

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.,

Open J-Gate, India [link of the same is duly available at Infilbnet of University Grants Commission (U.G.C.)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 3770 Cities in 175 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	KNOWLEDGE MANAGEMENT: STRATEGY FOR SUSTAINABLE COMPETITIVE ADVANTAGE <i>DR. HARESH BAROT</i>	1
2.	NON GOVERNMENTAL ORGANISATIONS AS AGENTS OF DEVELOPMENT: THE CASE OF LAPO IN BENIN METROPOLIS OF EDO STATE, NIGERIA <i>ONUGU, CHARLES UCHENNA &amp; TAIWO ABDULAH I OLABISI</i>	4
3.	DETERMINANTS FOR COMMERCIAL BANKS IN FINANCING SME (WITH SPECIAL REFERENCE TO MEERUT DISTRICT, U.P., INDIA) <i>KALI RAM GOLA &amp; P. K. AGARWAL</i>	9
4.	INVESTIGATING THE IMPACT OF ECONOMIC VARIABLES ON INTERNATIONAL TOURIST ARRIVALS <i>CHENG-WEN LEE, WEN-CHUAN FU, KUO-SUNG HSIEH &amp; YI-CHANG LEE</i>	14
5.	A STUDY ON THE IMPACT OF PERSONAL EFFICACY ON JOB MOTIVATION AND JOB SATISFACTION AMONG WORKING WOMEN WITH SPECIAL REFERENCE TO THOSE WHO ARE STAYING AWAY FROM HOME <i>JAYASRI INDIRAN</i>	20
6.	EMERGING PROFILE OF WOMEN IN INFORMATION TECHNOLOGY SECTOR IN GOA <i>DR. SHARMILA BORKAR</i>	27
7.	INDIAN CAPITAL MARKET: AN OVERVIEW <i>DR. SHANKAR T. BATTASE &amp; SUNANDA SHANKAR</i>	34
8.	CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY: A REVIEW <i>KOMAL CHAUDHARY</i>	37
9.	AUDIT PLANNING: MATERIALITY CONCEPT <i>CHANDRA KANT PARMAR</i>	41
10.	EMPOWERING WOMEN THROUGH PROACTIVE NATIONAL INITIATIVES: A CATALYST FOR HUMAN DEVELOPMENT <i>MANBIR KAUR DHALIWAL</i>	44
11.	NATIONAL FOOD SECURITY ACT OF INDIA AND RELATED CONCERNS <i>SWAPNAMOEYEE PRIYABHASINI PALIT &amp; MAMITA DASH</i>	49
12.	ECONOMIC AND ECOLOGICAL ANALYSIS OF LEATHER SOLID WASTES IN VELLORE DISTRICT, TAMIL NADU <i>T. AASIF AHMED &amp; DR. B. MOHAMED RAFEEQ</i>	55
13.	A STUDY ON CUSTOMER SATISFACTION TOWARDS SAKTHI MASALA IN COIMBATORE CITY <i>S. THANGAMANI &amp; E. ARTHI</i>	57
14.	CUSTOMER SATISFACTION OF SMALL SCALE RETAIL OUTLETS IN COIMBATORE CITY <i>J. SAMUEL CAESER PICKENS &amp; P. STARMINI</i>	61
15.	MICRO FINANCE, SELF HELP GROUPS AND ECONOMIC EMPOWERMENT OF WOMEN IN ODISHA <i>DR. BANDANA PATHAK</i>	66
16.	FACTORS OF SPECIFIC JOB SATISFACTION AND GENERAL JOB SATISFACTION <i>TRUONG HONGNGOC &amp; MARIA KATHRINA DIAZ</i>	71
17.	THE CURRENT SCENARIO OF GOLDEN FIBRE: A SPECIAL STUDY ON JUTE IN THE CONTEXT OF INDIA <i>RUSHA SARKAR</i>	77
18.	WOMEN EMPOWERMENT AND ITS IMPACT ON AGRICULTURAL PRODUCTIVITY: THE CASE OF KERSA DISTRICT IN EASTERN HARARGHE ZONE, ETHIOPIA <i>TADELE MELAKU CHALLA</i>	85
19.	IMPACT OF FDI ON INDIAN ECONOMY: AN INTER- COMPARATIVE STUDY BETWEEN CHINA AND USA <i>IRAM KHAN</i>	89
20.	GEOGRAPHICAL ASSESSMENT OF FINANCIAL INCLUSION IN INDIA <i>PURUSHOTTAM KUMAR ARYA, HIMANSHU MISHRA &amp; AAKASH UPADHYAY</i>	93
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	99

**CHIEF PATRON**

**PROF. K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur  
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)  
Chancellor, K. R. Mangalam University, Gurgaon  
Chancellor, Lingaya's University, Faridabad  
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi  
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

**FOUNDER PATRON**

**LATE SH. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana  
Former Vice-President, Dadri Education Society, Charkhi Dadri  
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

**CO-ORDINATOR**

**DR. BHAVET**

Faculty, Shree Ram Institute of Business & Management, Urjani

**ADVISORS**

**DR. PRIYA RANJAN TRIVEDI**

Chancellor, The Global Open University, Nagaland

**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

**EDITOR**

**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

**CO-EDITOR**

**DR. SAMBHAV GARG**

Faculty, Shree Ram Institute of Business & Management, Urjani

**EDITORIAL ADVISORY BOARD**

**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**PROF. SIKANDER KUMAR**

Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

**PROF. SANJIV MITTAL**

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

**PROF. RAJENDER GUPTA**

Convener, Board of Studies in Economics, University of Jammu, Jammu

**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

**PROF. S. P. TIWARI**

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

**DR. ANIL CHANDHOK**

Professor, Faculty of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

**DR. ASHOK KUMAR CHAUHAN**

Reader, Department of Economics, Kurukshetra University, Kurukshetra

**DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P.J.L.N. Government College, Faridabad

**DR. VIVEK CHAWLA**

Associate Professor, Kurukshetra University, Kurukshetra

**DR. SHIVAKUMAR DEENE**

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

***ASSOCIATE EDITORS***

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

**PARVEEN KHURANA**

Associate Professor, Mukand Lal National College, Yamuna Nagar

**SHASHI KHURANA**

Associate Professor, S.M.S. Khalsa Lubana Girls College, Barara, Ambala

**SUNIL KUMAR KARWASRA**

Principal, Aakash College of Education, ChanderKalan, Tohana, Fatehabad

**DR. VIKAS CHOUDHARY**

Asst. Professor, N.I.T. (University), Kurukshetra

***TECHNICAL ADVISOR***

**AMITA**

Faculty, Government M. S., Mohali

***FINANCIAL ADVISORS***

**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

***LEGAL ADVISORS***

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

***SUPERINTENDENT***

**SURENDER KUMAR POONIA**

## CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in ***M.S. Word format*** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

## GUIDELINES FOR SUBMISSION OF MANUSCRIPT

### 1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**  
IJRCM

**Subject:** **SUBMISSION OF MANUSCRIPT IN THE AREA OF.**

**(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)**

**DEAR SIR/MADAM**

Please find my submission of manuscript entitled ' \_\_\_\_\_ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

#### **NAME OF CORRESPONDING AUTHOR:**

Designation:  
Affiliation with full address, contact numbers & Pin Code:  
Residential address with Pin Code:  
Mobile Number (s):  
Landline Number (s):  
E-mail Address:  
Alternate E-mail Address:

#### **NOTES:**

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:  
**New Manuscript for Review in the area of** (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
  - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parentheses.
  - The location of endnotes within the text should be indicated by superscript numbers.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:****BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITES**

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

**KNOWLEDGE MANAGEMENT: STRATEGY FOR SUSTAINABLE COMPETITIVE ADVANTAGE**

**DR. HARESH BAROT**  
**DEPUTY REGISTRAR**  
**SWARNIM GUJARAT SPORTS UNIVERSITY**  
**GANDHINAGAR**

**ABSTRACT**

*Today's emphases on Competitive Advantage, added value, and improved productivity, a firm's management needs to create, innovate, monitor, and protect its knowledge inventory. More specifically a Knowledge Management environment means a focus on generating new knowledge; transferring existing knowledge; embedding knowledge in products, services, and process developing an environment for facilitating knowledge growth; and accessing valuable knowledge from inside and outside the firm. When this happens, it is enhancing enterprise competitiveness. Some sources claim that 20 percent of an Organisation's knowledgeable personnel can operate 80 percent of the Organisation's day-to-day business. The business resources manage can play an important role in identifying the knowledge core of the Organisation, recommending ways to preserve this critical core, and building a robust, long range plan to ensure top-quality operations. Unless a company reviews its core knowledge and takes to manage it, it is subject to potential disaster resulting from resignations, turnovers, loss of its competitive edge and its like. This paper is an effort to highlighting an importance of top quality executives. In Most Corporations, the management of knowledge is still uncharted territory. Few executives understand how to make the most effective use of their company's knowledge. They may know about tangible assets like the physical plant or existing inventory but their returns are not properly evaluated with regarding their Expertise and Knowledge and More Executives turnover, resignations resulting thereof. Moreover this paper highlights other crucial problems of Knowledge Management.*

**KEYWORDS**

Knowledge Management, Advantage, Strategy.

**INTRODUCTION**

**K**nowledge management is the most recent subject in today's highly competitive era. Firms have always been leaning toward accumulating and applying knowledge to create economic value and competitive advantage and the need to do it has never been more. Knowledge Management has often been perceived as a technology only for preserving and enhancing the knowledge base of a company. 21<sup>st</sup> century is called Knowledge Era and the organizations that can manage as well use its knowledge competitively is able to survive and grow.

**KNOWLEDGE & INFORMATION**

Most of the time, Knowledge is confused with Information. Therefore, it is necessary to differentiate the knowledge and information. Only collection of data is not called information<sup>1</sup>. In order to generate Information, a link or interconnectivity between data is required. Hence, we can say that the relationship between pieces of data or between pieces of data and other information is known as Information. Generally information has a tendency to be relatively static in time and linear in nature. Due to this feature of static nature information is not able to answer the questions, which starts from 'Why' or 'How' i.e. the information does not indicate how the data is likely to change over time. These kinds ('Why' or 'How') of questions can be solved out with the help of knowledge only. Thus we can say that Knowledge is advance stage of Information and information is advance stage of Data. Information provides answers to all the questions starting from, who, where, when, what but it is unable to answer the question which asks why and how and to solve these problems Knowledge is required<sup>3</sup>

**KNOWLEDGE MANAGEMENT**

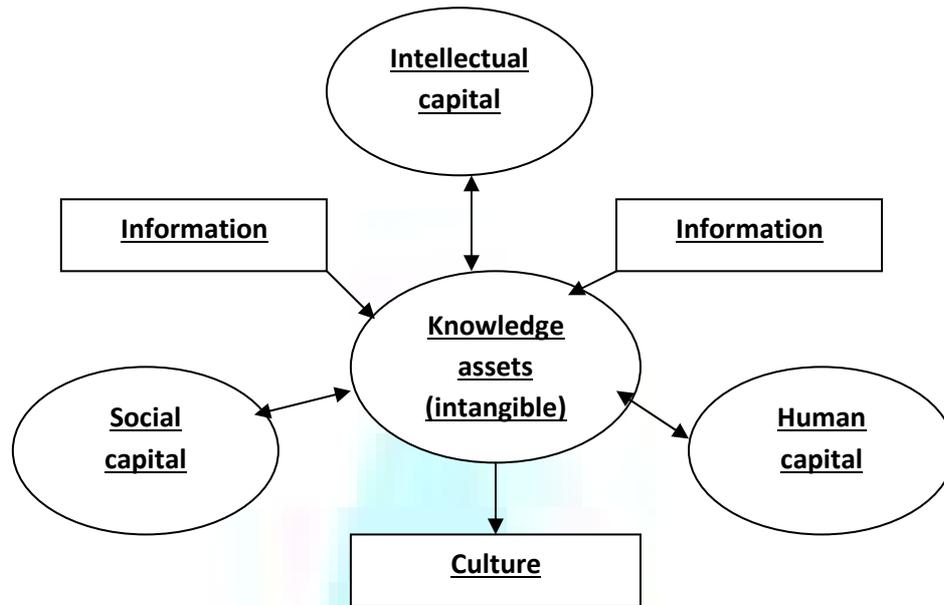
KM is a set of processes, tools and structures that aim to leverage collective abilities of the organisation's knowledge workers in a business situation. Doing it effectively means effective knowledge management.

Internal structure<sup>4</sup> consists of patents, concepts, models, computer and administrative systems. These are created by the employees and are thus generally "owned" by the organization, and adhere to it. Sometimes they can be acquired from elsewhere. Also the culture" or the "spirit" belongs to the internal structure. The internal structure and the people together constitute what we generally call the "organization".

External structure<sup>4</sup> consists of relationships with customers and suppliers, brand names, trademarks and reputation, or "image". Some of these can be considered legal property, but the bond is not as strong as in the case of internal assets because investments in them cannot be made with the same degree of confidence.

From the above explanation it is clear that the core competence of any organization lies in the hands of intangible assets as the tangible things can be copied but the intangible ones cannot be. If the organization is well equipped with all these assets and if it manages it competitively and effectively then it will be able to defeat almost all its competitors. In today's cutthroat competition an organization cannot sustain itself if it is not able to satisfy its manpower, information and other intangible assets. Knowledge management aims to manage the ways in which we create, discover, exploit, disseminate and retain the expertise, understanding and practical know-how that individuals and organizations possess.

<sup>1</sup> Gene Bellinger, 2004



Knowledge management process is applicability differ as per the corporate of different countries. After so many debates and survey done by different authors, knowledge management process is identification, Knowledge goals, Generation, Storage, Distribution, and Application.

Identification – find the need where and what they want. That mean in business process where actually firms want to create KM, which part they want to make more weight.

Knowledge goals – define knowledge goals as per firm necessity. Simply after consideration of firm requirement, knowledge goal establishment should be done.

Generation – keep in mind that KM is not a technology. It is an activity enabled by technology and produced by people. After completion of goal establishment knowledge generation is next step, which include knowledge creation, capturing tacit knowledge.

Storage – as a part of process after knowledge generation, it is stored codified in a manner amenable for transfer and effective use. Knowledge codification knowledge codification is organizing and representing knowledge before authorized personnel access it.

Distribution –Merely making knowledge available is not considered to be knowledge distribution. It is transmission and sharing. The goal is to promote and facilitate knowledge sharing, collaboration and networking.

Application – after completion most part of process, remain is application. Knowledge storage and distribution the knowledge utilization is most important. This step is resulting the whole process.

### KNOWLEDGE MANAGEMENT AND EMPLOYEE

Improving the productivity of knowledge workers is one of the most important challenges for companies that face the transition from the industrial economy to an economy based on information and knowledge. Knowledge management is a part of corporate culture, which supports the active exchange of information, knowledge and experience between employee and departments.<sup>2</sup> Successful companies of the 21<sup>st</sup> century will be those who do the best job of capturing, storing and leveraging what their employees know<sup>3</sup>.

### KM WITH HVK

From the below case study of HVK explanation it is clear that the core competence of any organization lies in the hands of intangible assets as the tangible things can be copied but the intangible ones cannot be. If the organization is well equipped with all these assets and if it manages it competitively and effectively then it will be able to defeat almost all its competitors. In today's cutthroat competition an organization cannot sustain it self if it is not able to satisfy its manpower, information and other intangible assets.

### CASE OF HVK

"When HVK went on a shopping spree and acquired 10 telecommunications companies over a three-year period, it faced a serious challenge: How could the \$3 billion manufacturer of telecommunications equipment ensure that its technical support agents knew enough about newly acquired technology to provide quick and accurate answers to customers on the phone? And how could HVK bring new agents up to speed on all the company's products?"

HVK's technical support agents—500 engineers scattered in 14 call centers around the globe—field approximately 10,000 questions every month about the company's products. Before the acquisitions, agents had relied on Tactics Online, an extranet where they and customers could search for frequently asked questions and text documents. As new agents and products joined the company's ranks, HVK wanted to supplement the website with a more comprehensive knowledge management system. As engineers from the newly acquired companies came on board, however, they were hesitant to share their knowledge about the products they had been supporting. "They felt that their knowledge was a security blanket that helped guarantee their jobs,"

### BUILDING ON A KM FOUNDATION

When HVK began evaluating knowledge management technologies in the spring of 1998, the concept of sharing knowledge among agents was nothing new. Agents were already accustomed to working in teams of three or four people, gathering in war room fashion to solve customers' technical issues. And a year earlier, HVK had started basing a percentage of agents' quarterly bonuses on the amount of knowledge they submitted to Tactics Online as well as their involvement with mentoring and training other agents. "Each agent was expected to teach two training classes and write 10 FAQs to earn their full bonus. When Company brought new companies online, the new agents received the same bonus plan. This approach allowed company to build a very open knowledge-sharing environment.

To augment Tactics Online, HVK chose software from Service Ware Technologies, in part because its technology would integrate easily with the company's Remedy CRM system, which agents use to log incoming calls from customers and track other customer interactions. Companies division spent six months implementing the new system and training agents. The system—dubbed Knowledgebase—is linked to the company's CRM system and is powered by the Oracle

<sup>2</sup> Kai Martines 2003 edition

<sup>3</sup> Nitin Noharia

database. The integrated view of HVK's customers and products provides agents with a comprehensive history of interactions. Technical support agents can, for example, put markers in the database and immediately pick up at the point where the customer last spoke with another agent.

## CHANGING ROLES

Knowledge base has changed the agents' roles. Level 1 agent, for example, now do more in-depth troubleshooting because they have more information available at their fingertips. In fact, they solve twice as many calls themselves (50 percent instead of 25 percent) in a shorter time (10 minutes versus 30 minutes). Since Level 1 agents can handle more calls, this group has doubled in size during the last few years.

The transition wasn't quite as painless, however, for the Level 2 and Level 3 agents. Indeed, their roles changed significantly. "Rather than simply submitting HTML pages to Tactics Online, they were now asked to analyze the problems in a very procedural way and create diagnostic trees. That's a more analytical way to think through a problem. Most of these guys had thought in terms of 'what is the fastest way to solve a problem' rather than 'what is the most efficient way to solve a problem."

With hundreds of people submitting solutions, HVK tended to get a lot of wheel reinvention. "There can be five or six ways to solve the same problem, but there's one way that's most efficient." To unearth and disseminate the most efficient solutions, agents were required to flowchart each of their solutions for the first three months following Knowledgebase's launch. It's amazing how many agents were unconscious of their own methodologies," "It was somewhat painful, but they eventually felt they benefited because they understood how they solve problems."

As a result, agents now create technical solutions for customers in the most efficient—and logical way possible instead of simply offering a "quick and dirty" solution. Think of the difference between simply being told what keys to strike on your PC and being taught how your software works and the logic behind executing a certain sequence of keystrokes. Once you actually understand how the product works, you can use the software more effectively and resolve more problems yourself.

Agents also had to change the way they present the solutions to customers. Engineers wanted to provide a lot of detailed information yet we needed a degree of simplicity for customers. Most of the time, the immediate focus is on what a great collaboration tool this is and how it overcomes geographical distance among agents. Then I have to remind agents that this is a tool that we want customers to use and that they'll have to organize, write and present the content with customers in mind."

## MAKING IT WORK

Manager spent a lot of time working with the Level 3 agents to make their solutions less complex and streamline the review process. "We had to go through two iterations of how to organize and present the content. Customers tend to think in terms of the product and then the problem. But engineers often think about the problem first and then the product."

**RESULT:** Customers often wouldn't fully understand the solution. At the same time, HVK had to work at easing Level 3 agents' concerns that making them responsible for reviewing solution content would suddenly turn them into technical writers.

HVK confronted cultural issues as well. Business needs are different in different parts of the world. What may be normal business practice for Americans may not be common elsewhere. In Europe, for example, the value of the KnowledgeBase system was not readily accepted. But once employees there saw that customers could use the system to solve some of their own problems, they got on board. Such an experience has been incorporated into how HVK approaches KM. "We sometimes have to introduce the idea of knowledge management over time, validate it, and then move forward.

To ensure that agents continue contributing new knowledge to Knowledge Base, HVK uses rewards. Besides bonuses, knowledge contributors receive recognition during meetings and in a newsletter. Rewards help feed this culture. Peer pressure also plays a role. Everyone wants to contribute because it's the right thing to do. You also have to make sure that the system works well and that employees use it long enough to see it work. It has to be embedded in training and fully integrated into daily operations so that it just becomes part of how you do business" (Source:- <http://www.cio.com>)

## CONCLUSION

The benefits of knowledge management (KM) cannot be debated, but the creation of a knowledge portal is only the beginning of a stream of challenges. Making it a part of the organizational culture is perhaps the toughest of all. For many individuals, hoarding knowledge is power, and it is not so easy for them to imbibe the true spirit of knowledge sharing. There are others who take pride in being individualistic, and are not willing to learn from the experiences of others. Effective knowledge management is about leveraging the collective ability of knowledge workers for business gain. For most organizations, a successful KM initiative apparently means reducing the time to market; cross-departmental effectiveness and workforce motivation are other key factors.

## REFERENCES

### BOOKS

1. competing through knowledge by Madhukar shukla Published by response books
2. Knowledge management by Ellis M. Awad, Hassan M. Ghaziri Published by Pearson Education.
3. Knowledge management by Ganesh natarajan , sandhya shekhar, Nitin nohria Published by tata Mcgraw hill
4. Knowledge management by kai mertins, Peter heising, jens vorbeck Published by Springer
5. Knowledge management by M.L. saikumar, S.Sreenivasa Murthy Published by institute of public enterprise.
6. The knowledge management toolkit by amrita tiwara Published by Pearson Education asia

### WEBSITES

7. <http://www.datamatics.com>
8. [www.cio.com](http://www.cio.com)
9. [www.expresscomputeronline.com](http://www.expresscomputeronline.com)
10. [www.google.com](http://www.google.com)
11. [www.indiaonline.com](http://www.indiaonline.com)
12. [www.lancoglobal.com](http://www.lancoglobal.com)
13. [www.roell.net](http://www.roell.net)
14. [www.tcs.com](http://www.tcs.com)

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce, Economics & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-  
**Co-ordinator**

## **DISCLAIMER**

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, nor its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal is exclusively of the author (s) concerned.

## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

