

KNOWLEDGE MANAGEMENT AND DYNAMIC CAPABILITY AMONG LIS PROFESSIONALS IN UNIVERSITY LIBRARIES

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Abstract: Development of Information Technology (IT) and its applications in Library and Information Centers, the concepts of document management has been changed to information management and again the entire picture of information management has started its change to Knowledge Management (KM). In library and information centers knowledge management provides needs to be applied to capture information, create knowledge, improve services to users and enable users to share and learn. This paper mainly focuses on the concept of knowledge management and the Dynamic Capability of library and information professionals in running the knowledge and information in the digital environment.

Keywords: Knowledge management, Importance of Knowledge Management, Knowledge Managers University Libraries,.

1. Introduction

The concept and name –“Knowledge Management”—was started and familiar in the business world during the last decade of the 20th century. It was the business world that first recognizes the importance of knowledge in the “global economy” of the “knowledge age”. In the new information economy, the possession of related and strategic knowledge and its constant renewal enables businesses to gain aggressive advantage. The applications of knowledge management have now spread to other organizations including supervision agencies, research and development departments, universities and others.

"Libraries deal with the knowledge and the mission of the libraries is the knowledge management. Knowledge can be divided in two categories, tacit knowledge and explicit knowledge. Tacit knowledge is the ‘know-how’ acquired by persons. It is usually spontaneous and generally established in how an individual makes achievement in his work, even though this knowledge is not recorded anywhere. But one of the goals of the knowledge management is to make tacit knowledge more extensively available.

Biddiscombe (2001) believes that the hybrid library poses the need for “hybrid” information professionals. Although it is difficult for one person to acquire a large number of skills, he states that every modern librarian must be able to recognize informational needs, manage users and encourage people with different skills to work in the same team. This study aims to present two types of Dynamic capabilities like 1, Professional capability, 2. Generic capability possessed by the library professionals working in University Libraries. Different types of Dynamic capability will make library professionals more efficient managers of network resources and services.

2. Dynamic Capability of Library Professionals in University Libraries

Basically, efficiency of Leadership depends on how well a librarian imparts and uses his capability set. Success depends on his life capability. There are two types of capability are required to become an effective leader in the library. They are hard and soft capability. As a Librarian, he has to possess and employ all such capabilities.

In University libraries, a library professional is preferred to be a continuous learner, an alert user and an expert advisor. As the technological revolution has given rise to some improvement and modern ideas including artificial intelligence, bar code technology, speech combination, neural network and digital signature, the library professional must become an incessant learner. Professions must keep themselves up to date with the most recent technological changes in general and its applications in library operation in particular.

3. Dynamic Capability Required for Better Librarianship:

- Documentation Management
- Records Management
- Decision-making Management
- Information salvage
- Technical Processing
- Research Skills
- Information stipulation
- Information Analysis
- Basic Information Systems
- Reference Services
- Prerequisite of Information Services
- Information Search and repossession.

4. Need for Knowledge Management and Dynamic Capability

Knowledge management is the most important skill for a company/ organization/ institution because KM provides right of entry to various aspects like experience, knowledge and proficiency that create new capabilities which enable better presentation, support improvement and improve client value. Today every organization needs to know their knowledge assets, how to manage and make use of these assets to get utmost benefits.

Environmental pressure, technological advancements and the capability to create valuable information are responsible to adopt knowledge management. Globalization and geographical dispersion also create a demand for KM. In library and information centers, KM needs to be applied to capture information, create knowledge, improve services to users and enable users to share and learn.

5. Benefits of Knowledge Management

KM applications could benefit in research process, prospectus development process, student and alumni services, administrative services and intentional planning in the following ways:

- a) Facilitation of interdisciplinary research
- b) Improved speed of prospectus revision and updating.

- c) Enhanced faculty development efforts, especially for new faculty
- d) Improved services for students
- e) Improved service capability of faculty and staff.
- f) Improved efficacy and effectiveness of administrative services
- g) Improved awareness and communication capabilities.

6. Application of Knowledge Management in University Libraries

In the present age libraries are measured as knowledge resource centres. The knowledge generated from these resource centres may be utilized by the number of peoples of different restraint. The knowledge in libraries resides in databases, knowledge bases, text bases, and World Wide Web. The efficiency of libraries may be measured not only on the stipulation of needed information to their users but also on the knowledge about related possessions, skills and technologies implicated in it. Knowledge Management in libraries includes the following aspects.

Knowledge Innovation Management: It refers to the production, dissemination and transfer of knowledge as well as of the network systems constructed by associated institutions and organizations. It includes three aspects, namely hypothetical improvement management, technical improvement management and organizational improvement management of knowledge. Organizational improvement management is to create a set of efficient organizational management systems flexible to the requirement in the electronic library era by optimizing the purposeful departments and operation events of libraries. In this system, it is required that leaders who take charge of knowledge management activities should undertake to invent the management plans and coordinate all knowledge management related activities (Sheng, 1999).

Knowledge Dissemination Management:- Knowledge creators do not have much time and power to look for knowledge users. Therefore, libraries may play the part of knowledge banks, use varied media and channels to distribute new knowledge. In the present time, the Internet, with its mass information and widespread contents will provide people with the main approach to searching knowledge and acquiring information. But there is emerged tendency like strange, exciting, false and uncivil information resulting from seeking for commercial profits and political objectives on the net. Therefore, it is essential to strengthen knowledge distribution management in libraries as follows:

- a) By conception and development of libraries own document and information possessions.
- b) By raising the excellence of library staff through continuous education.
- c) By giving full play to the special role of the expert system in knowledge distribution.
- d) By utilization of all media to ensure security of operation of networks, prevent online criminal activities and online dissemination of inappropriate information. (Sheng, 1999).

Knowledge Application Management:- In the present century, libraries should also attach importance to stipulation of services for people to attain knowledge and achieve maximum functions and competence of knowledge information.

Therefore, knowledge services based on high speed information networks should be carried out by:

- a) Setting up virtual libraries or information centres for government, public sector organizations, scientific research institutions and educational institutes. Libraries can do this work according to their respective information requirements by using information resources on the high speed information networks.
- b) Setting up digitized knowledge services, which is actually a development of libraries in the present time, creating step by step the users oriented information service systems such as information distribution, information search, special supply of information; speeding up the creation of digitized libraries; studying the methods, means and techniques of information distribution and search with the Internet as the base and WEB technique as the core.
- c) Digitizing libraries resources. The electronic libraries or digitized libraries are the technical modes and development trends of libraries in the knowledge economy era. The knowledge services of libraries in the future will start with creation of databases comprising e-journals and e-books that can operate on high speed information networks. Great efforts should be made to transform all existing large non-electronic information resources into electronic information and integrate them into electronic libraries (Shanhong).

7. Knowledge Management in University Libraries

Knowledge management is being used to improve library operations. Special libraries have taken the guide, but some applications now are taking place in other libraries. In the corporate society, special libraries have been concerned in knowledge management from its beginnings. Libraries, along with computer centers, research units, personnel, and business offices, provide the leadership for corporate efforts.

In the same way, University librarians can promote their institutions, their libraries, and themselves by undertaking a campus wide role in managing organizational knowledge. They can use knowledge management as a way to develop the library's role to areas such as administration or support services, where libraries have had little impact in the past. Many Universities have developed data warehouses or, more frequently, data malls made up of dissimilar collections of unrelated operational data-culled from elsewhere and compiled together in one enormous database with common search ware. Usually, the search ware is so complex that only a few people know how to use it. There is no training or support. In short, most warehouses and malls are not very useful. University libraries could add a great deal of value to data warehouses by undertaking needs assessments to find out what kinds and forms of knowledge would be helpful to administrative and academic personnel in achieving organizational goals. Librarians could construct the database and search algorithms to create useful information and aptitude in suitable areas.

8. Dynamic Capabilities Integrate Resources

Some dynamic capabilities integrate resources. For example, product development routines by which managers combine their varied skills and functional backgrounds to create

revenue producing products and services (e.g., Clark and Fujimoto, 1991; Dougherty, 1992; Helfat and Raubitschek, 2000) are such a dynamic capability.

Toyota has used its superior product development skills to achieve competitive advantage in the automotive industry (Clark and Fujimoto, 1991). Similarly, strategic decision making is a dynamic capability in which managers pool their various business, functional, and personal expertise to make the choices that shape the major strategic moves of the firm (e.g., Eisenhardt, 1989; Fredrickson, 1984; Judge and Miller, 1991).

Other dynamic capabilities focus on reconfiguration of resources within firms. Transfer processes including routines for replication and brokering (e.g., Hansen, 1999; Hargadon and Sutton, 1997; Szulanski, 1996) are used by managers to copy, transfer, and recombine resources, especially knowledge-based ones, within the firm.

9. Role Of Librarians And Capability:

The established skills of the library profession in information organisation and library management place us in an supreme position to play a key role in an organization's knowledge initiatives. However, with the possible rewards of the knowledge awareness organization comes a new range of challenges. Changes in work practices and organizational models mean that 'soft skills' are becoming essential competencies for career growth in the knowledge era. Academic ability and technical or specialist knowledge and skills are taken by many employers. We need to develop our skill in budgeting, planned management, marketing, presentation and change management. The high preference attached to soft skills results from the need to manage library people and projects efficiently to contribute in the business of knowledge management. The librarians have numerous agendas in addressing library and information professionals on this topic:

- to provide a lens through which to view this emerging occurrence
- to explain how other communities of interest are perceiving knowledge management
- to inspire thinking and discussion about the role of library and information service professionals and the responsibility of libraries in the management of knowledge
- to support library and information service professionals to lead by example in managing the knowledge of their libraries, generation, and staff to challenge readers to tell us how they are managing knowledge now

10. Some of the other Qualities of a Librarian to Become a Knowledge Manager

- Providing services to the user society
- Sharing the information and understanding the user requirements
- Theoretical and practical experience in scheming and implementing information systems
- Analyzing the documents, classifying and storing them for easy recovery
- Knowledge of existing advances in information systems and technologies and their application in libraries.
- Building the index, using standard expressions
- Ability to efficiently teach end-users, individually and in groups.

11. Conclusion

Knowledge management is a new field drawing on numerous disciplines, including library and information science. Knowledge management is not owned by any one group in a library, or by any one profession. But if librarians and information specialists want to be key players in the rising knowledge management occurrence, they need to understand the multiple perspectives of the other players. Knowledge management requires a holistic and multidisciplinary approach to management processes and an understanding of the scope of knowledge work. Knowledge management should be the development of good management practices prudently and purposively applied.

How to manage knowledge will become an important subject facing libraries in future. Knowledge Management in Libraries should be focused on efficient research and development of knowledge, making of knowledge bases, exchange and sharing of knowledge between library staffs including its users, training of library staff, speeding up obvious processing of the understood knowledge and realizing of its sharing. Hence it is very important to focus on Knowledge Management systems in Libraries and information centers by which the timely information service can be provided to the online user society.

Based on the above discussions, it is concluded that the University Libraries at all levels are facing different challenges due to the latest developments, trends, escalating drive areas, changing and dynamic information needs and ambition of the users and meeting global challenges in technical education. There is strong need to develop an incorporated action strategy for Dynamic Capability in libraries in respective technical Institutions to meet their mission, vision and plan for achieving excellence.

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