultative Group on Future Development, 2006).

Three stages spread of knowledge management, including the following: First, the extraction of information technology including the Internet intellectual capital, intellectual capital, and the Internet (including intranet, extranet, etc.) is. The second step includes the step of human culture and human relations are called the organizational culture, organizational learning and knowledge management into their tacit knowledge. Third stage: the content and the ability to retrieve it. Organizing content and allocation descriptors (indexing terms), including the steps in this process are (Firoozi Noorjani, 2004). Knowledge is an understanding that through experience, reasoning, intuition and learning outcome. When people share their knowledge, knowledge increases each other with a combination of knowledge, new knowledge can be produced. Turning examples of actual knowledge or skills taught in a university professor, but fact of the matter is that all of those cases of knowledge. In short, any information that is processed to be useful in achieving the goals of our organization, knowledge is considered. On the other hand, some expert's knowledge into 4 categories: 1-know-what? 2. Know why? 3-know-how? 4-know-who? For example, on the subject, such as "earthquake" of what it means to know where and how powerful earthquake in what has been done (Firoozi Noorjani, 2004).

### **Definition of Knowledge Management:**

Knowledge management is a process that helps organizations to learn important skills that can be considered as an institutional memory and typically are not organized to identify and select, organize and publish. These management organizations in solving problems, learning, strategic planning and decision-making dynamic help. Therefore, knowledge management can be seen as a process of information transfer intellectual capital that can give information to people in their time of need. And to the improvement of decision-making, greater flexibility, reduce workload, increase productivity, create new business opportunities, reduce costs and improve employee motivation helps. Knowledge management, management scientific or systematic access to information and scientific knowledge. Scientific knowledge management implementation plan according to these three main components:

1. People who are the manufacturer or consumer of the reserve.
2. The process of managing the reserves.
3. Access to capital, scientific instruments and arrangements that easy.

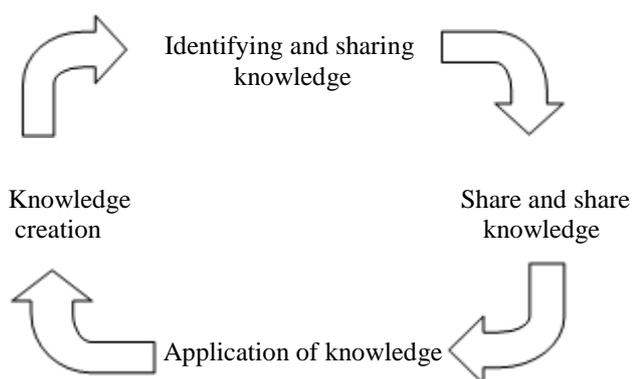
Data, information, knowledge, facts, unregulated and unwittingly serve to express the fact data, statistics, figures and facts are not raw processing. Set of data, which means it is the mind of the recipient. Druker information as data associated with each specific objective is defined as follows (aadli, 2004).Of a set of structured information for a given area of the circuit pattern. Knowledge of the information and data are root. Information Unlike the data are significant. Human action is converted to knowledge of their responsibilities.

In knowledge management, emphasizing the material and physical assets of the organization, human capital and knowledge to be changed. In other words, thinking, knowledge-oriented and people-centered alternative investment is pivotal. Other benefits of applying knowledge management Include increased organizational learning , Advanced management of intellectual capital Increase the efficiency of The effectiveness of actions and Continuous and continuous progress. (ZarePoor,2007)

### Effects of knowledge management:

Knowledge management helps organizations to share their experiences, knowledge and insights gained and its activities on the acquisition, storage and use of knowledge in order to focus on problem solving, dynamic learning, strategic planning and decision-making, the knowledge utilized. Knowledge management is not only the decline of intellectual property and the brain keeps it continually adds to the wealth. Cycle of knowledge: knowledge cycle, or in other words, the knowledge management process (Figure 1) consists of four main sections:

First have knowledge of the organization and resources (both explicit and tacit knowledge among individuals, databases, documents, etc.) is detected and then be taken to the appropriate storage. Then lead to valuable knowledge of the production and spread of knowledge, knowledge must be shared with the person who shared. After this process is to have the knowledge of the organization's objectives, because otherwise all efforts will be futile. (Norozian, 2004) Knowledge creation, including new information on the system and result sharing and knowledge sharing among individuals. Knowledge creation, including the acquisition, exploration and development of knowledge (Future Development Advisory Group, 2005). In looking at the current knowledge management knowledge appropriate to the right places at the right time as we are. (Sadat, 2011)



**Figure 1. Knowledge Management Process (Cycle of Knowledge) (Norozian, 2004)**

**The role of knowledge management:** knowledge management means that all processes and work organization, knowledge center and the incumbent. In addition, information management, knowledge management, facilitating the creation of new knowledge and ways of sharing and applying knowledge management also is responsible. In a dynamic environment in which the organization every day with new and unexpected issues faced. Cycle between data, information and knowledge is recursive, so organizations need to quickly convert data into information and information into knowledge. Organizations to carry out the mission and achieve its objectives are numerous resources and assets. Some of these valuable resources and strategic assets that is central to the organization's competitive advantage. Knowledge for all organizations, including the resources and assets, so that experts in management science, knowledge final alternative, consider monetary wealth.

The only source of knowledge is in effect, not only on its value has not diminished, but it also adds value. The knowledge of procedures, instructions, ideas, actions and decisions based organization and is incorporated and becomes more significant when converted into valuable products and services. (Quaddus, 2005) Peter Draker also believes that in today's world economy, knowledge resource in the production of other resources such as labor, capital and land, but the only significant source is the present age.

### THE SYSTEMATIC APPROACH TO KNOWLEDGE MANAGEMENT:

Implementation of knowledge management projects involving cultural acceptance of it (the program) by staff. In this regard, efforts must be made about the behavior of employees (after hard) to accept the use of knowledge management is performed. In principle, such projects require broad support and participation of senior managers to facilitate the implementation of the project. Therefore, many organizations have a new role as chief executive of its organization structure have created. Senior Director of trying to increase the level of knowledge assets and knowledge management to design and implement their strategies. Activities of a senior manager to do the following: 1. Set the strategic priorities for knowledge management 2. The creation of a knowledge repository of best practices 3. Organization

dedicated to senior management to support the learning environment and organization 4. Create a process for the management of intellectual capital 5. quickly gather information about customer satisfaction. 6. National and integrating knowledge management. (Turban, 2003). Nonaka And Takashi (1995) Four types of strategy creation and conversion of explicit and tacit knowledge in organizations have provided the following: 1. Socialization 2. Externalization 3. Composition of 4. internalization. As in Figure 2 can be seen, Gary and his colleagues in their studies of the four types of strategies based on the theory Nonaka and Takashi and details have been shown schematically. (Gary and *et al.*, 2005).

**1. Socialization strategies (hidden to hide):** The strategy of tacit knowledge to tacit knowledge is transferred and becomes again. The social strategy of people's experiences and their mental models to improve knowledge sharing with others. This process involves the achievement of mutual understanding through social interaction, face to face, sharing views, thinking, ecological interactions, support and more. For example, the partners developed relationships, job training, trial and error, imitation of others, brainstorming sessions, training and education, exchange ideas, talk a lot, including the promotion of knowledge and care on the knowledge and ... Closed.

**2- Externalization strategy (to reveal hidden):** This type of strategy, tacit knowledge into explicit knowledge through externalization process becomes. In other words, personal knowledge or implied, as metaphors, similes, assumptions and models can be converted into explicit knowledge. Dude, when the exchanges and collective attention to the design process uses the most out of action. The strategy of CMS to archive, update and retrieve the required knowledge will be revealed. Nonaka and Takashi outside as a key process for the conversion of calls. Because it is obvious that tacit knowledge is revised and designs emerge.

**3. Composition of the strategy (evident to reveal):** The strategy combines existing knowledge analysis, and interpretation will be shared and combined. The explicit knowledge to explicit knowledge becomes more complex, in other words, at this stage, with a system of beliefs (such as databases) are combined. People are paying to exchange knowledge through documents, meetings, telephone conversations and exchange of information through technology and tools such as computer networks combined. New knowledge can also restructure the current data storage device, adding, composition and classification of explicit knowledge is created. Combined, creating a kind of knowledge that is embodied in the concept of education. Examples of combination of strategy, knowledge and information systems, preparation of reports, reviews, analysis and summary of management.

**4. The integration strategy (evident to hide)** integration strategy is a way of revealing the detailed knowledge and tacit knowledge becomes internalized. This can be achieved through learning and knowledge documented intraoperatively, plays a vital role in this process. Internalization occurs when new knowledge workers, a project to study its archives, revive. The integration can be seen when the managers or experts with experience in speech or writing biographies of writers decided to have an entrepreneur or institution. Once inside, the new knowledge that can be used by employees in their existing knowledge base development and reorganization has been hidden. Invested on one or two strategies of knowledge management as a core strategy and the implementation of the strategy as a backup strategy is.

#### **Gains a knowledge management system for the organization:**

1. The implementation of a knowledge management system, the organization will be able to. Register your experiences of experts, the recording and reused. 2- In the process of knowledge management In addition to the experiences of Experts Working knowledge and Personnel management and Organization management Also as Valuable development resources and the growth of the Organization Consideration was taken. 3. The implementation of knowledge management in culture, structure and technology, high competitiveness in services and achieve remarkable position for an organization that rarely exists in Iran. 4- The organization can Other sources of knowledge Such as customers and Visitors, Material suppliers, Communities related to organization The knowledge gained. 5. The benefits of knowledge management system, providing correct and logical decisions based on the knowledge of the directors and staff in the various cases (Davenport, 1998). Therefore, managers of these institutions should be developed using current knowledge of information systems and organizations to enhance the level of knowledge.

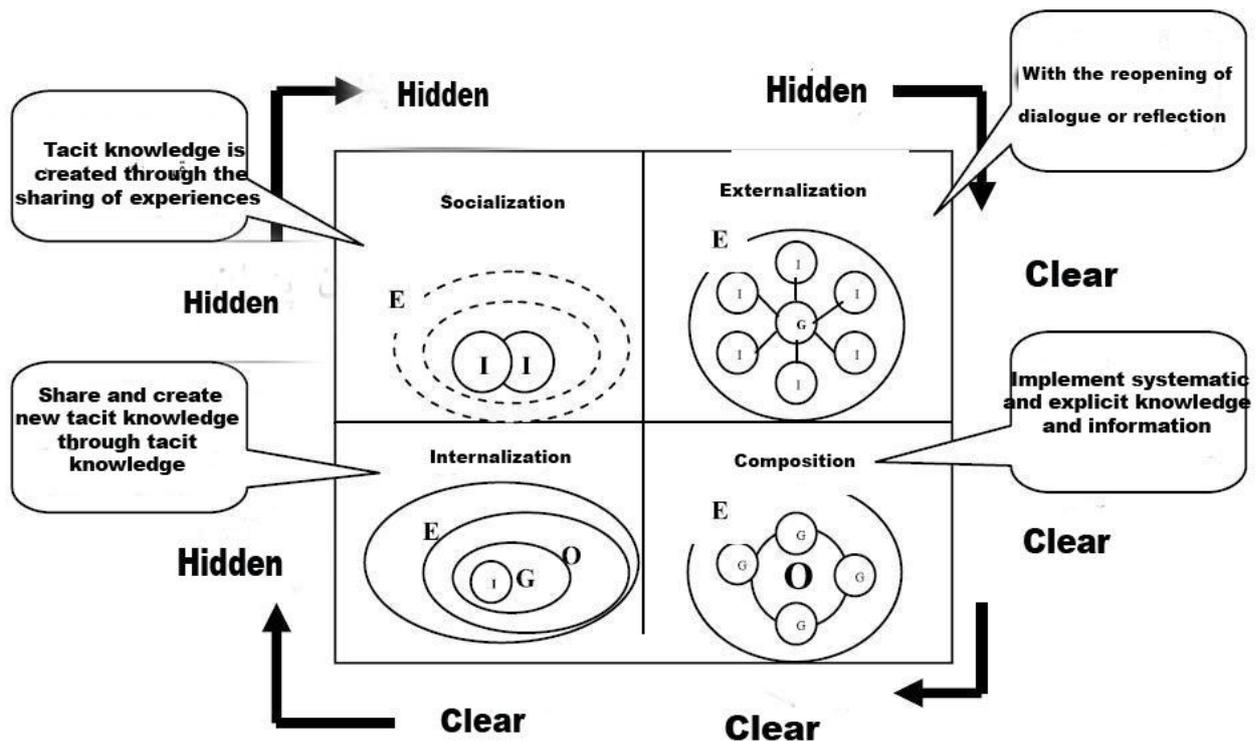


Figure 2. Knowledge Management Strategies Nonaka and Takashi

Knowledge management systems, coherent, systematic process that the right mix of information technology and human interaction applies to the information assets of the organization to identify, manage, and share it. These assets include databases, documents, policies and procedures are.

Organizations so that they can develop and strengthen knowledge management must take the necessary skills in five key activities.

The five skills are as follows: 1. the power to find a solution to a problem. 2. The ability to learn from the experience of others and applying new approaches to be successful. 3. The previous and current experiences into their work. 4. Compared with the successful accreditation of organizations. 5. The ability to quickly and effectively transfer knowledge at all levels of the organization. (Habibi, 2010).

**Stage implementation of knowledge management systems:**

Implement a knowledge management system, as well as other systems to fit specific cases in six stages:

Phase I - Feasibility Study Design: In this stage, the background and current status of the implementation plan will be discussed. Studies on key aspects such as human knowledge management (culture), organization structure and technological platform etc. are available. Thus, in each of the areas identified weaknesses and limitations are clear.

The second stage of the crude system at this stage, according to the results of a feasibility study, to be absolutely certain restrictions and limitations on design approaches for solving the system delivers the raw. In fact, at this stage of the implementation of the final decision of the system. Comments makers also are examined at this stage. Third stage - detailed design of the system after the adoption of the decision makers of the crude system, the detailed design of the system is done. Selection procedures will be finalized at this stage. Methods should be appropriate to the circumstances. These conditions are specified in the feasibility study stage and the crude solution is located.

Stage IV-Implementation: The implementation of the landmark projects, issues such as technology, training and management of personnel and organizational structure involves the coordination and integration between components is very important.

Step Six - Evaluation System: This stage is to create a feedback system to reform the system, typically six months after implementation can be considered. During the reform recommendations are offered (Zarepour, 2011).

### **Knowledge management objectives:**

The objectives of knowledge management experts in several categories, which are: 1. Create a repository of information and knowledge store. 2- Providing access to knowledge and Employing the method In order to promote access to knowledge and To facilitate transfer between individuals

3. To enhance the knowledge environment, so that the environment for the generation, transmission and Gary will lead to more effective knowledge. These include laws and values of the organization that is related to knowledge. 4. Knowledge Management and understand the value of knowledge as an asset for the company. Such technologies that have potential value. Such as customer databases (Saras and Argazakys, 2007).

### **Impact on knowledge management information systems:**

One of the main concerns of senior executives in organizations, it is through the effective use of knowledge assets to create, strengthen and develop their innovations. At the beginning of knowledge management technologies were looked after and it's just a thought technology. But gradually found that the actual use of the skills of the staff, nothing more than information management is required. People in front of electronic technology in the development and successful implementation of knowledge management are the human factor distinguishes knowledge from similar concepts such as information management. Virtual world, according to the structure and function of the extensive facilities that provides its users with a world-wide communication at the level of the development.

In a dynamic environment where organizations are now faced with new problems and unexpected. At best technologies can be used to transform data into information, the only people who interpret data and to convert knowledge. Cycle between data, information and knowledge is recursive. Therefore, organizations must quickly convert data into information and information into knowledge. (Future Development Consultants, 2005). Information Systems: Due to the magnitude and complexity of the system, management information systems that help the expert knowledge of information systems computer tools and technology to collect information and data processing systems are turned. It should be noted that information systems and information management are different. As information systems serve as management information systems, management information and then uses it. The information systems have not reached the point where they can think, plan, and how to react. Still some room for those who run the system is reset. Should be noted that only a small minority of these people are actually computer systems or information technology systems design. Many of these individuals are the ultimate user. Such as managers, administrative staff and others who work on their computers (Curtin *et al.*, 1998). More information about the company data stored in databases, which are often too great for managers, meaningless (and useless) are.

This chaos and mass volume data sharing requires an information system for the classification scheme is to use more of it. The use of computer-based information systems today are five settings, data processing, accounting, management information systems, decision support systems, knowledge-based systems that target virtual office management information systems to increase the provision of information and reduce speculation office resolving problems at different levels organization through information feedback systems, and information to evolve to reflect the new data into the system. (Mcleod, 1998)

Chit believes that knowledge management system should contain the key elements of corporate knowledge assets, including:

1. Information about the skills and knowledge to strengthen the ability of the organization.
  2. Information about the customer Organization
  3. information about the tools and methodologies for quality and effective service activities
  4. Information activity and construction groups in the organization. (Quaddus, 2005)
- Knowledge management system or systems of knowledge - circuit with databases, intelligent IT systems and communication systems in this area are common examples. The technologies used to make the efficiency and integrity of information systems within the organization and interpretation of data from different perspectives by providing a background of states.

## **Implementing Knowledge Management in Organizations:**

In various aspects of the implementation of knowledge management in the sector, technology and people will be briefly examined. Obviously, this does not include all the methods of knowledge management. To learn more about the examples of implementation of the companies mentioned. Knowledge-based organization, different from the generation before them. This type of structure has been designed to produce the desired knowledge, access, sharing, and using it to its maximum. In addition to the formation of such organizations, "knowledge culture" and limits the process of educating students, facilitating knowledge relationships, and enhancing knowledge is formed.

Strategic plans based on knowledge

Many agencies to set goals and achieve them benefit from strategic plans. Based on knowledge management strategic plans and prospects, causing the key clauses in the future success of the company's objectives, which are sometimes even harmful and lack of knowledge regarding the competitive market today, failure is irreparable.

## **Shaping of knowledge**

Group of knowledge in organizations, knowledge management are the most important executives. Teams of knowledge, is the creation, capture, storage, dissemination and application of knowledge to help. These groups have, in fact, the way that the organization, step by step, to develop knowledge management. Generally, teams of students are at different levels of the organization. At senior management level, managers maintain their positions, excellent knowledge of team member's form. The knowledge of the organization's strategy in collaboration with other teams plays at the next level. Also, a mixture of all teams is defined. Each of the team members on specific tasks and features to members. Knowledge management teams lower levels of organization, usually a combination of experts working for organizations with foreign consultants will be. All teams competing in concert to achieve the knowledge and follow. Design knowledge management regulations 5 are responsible for these groups.

## **Knowledge-based system of remuneration and wages**

Part of the wage compensation system can be based on knowledge production, sharing and exchange of development or it is formed. Knowledge-based organizations to develop procedures and checklists to measure the amounts for each employee, the motivation for implementing knowledge management tool use. Different models are used to do this depends on the type of organization. For example, the United Nations Development Program, each of personnel, based on the effort to participate in making their knowledge with colleagues, it is rewarding.

## **Assessment of knowledge organization systems:**

Organizations to assess their various systems. Evaluation of these is based on the balanced scorecard. Knowledge management in recent years has been equipped with different tools to measure. Development of human resource balance sheet, balance sheet method of measuring intellectual capital, knowledge of the value-added, knowledge-cause analysis of dynamical systems manager comparability to the intellectual capital and knowledge gained with other organizations and development agencies their assets and improve prognostic evaluation.

## **Knowledge Map System**

Which of personnel, where, how professional, and at what point and how much it is possible to cooperate in a particular case? Knowledge management infrastructure for the implementation of knowledge management processes for the organization provides.

There are various models of knowledge management systems as cotton (Quaddus and Xu, 2005) argues that knowledge management system should contain the key elements of corporate finance, including:

1. Information about the skills and knowledge to strengthen the ability of the
2. Information on the Customer
3. Information concerning the organization of tools and methodologies for quality and effective service activities
4. Information about the activities and groups in an organization.

## **CONCLUSION**

The use of knowledge management in organizations, reduce costs and improve quality, efficiency and effectiveness of the organization. Despite the geographic dispersion, organizations can use the new technologies and telecommunications through virtual teams to work together. Establish a system of thought, to distribute information about the processes and practices as well as proper and correct selection of information, development of appropriate

educational information in contexts such as universities, can be planned and implemented. In the next step, and sustainable organizations to successfully compete on the basis of knowledge, align business needs with what the organization knows. Knowledge and intellectual capabilities required to support their business strategy is optimal. Organizations need to assess your knowledge of strategic resources and capabilities and extensive knowledge of its strategy to focus on the gap between what the organization knows and what the organization needs to know to determine. Organizations can benefit alongside law enforcement agencies to ensure the implementation of laws that benefit the environment and social contacts also provide its customers .In fact, the benefits they think. As a result, organizations must have a strategy, through the processes of knowledge creation, sharing and application of knowledge to fill the gap in support of the organization's competitive strategy.

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