An impact of knowledge management in B-School libraries in India

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Abstract: *The aim of this paper is to present an impact of knowledge management (KM) in B-School libraries in India. It's a conceptual framework in the perspective of knowledge management in different management institute's libraries in India. If we adopt the concept from the management institutes it will contribute more benefits to increase the quality of knowledge sharing. Development of knowledge and information has a strong effect in all organizations. Library or learning centre plays a vital function in the expansion and the modification of knowledge. The growing need for knowledge management has inclined every module and action of a library. This paper focuses on the impact of implementation of KM of the B-School libraries in India and what are the challenges is being meeting during implementation of knowledge management practices.*
Keywords: *B-School, Information Management, knowledge management tools, Library, web 2.0,.*

I. Introduction

"Academic library services have now significantly developed and are applying some Knowledge Management (KM) principles in the provision of library services. KM is about the enhancing the use of organizational knowledge through sound practices of KM and organizational learning.KM practices encompasses the capture and /or acquisition of knowledge, its retention and organization, its dissemination and re-use, and responsiveness to the new knowledge."

By Judith Mavodza

The concept of knowledge management and learning engages creation, analysis,storage, disseminations and usage of knowledge for involved supervisory and continuous learning. Some of the management institutes have taken interest now - a- days in commencing Knowledge Management approaches. From learning point of view KM by its nature is relevant. Usually any Business Schools inspire and enable a better world through their scholarships and teaching about management and organizations, to build a vibrant and supportive community of scholars by evidently expanding openings to link and explore ideas. Some key values which has been guided the mission of B- School. They value high quality research, teaching and practice in the field of management and organization. they also promote and advocate ethical behavior in all of aspects of their work and provide a dynamic and supportive community for all members, accepting the full diversity of their backgrounds and experiences. The main areas of strategic intent s are as follows: internalization, professional impact, state of the profession, academy management etc. The concept of knowledge – based economy has stimulated incredible interest in these days. A library's ranking is not at all determined on the basis of it's in- house collections; it is extended to include online and flawless access to information resources. The exact amount of information at the right time is an important thing for all kind of libraries especially b-school's libraries.Initially (during last half of 20th century) the Knowledge Management was a trait of the corporate sector, this sector firstdistinguishes the importance of knowledge in the "global economy" of the "knowledge age". Knowledge management consists of the initiative and systems that protract and support the storage,dissemination, assessment,application, refinement and creation of relevant knowledge.

Knowledge Management is the domain of professional practices which enliven the potential of the institute's human resources and improve their aptitude to share what they know.

Knowledge Management = KM

$$KM = (I + P)^S$$

Legend:

I = Information

+ = Information Technology

P = People

s = shared use

II. History of Knowledge Management

Knowledge is a concept that is like old wine in a new bottle. But Knowledge Management is comparatively relatively new discipline. Knowledge was documented by western philosopher since long back (for millennia). Oriental philosophers also have documented tradition for the spiritual activities but in an unsystematic way. From the very beginning it was gathered in a tacit form. Gradually it was necessary to understand the role of KM in socio- economic perspective .2nd world war changed the world economy. Global competition switched to better quality and lower cost. Knowledge content became complex. Computer added more. In 1959, Peter Drucker invented the term 'knowledge worker' in his book Land Marks of Tomorrow. Knowledge Management became prominent because of vast volume of information is available in recent era. As a major discipline it is hardly old.KM's intellectual sources can be traced at the time of industrial revolution. Knowledge Management has its root in the need for institutions to connect the scientific, human and intellectual capital at their disposal. The 1980s also experienced the development of systems for managing knowledge that depended on work done in artificial intelligence and expert systems. Those made us aware some notions like 'knowledge acquisition', 'knowledge – engineering', 'knowledge – systems' and 'computer – based entomologies'. The term 'Knowledge Management' appeared the dictionary in recent years. A consortium of US companies started initiative of knowledge management in 1989 to managing knowledge properties. In 1990, many US, European and Japanese firms had organized in- house focused knowledge management programmes. By mid 1990s KM enterprises were flourishing because of internet.

III. Knowledge, Knowledge Life Cycle, Make the best use of KM process

3.1. Tacit Knowledge

Knowledge Management isan outline of proficiency management which illustrates tacit knowledge making it available for specific purposes to improve the performance of institutions. Undeclared, unrecorded knowledge is tacit knowledge which has been gathered from every normal human being's emotions, experiences, insights, intuition, observations, and internalized information, and it's acquired through association with another persontoo. Theconcept of tacit knowledge was introduced by the Hungarian philosopher-chemist Michael Polanyi (1891-1976) in his 1966 book 'The Tacit Dimension.' Also called Informal Knowledge.

3.1.1.Explicit Knowledge

Explicit means something clearly expressed or noticeable. Otherwise we can say it is formal and uncomplicated to communicate to others. Explicit knowledge is then knowledge of lucidity.

3.1.2. Tacit vs. Explicit Knowledge

Briefly we can say explicit knowledge is searchable information which can be easily found. Users can collaborate on the worth and use of the knowledge. Conversely, tacit knowledge is knowledge found in people's brain and is often difficult to share with another person by writing it down or articulating it. In the knowledge communities, we librarians have worked to implement, the goal is to help people better articulate their tacit knowledge.After all, it's easy to conduct a search in a knowledge community and find the institution's standard procedures or rules on a topic, but it's not as simple to comprehend exactly how someone worked through the process or overcame challenges that arose. Not every knowledge community shares the tones of working through a process, though they can provide the communication forum to explore it. That's why understanding and working to better articulate tacit knowledge is critical. Knowledge communities are only just starting to facilitate the exchange of tacit knowledge.

3.1.3. Cultural Knowledge

B.B.Chand explained the cultural knowledge as knowledge which includes hypothesis and beliefs .It is used to understand, depict and explain the reality as well as principles. It is also useful to shape the structure among organizational members, recognize the new information and evaluate alternative understandings and trials.

IV. Knowledge Life Cycle in Knowledge Management

Knowledge life cycle has six steps, they are:
- Knowledge is created within or outside the organization. This is encompassing of repetitive tacit and explicit circles until the knowledge is ready for dissemination to those outside the creating group.
- The useful knowledge can be stored somewhere in a reasonable format, tacit or explicitly so that it is available for others to find and use.
- Those who need the precise knowledge, they must find out the knowledge by searching in the exact places and /or asking the right people.

- After discovering the knowledge resource, then the user can acquire the precise knowledge. In this way a person can enhance personal knowledge from other human being or from explicit knowledge.
- When knowledge is acquired the knowledge can be used for some productive purpose.
- Knowledge is like a library, so unless it continuously renewed with the newest lessons learned from the application of the distributed knowledge it will be outdated. It must be kept current.
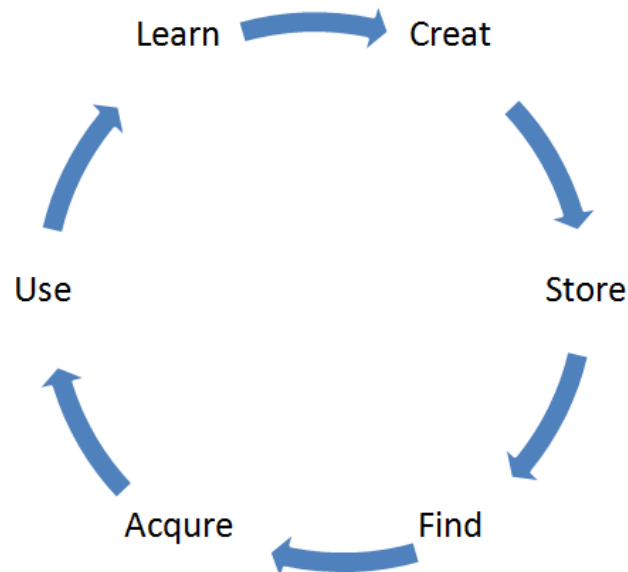
1. life cycle of knowledge

V. Make the best use of KM process

According to Nonaka (1998), "Understanding knowledge creation as a process of making tacit knowledge explicit--a matter of metaphors, analogies, and models--has direct implications for how a company designs its organization and defines managerial roles and responsibilities within it" (p. 36). The aim of KM is to make knowledge life cycle more successful and well-organized. KM is all about creation, capture, share and leveraged. Knowledge Management closes the loop, which incessantly converts tacit knowledge, based on experience into explicit knowledge for extensive communication and back into tacit again through assumption, experience and learning.

VI. Difference between Information Management & Knowledge Management

Information management treats information as an object and it's easier to identify information. Information management is the harnessing of the information resources and information potential of the organization in order to add and create worth both for itself and for its patrons. On the other hand, we can see Knowledge Management treats knowledge as an item but it is difficult to identify since it is not limited. Knowledge Management is a frame for mapping an institution's goal, frameworks and processes so that the organization can employ what it knows to learn and to create value for its clients and society. One the light of the above we can come to a conclusion that Information Management gives a base for Knowledge Management but both are focused in different directions. Information Management is concerned with handing out and adding value of information and the indispensable issues here includes access, control, coordination, timelines, accuracy and usability. Knowledge Management concerned with using the knowledge to act, and the basic issues here to include codification, diffusion, practice, learning, innovation, and community building.

VII. B-School Librarians and infrastructure of present scenario of B-school libraries

Now a day's librarians are serving in changing roles such as increasing networked information environment. B- Schools are included also. The electronic community Librarians must work together more with employees from the other departments of the organization. At present networked information equipped library's action must be a part of wider institutional framework devoted to added new educational advances. The communication between institution's library and its computing service must be very strong. Librarians should be techsavvy.The motto of the librarian's that make aware all the members of the institution about the content of the information resources are available to them and how they can get access of the information with the help of library personnel within the physical wall of the library or in another place, because now users are accessing bibliographic text, full text databases and vast resources of internet from outside of library too. Librarian can

build a technology based information service to distribute their knowledge what users required. Reading materials should be converted in all forms so user can choose what forms he or she is comfortable. Librarian can select materials according his/ her user need. Now – a- days most of the information is being stored digitally and disseminated electronically. All kinds of library holdings are available in CD- ROM and in internet or intranet too. The librarian should have knowledge of electronic sources according to the requirement of the users. At the time of selecting of electronic documents of the library librarian should refer to the users of the library, both actual and possible and their needs for reading materials, expressed or anticipated. Mostly these kinds of libraries are using windows OS. Some are using commercial software and rest are migrated to open source library automation software like KOHA. D-space, Green stone etc. are in use for developing the digital repository of such institutions. In the light of any B-School's "VMOSA" librarian's role can be comprehensive as semi- conductor to produce the high value research teaching and efficient management trainees.

VIII.   Tools of Knowledge Management in B-School Library

The major tools of managing and maintaining Knowledge and information in Management Institute libraries such as internet and intranet , data warehousing , data mining , help desk technologies, mapping tools like notebook software (the 2 most popular products from Microsoft's OneNote and EverNote), electronic document management, machine learning, workflow management systems, groupware, information retrieval tools, metadata, portals, agent technologies, computer based Ontology, web conferencing, project management.

8.1. Web 2.0

Web 2.0 is also (perhaps most) often described as a group of people-driven tools that allow collaboration. These include blogs, tags, mash-ups and, wikis and lastly human capital. The development of IT for organizations has produced many successful ERP-type systems that manage well-defined processes. But systems to manage ill-defined, knowledge intensive processes have met with less success. KM practitioners use a wide range of IT tools to share, create, codify, and share knowledge. The trend in the development of IT for organisations is toward more communication and collaboration tools.

IX. Requirement of Knowledge Management Tools

Knowledge Management tools are required for understanding of what an organization knows where it's knowledge is in the mind of a specific professional, a specific department, in old files, with a specific team. On the other hand, how to best transfer this knowledge to relevant resource. To be able to take advantage of it or to ensure that it is not lost and to fulfil the need to methodically assess the organization's actual savoir-faire vs actual organization's needs by promoting specific inhouse knowledge creations. The tools for KM are focused on assimilation, comprehension, and learning of the information by individuals who will then transform data and information into knowledge. Knowledge is strictly linked and connected to the individual (or group) who creates it, which may cast doubts on the availability of information systems tools to effectively support KM. Thus, the visible part of knowledge, what the literature calls explicit as opposed to the tacit dimension of knowledge, is only information regardless of the amount of the other individual knowledge embedded into it. Therefore, there is requirement of KM tools, which can collect, catalogue, organize, and share knowledge or transfer information (the explicit knowledge) embedded in various forms and types of documents and media.

X.   Reasons of using Knowledge Management Tools

10.1.1. Facilitate information contextualization:

To facilitate information contextualization, metadata on its characteristics and integration within a specific environment must be attached to it before storing. This facilitates better retrieval and management for the knowledge seeker. (ii) Intelligently transfer information: Information transfer must occur by considering the user, the content, and the time of transfer. A tool that can optimise these three aspects can truly provide information according to the needs of the users, respecting one of the key functional foundations of KM.

10.1.2. Facilitate social interactions and networking:

Direct communication and verbal knowledge transfer through social interactions among individuals is the most natural aspect of knowledge sharing. A KM tool supports this social aspect and facilitates searching.

10.1.3. Present a customized human-computer interface:

The tools also support interface customization and ease of use. The human-computer interface, ease of use and usability will drive intention to use and reuse the tools.

10.1.4. Tools available for Knowledge Management

Several tools are available to support the functionalities and processes of KM, which are listed below:

10.2.1. Tools to access knowledge:

These tools provide access to explicit knowledge that can be shared and transferred through the enterprise information systems. For example, Convera is a tool used for retrieval ware. It works on powerful indexing systems to classify expertise based on both content and collaboration dynamics and networks within the enterprise.

10.2.2. Tools for semantic mapping:

These tools are meant to quickly support presentation of information, analysis, and decision making. Ontology tools are also part of this category as they enable users to organize information and knowledge by groups and schemata that represent the organizational knowledge base. For example, Anacubis is a ground-breaking visual research and analysis software for corporate researchers, analysts, and intelligence professionals. It supports the visual discovery and analysis of intelligence in both online and enterprise information. Information is represented in the Anacubis Desktop by icons and links. Users can also import, create, analyse, and distribute visual representations of their research and analysis.

10.2.3. Tools for knowledge extraction:

These tools support structured queries and replies. They help mining text by interpreting relationships among different elements and documents. For example, ClearForest Text Analysis Suite is an advanced text driven business intelligence solution which apply intelligent mark-up to key entities such as person, organization, location, as well asdetailed facts or events embedded within free-form text such as news articles, web surveys, and HTML documents.

10.2.4. Tools for expertise localisation:

These tools enable quick location of the knowledge holders in the enterprise and facilitate collaboration and knowledge exchange. For example, ActiveNet maintains a continuous, real-time view of organisational activities. ActiveNet continuously discovers each person□s work activity and business relationships by processing communications from such sources as documents, discussion databases, e-mail, instant messaging and digital workspaces.

10.2.5. Tools for collaboration work:

These tools enable teams to globally share dedicated spaces for managing the project lifecycle; editing and publishing materials;

XI. Prospects and warnings

When Knowledge Management comes in the context of libraries it can augment their involvement in the bigger institutions to make these more relevant and increase the perseverance of organizations. Now library especially academic libraries became knowledge sharing organizations which a library should be. At present there has been an extensive development of knowledgerepositories, databases, internet and different portals mainly make the explicit knowledge more visible and easy to share it. Human capital can be treated as a knowledge capital and we can try to capture the internal explicit knowledge due to exploitation the human resources. Business goals have been ignored in the LIS field this is the major barrier to LIS commitment. Library professionals are treated as service providers; it is still considered that library professionals have very little contribution to achieve the core activities of the institution. Usually most of the Library professionals want to use the techniques of KM to accomplish the organizational goal to provide the best service to its users, but we have observed theobstruction like there is no synchronization between senior and subordinates in the Indian B-School libraries. According to many connoisseurs, who are in-charge of KM initiatives in such institutions, creating a ethos of knowledge sharing is a major challenge that most of the B-Schools face in instigating KM . majority of the resource have an typical idea that knowledge they incline to store, later making them share it within the organization become a very hard job. The actual way to transfer knowledge for people is to find others who have it and discuss with them. This is becoming very tedious job when organizations grow in large volume or the knowledge content of task increase in higher graph .

XII.   Literature Review

There are hundreds and thousands of studies and researches conducted on KM in academic libraries (Sharma Ajay Kumar, 2010/Knowledge management and new generation of libraries information services: A concepts) but very few focuses on B-School Libraries. Premium research work has done in Knowledge Management Systems in B-Schools (Trehan Dr.Alpana &Kushwaha Pooja S. (2012)/The Implementation of Knowledge Management System in B-Schools).At present the scenario is that B-Schools are not only educational organization it's counted also as a business organization. B- Schools are facing same types of

competitions. So B-Schools have to implement proper Knowledge Management Practices in the B- School library also as library is the Part – n – parcel of the organization. Otherwise B-Schools cannot sustain in the competitive world.

XIII.   Methodology

The web based questionnaire was distributed for this study to accomplish the defined objectives. The open and close ended questions were distributed through Google Docs. This survey questionnaire was e-mailed to 100 library professionals those who are attached in the different B-Schools in different parts of India . Though not all provided the details of library professionals have been gathered from institution's web site. The link of the questionnaire was sent through e-mail and requested them to voluntarily participate in this survey and return the survey at the earliest.

1.TABLE
**Library Collection (Printed & Non Printed)**

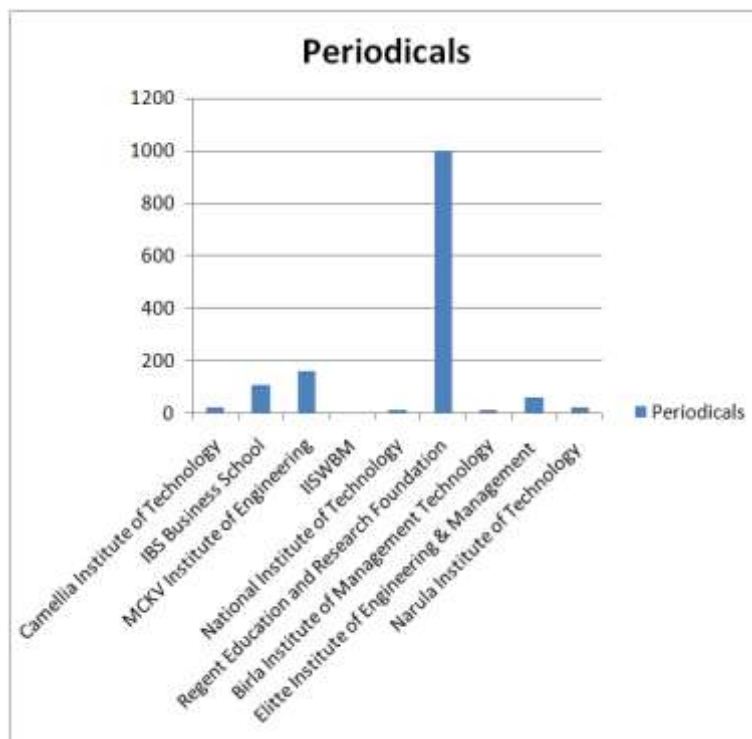| Name of the Institute	Total Volumes
Camellia Institute of Technology	25065
IBS Business School	20978
MCKV Institute of Engineering	34068
IISWBM	410
National Institute of Technology	103500
Regent Education and Research Foundation	17588
Birla Institute of Management Technology	55125
Elitte Institute of Engineering & Management	18246
Narula Institute of Technology	60000
Camellia School of Engineering & Technology	19365
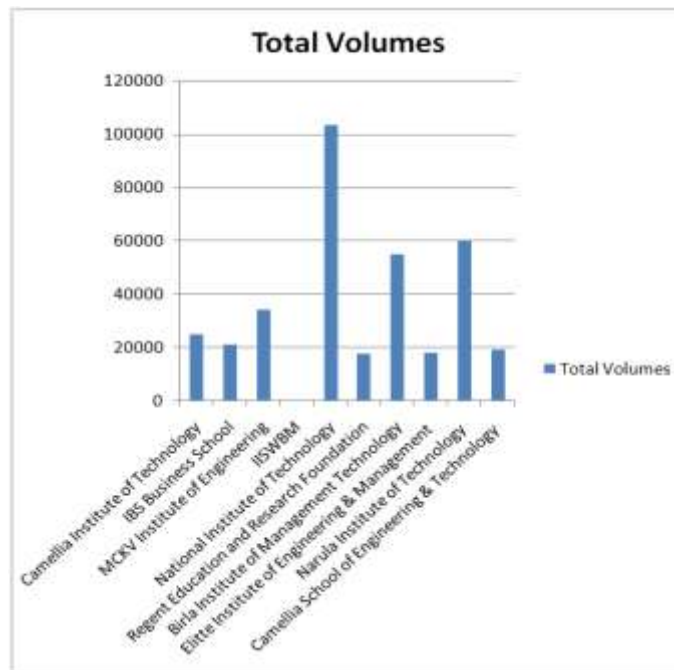
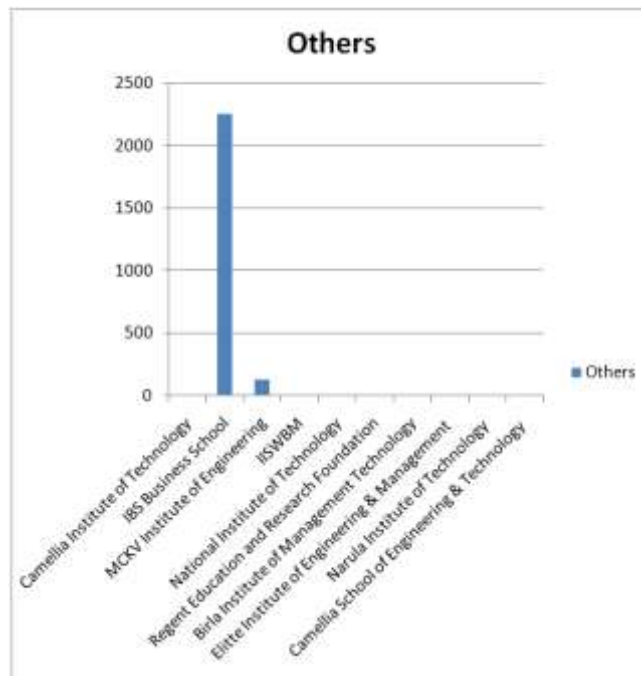| Name of the Institute	Total Audio CDs
Camellia Institute of Technology	44
IBS Business School	0
MCKV Institute of Engineering	31
IISWBM	0
National Institute of Technology	0
Regent Education and Research Foundation	7
Birla Institute of Management Technology	200
Elitte Institute of Engineering & Management	170
Narula Institute of Technology	1600
Camellia School of Engineering & Technology	500
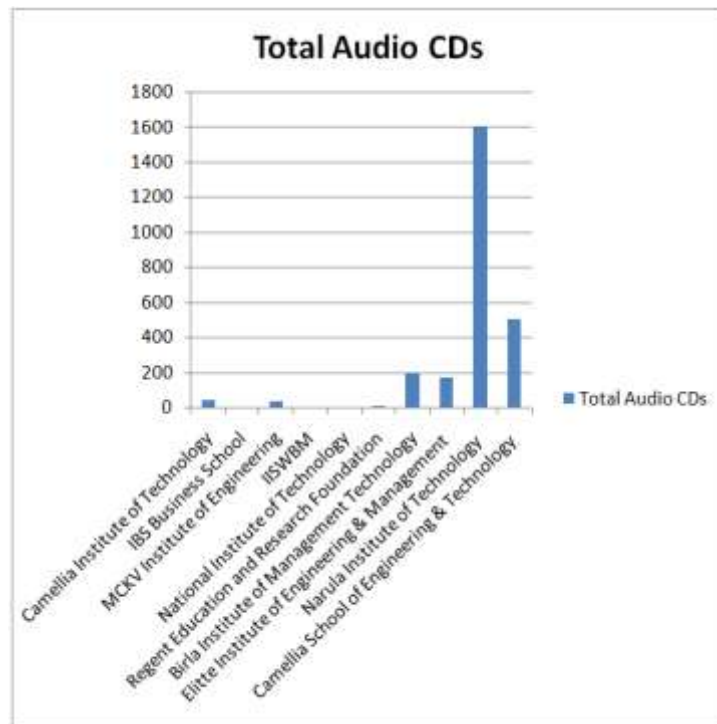
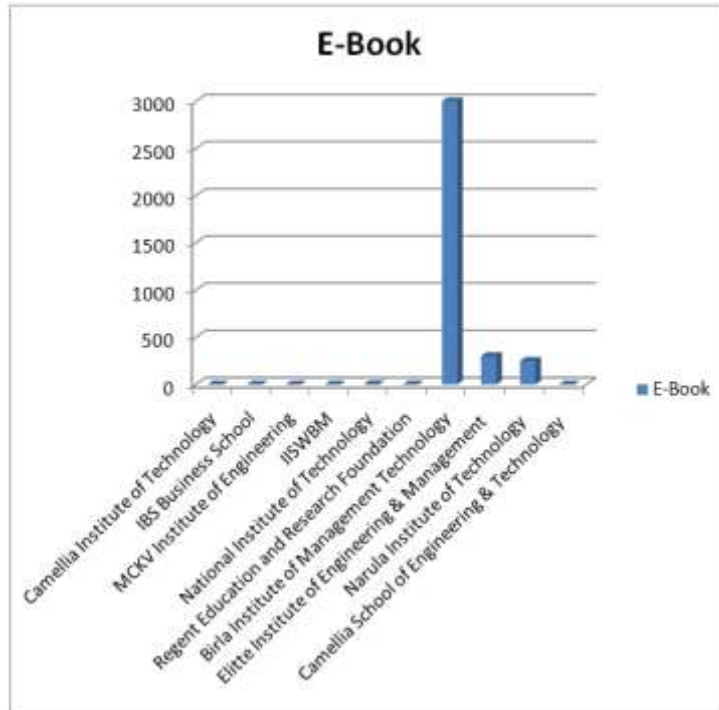| Name of the Institute	Total Video CDs
Camellia Institute of Technology	2245
IBS Business School	1547
MCKV Institute of Engineering	3342
IISWBM	30
National Institute of Technology	0
Regent Education and Research Foundation	1276
Birla Institute of Management Technology	800
Elitte Institute of Engineering & Management	0
Narula Institute of Technology	0
Camellia School of Engineering & Technology	650

Total Video CDs
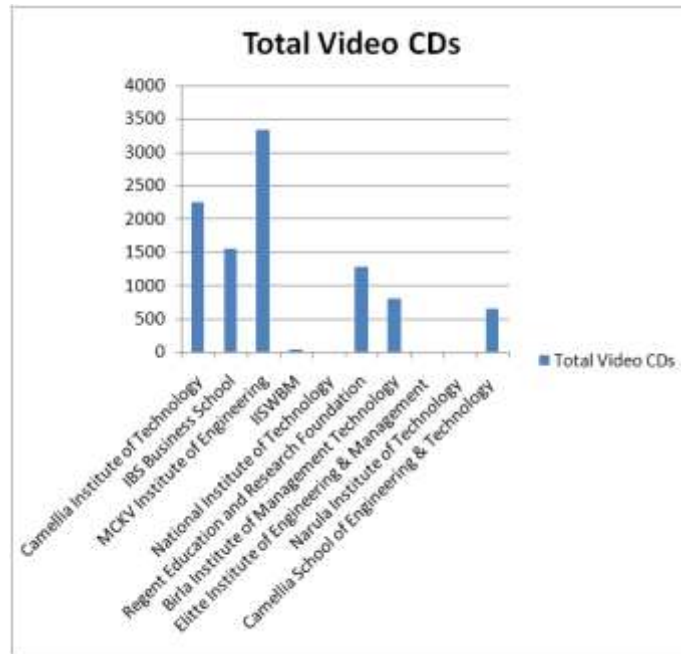
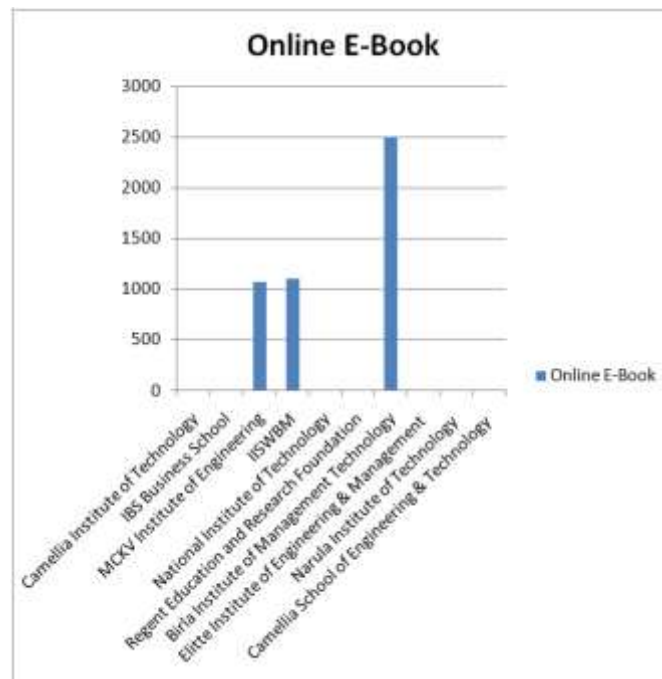| Name of the Institute	Periodicals
Camellia Institute of Technology	39(1 Online)
IBS Business School	23
MCKV Institute of Engineering	111
IISWBM	160
National Institute of Technology	0
Regent Education and Research Foundation	15
Birla Institute of Management Technology	1002
Elitte Institute of Engineering & Management	14
Narula Institute of Technology	64
Camellia School of Engineering & Technology	25

Periodicals

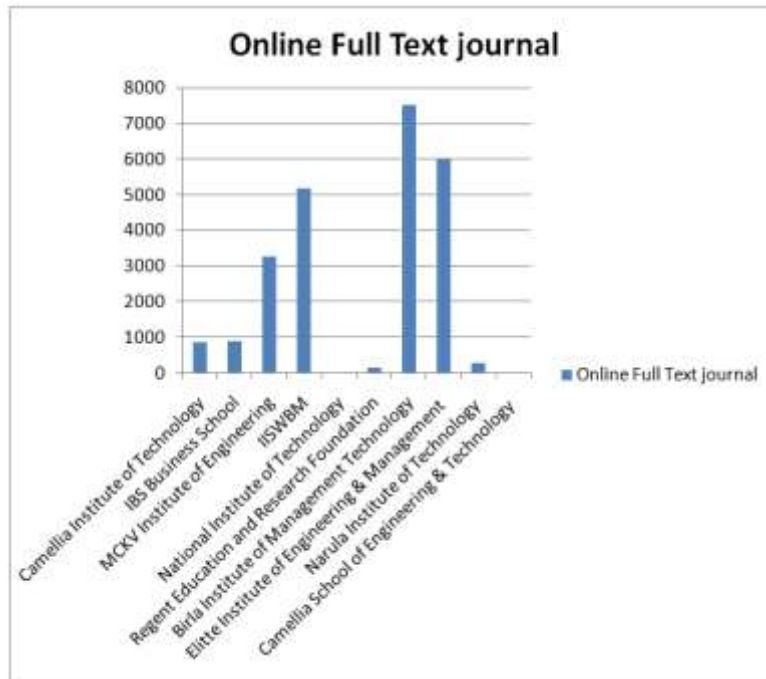| Name of the Institute	Others
Camellia Institute of Technology	0
IBS Business School	2256
MCKV Institute of Engineering	130
IISWBM	0
National Institute of Technology	0
Regent Education and Research Foundation	0
Birla Institute of Management Technology	0
Elitte Institute of Engineering & Management	0
Narula Institute of Technology	0
Camellia School of Engineering & Technology	0

E-Resources

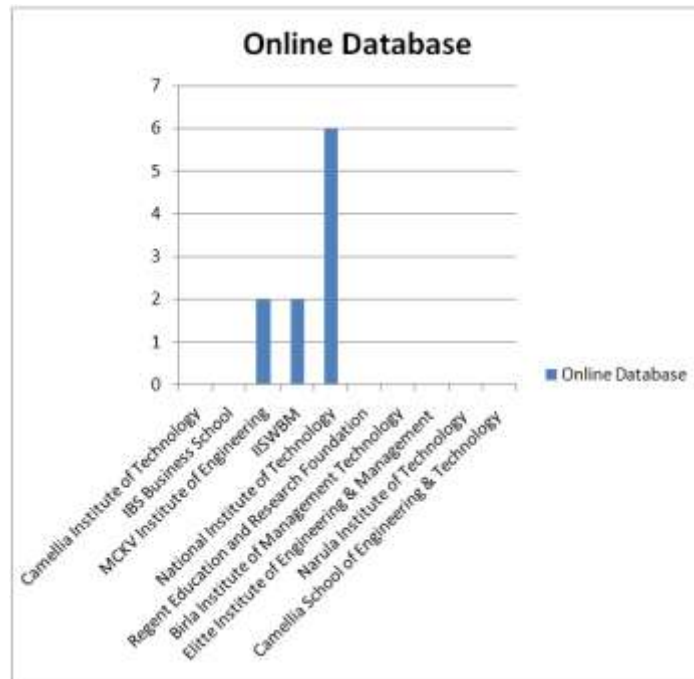| Name of the Institute	E-Book
Camellia Institute of Technology	0
IBS Business School	0
MCKV Institute of Engineering	0
IISWBM	0
National Institute of Technology	1
Regent Education and Research Foundation	0
Birla Institute of Management Technology	3000
Elitte Institute of Engineering & Management	300
Narula Institute of Technology	250
Camellia School of Engineering & Technology	0

Name of the Institute	Online E-Book
Camellia Institute of Technology	0
IBS Business School	0
MCKV Institute of Engineering	1070
IISWBM	1100
National Institute of Technology	2
Regent Education and Research Foundation	0
Birla Institute of Management Technology	2500
Elitte Institute of Engineering & Management	0
Narula Institute of Technology	0
Camellia School of Engineering & Technology	0

Name of the Institute	Online Full Text journal
Camellia Institute of Technology	860
IBS Business School	877
MCKV Institute of Engineering	3275
IISWBM	5200
National Institute of Technology	6
Regent Education and Research Foundation	125
Birla Institute of Management Technology	7500
Elitte Institute of Engineering & Management	6000
Narula Institute of Technology	267
Camellia School of Engineering & Technology	12

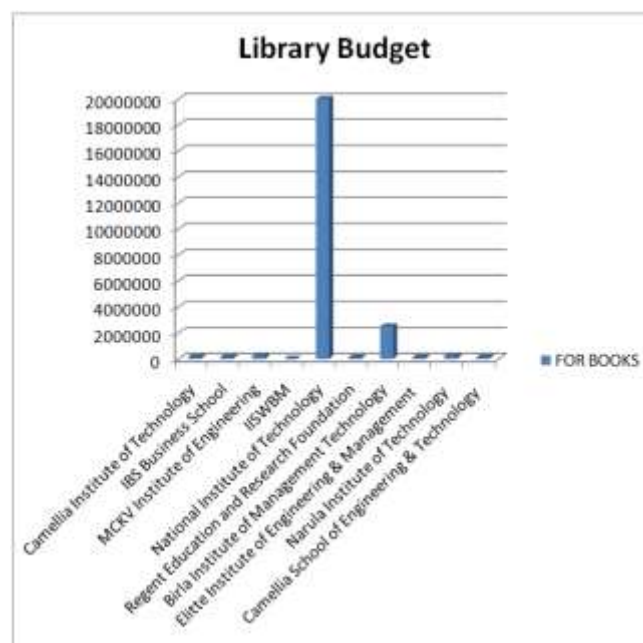| Name of the Institute	Online Database
Camellia Institute of Technology	0
IBS Business School	0
MCKV Institute of Engineering	2
IISWBM	2
National Institute of Technology	6
Regent Education and Research Foundation	0
Birla Institute of Management Technology	0
Elitte Institute of Engineering & Management	0
Narula Institute of Technology	0
Camellia School of Engineering & Technology	0

Library Budget

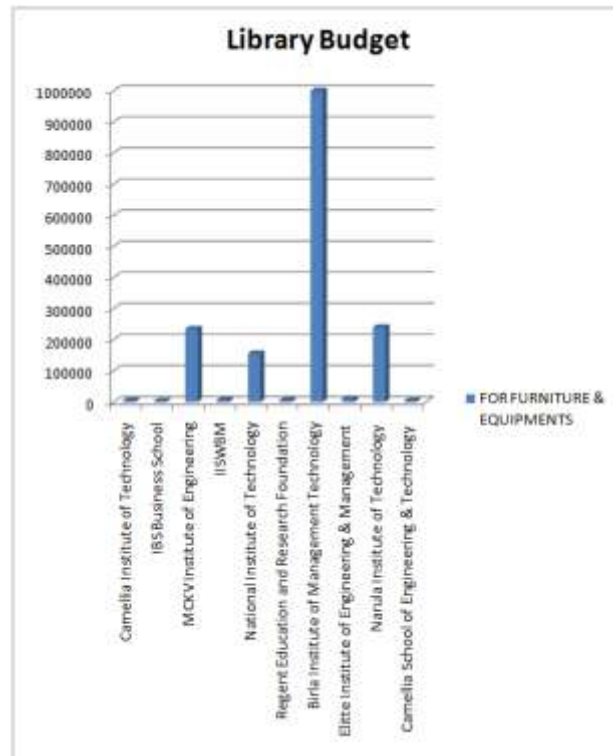| Name of the Institute	FOR BOOKS
Camellia Institute of Technology	160000
IBS Business School	145000
MCKV Institute of Engineering	252968
IISWBM	11000
National Institute of Technology	20000000
Regent Education and Research Foundation	112000
Birla Institute of Management Technology	2500000
Elitte Institute of Engineering & Management	125000
Narula Institute of Technology	250000
Camellia School of Engineering & Technology	130000

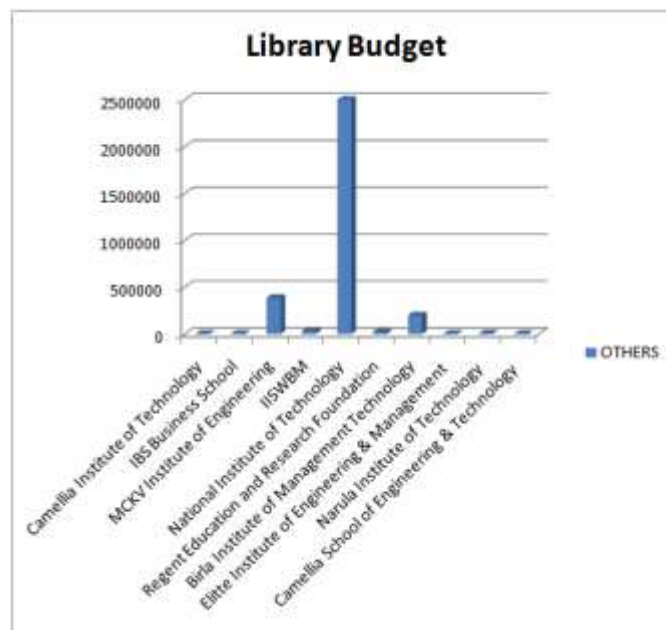| Name of the Institute	FOR PERIODICALS
Camellia Institute of Technology	6000
IBS Business School	4800
MCKV Institute of Engineering	14905
IISWBM	4752
National Institute of Technology	52000
Regent Education and Research Foundation	4800
Birla Institute of Management Technology	3500000
Elitte Institute of Engineering & Management	15000
Narula Institute of Technology	25000
Camellia School of Engineering & Technology	12000
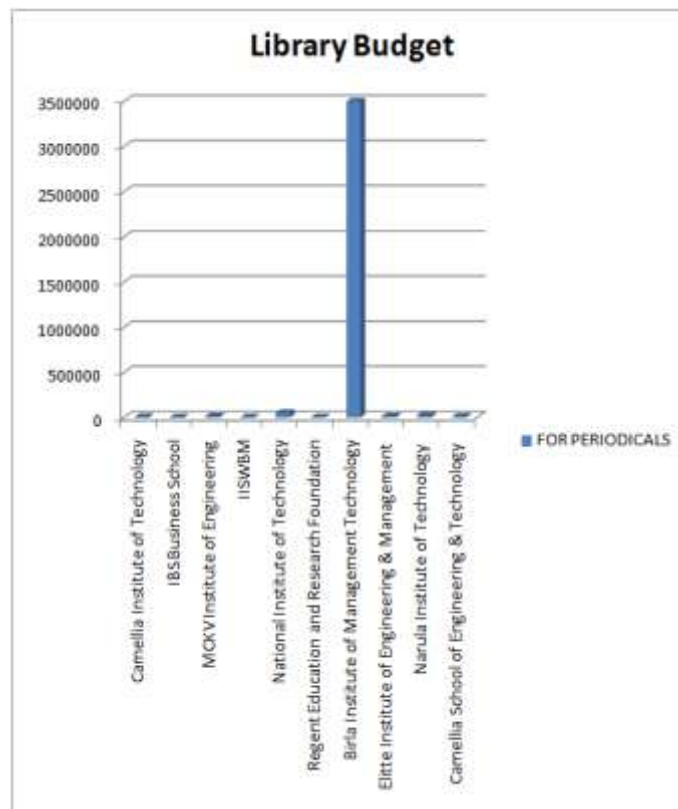
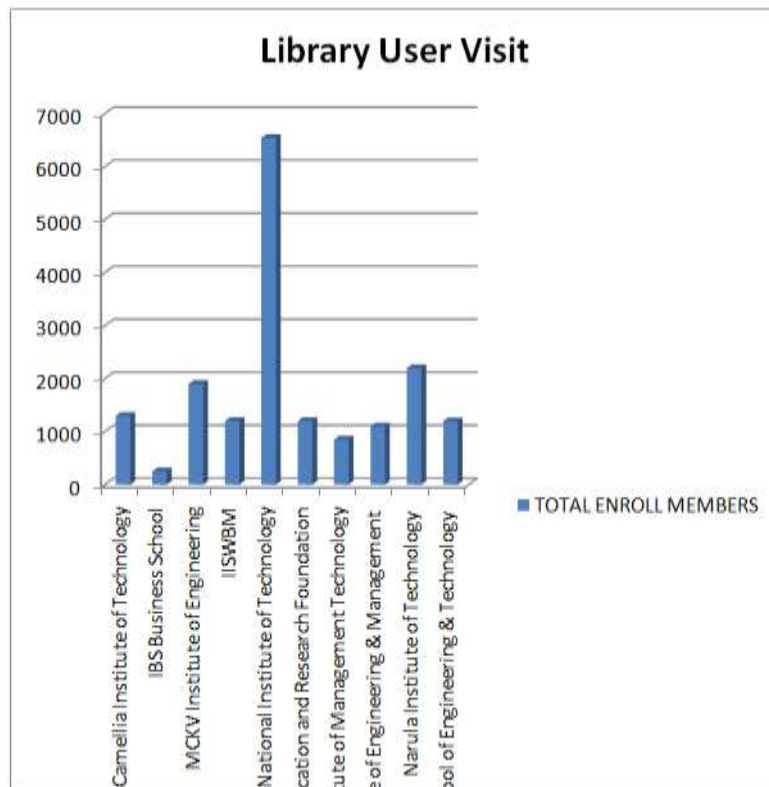| Name of the Institute	FOR FURNITURE & EQUIPMENTS
Camellia Institute of Technology	4500
IBS Business School	3500
MCKV Institute of Engineering	235000
IISWBM	6500
National Institute of Technology	156000
Regent Education and Research Foundation	5000
Birla Institute of Management Technology	1000000
Elitte Institute of Engineering & Management	10000
Narula Institute of Technology	240000
Camellia School of Engineering & Technology	4000

Name of the Institute	OTHERS
Camellia Institute of Technology	2000
IBS Business School	2500
MCKV Institute of Engineering	385763
IISWBM	32400
National Institute of Technology	2500000
Regent Education and Research Foundation	20000
Birla Institute of Management Technology	200000
Elitte Institute of Engineering & Management	2500
Narula Institute of Technology	5500
Camellia School of Engineering & Technology	1500

Library User Visit

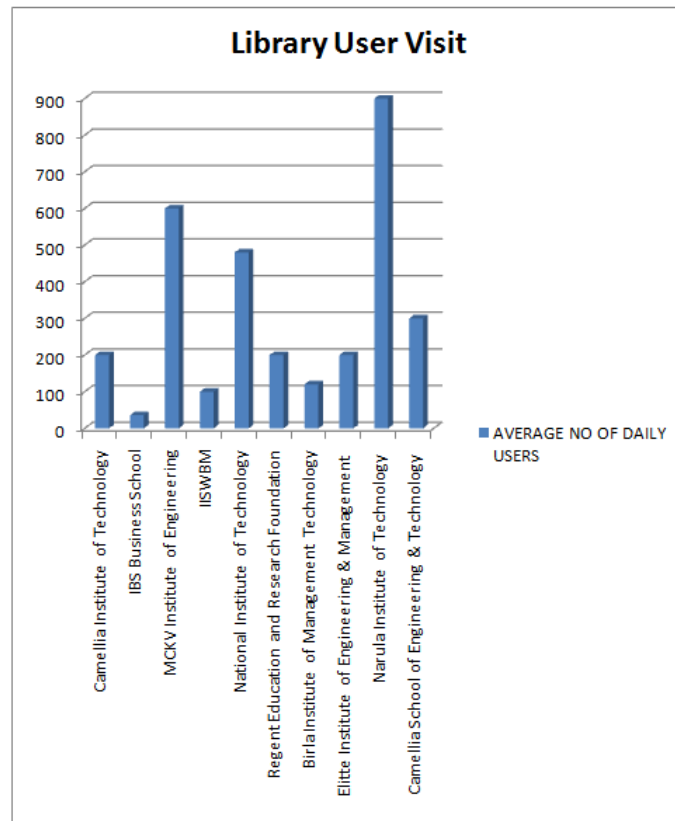| Name of the Institute	TOTAL ENROLL MEMBERS
Camellia Institute of Technology	1300
IBS Business School	250
MCKV Institute of Engineering	1900
IISWBM	1200
National Institute of Technology	6541
Regent Education and Research Foundation	1200
Birla Institute of Management Technology	850
Elitte Institute of Engineering & Management	1100
Narula Institute of Technology	2200
Camellia School of Engineering & Technology	1196

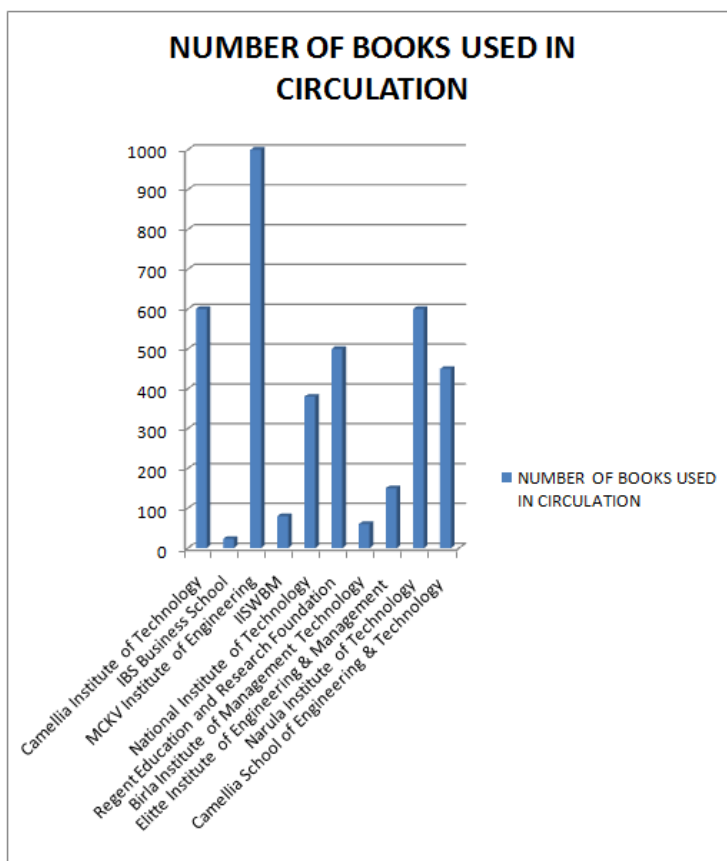| Name of the Institute	AVERAGE NO OF DAILY USERS
Camellia Institute of Technology	200
IBS Business School	36
MCKV Institute of Engineering	600
IISWBM	100
National Institute of Technology	480
Regent Education and Research Foundation	200
Birla Institute of Management Technology	120
Elitte Institute of Engineering & Management	200
Narula Institute of Technology	900
Camellia School of Engineering & Technology	300

Library User Visit

Name of the Institute	NUMBER OF BOOKS USED IN CIRCULATION
Camellia Institute of Technology	600
IBS Business School	23
MCKV Institute of Engineering	1000
IISWBM	80
National Institute of Technology	380
Regent Education and Research Foundation	500
Birla Institute of Management Technology	60
Elitte Institute of Engineering & Management	150
Narula Institute of Technology	600
Camellia School of Engineering & Technology	450

NUMBER OF BOOKS USED IN CIRCULATION

Number Of Staff					
Name of the Institute	Librarian/Library-in-charge	Assistant Librarian	Library Assistant	Group-D Staff	Others
Camellia Institute of Technology	1	2	0	1	1
IBS Business School	1	2	0	0	0
MCKV Institute of Engineering	1	0	2	1	1
IISWBM	1	0	0	0	0
National Institute of Technology	1	0	0	2	1
Regent Education and Research Foundation	1	0	2	1	0
Birla Institute of Management Technology	1	1	1	2	0
Elite Institute of Engineering & Management	1	0	1	1	0
Narula Institute of Technology	1	1	0	1	0
Camellia School of Engineering & Technology	1	0	0	1	0

Reason of learning

The aim of the study is to investigate the importance of knowledge Management in Management Institute Library in the perspective of consciousness of library professionals regarding the phrase "Knowledge Management", to identify their insight of knowledge management concepts and its use in the B- School libraries and their challenges to integrate in the library performances. And the attitude of librarians to implement the Knowledge Management.

XIV. Conclusion

The main idea driving KM is that knowledge must be managed like an asset. This involves creating, codifying and sharing knowledge. There isn't much agreement on what a KM tool is either. This is partly because the term has been overused and partly because a lot of different tools that were not built to be KM tools per se are used towards the overall goal of KM. The Management Institutes are basically resource- oriented, it very important to confirm that knowledge in the minds to be precise the tacit knowledge need to be protected. It has been noticed that 26% of knowledge in most organisations are stored as hardcopy form , 20% stored as digital form and remarkably 42% kept in employees brain. There are possibility of loss of knowledge if any employee move into new role or leave organization. So, implementing KM process along with KM tools prevent the loss of intellectual capital of such organizations. This entire process can be done through institution's well-equipped library and competent library staffs. There is a large group of tools like content management systems, decision support systems, and collaboration tools. The trend for IT tools, especially those

that contribute to KM, is towards more communication and collaboration tools. The new tools like Web 2.0 are unique because they are web-based applications that are free and thrive on user participation. They are tools that support individual knowledge work, communication and collaboration. Wikis are a prime example of such tools. As a tool for KM, they most closely resemble a cross between a content management system and groupware. Corporate uses reflect this as they have been used in a wide variety of ways that span the gamut from pure content management to a mix of content management and groupware too purely as groupware.

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