



Key factors in the success of knowledge management co-operation in subway Tehran and Suburbs

Seyed Sajjad Mousavi^{1}, Amir Ashkan Nasiripour², Soudabe Jalili³*

¹Department of management, Electronic branch, Islamic Azad University, Tehran, Iran

²Science Research Branch, Islamic Azad University, Tehran, Iran

³West Tehran Islamic Azad University, Tehran, Iran

ARTICLE INFO

Article history:

Received 09 Sept 2018

Received in revised form 12 Nov 2018

Accepted 28 Dec 2018

Keywords:

Knowledge management,

Subway,

Learning,

Creativity.

ABSTRACT

Objective: The purpose of this paper is to provide a better understanding of the important issues is the implementation of knowledge management in Metro Tehran. **Methodology:** Given that knowledge on the relationship between people and how to use information technology to realize the purpose of the introduction of knowledge management solutions that help organizations to achieve the objectives. Measures introduced in the major categories that the general plan provides a knowledge management system. The main axes: leadership, organizational culture, processes, explicit and tacit knowledge, knowledge centers, measure the knowledge, people and skills, leverage and reinforcement market knowledge and technological infrastructure. **Results:** Knowledge Organizational to According to Dominant Management Successful World, one from the main Capital Company's will be, will become That Manage Optimized It Cause Promotion Level Qualitative Organization Is. **Conclusion:** Management Knowledge A Term That Nowadays at Literature Manage and Business and Work Very Common Goods Is and Those That at This Working area To Activity Are Good they know At So This Word What Areas Professional Several Existence That Researchers Different Busy to Activity and Research on They Are. Pundits at This Arena Key Factors Several to Direction Implementation successful Manage Knowledge Expression Have.

1. Introduction

Today all scientific working groups and acknowledge, that the organizations can compete in the business world, the presence of persistent, they must work around knowledge. Despite being a source of knowledge is essential for organizational survival and success of organizations provided access to a deep knowledge and understanding at all levels, but many organizations still have not paid attention to knowledge management seriously. According to Peter Drucker, "The secret of success of organizations in the 21st century knowledge management" is (Homafar & Pourjafar, 2018).

1.1 Data, Information and Knowledge

At While That Data And Collection And From Knowledge, Calculation And Statistics Is; Information, Structured data Or Processing Goods And Is That To Time And Right The Is. Knowledge Information Is That Conceptually, Connected And Able Performance is. Relationship Among Data And, Information And Knowledge At Shape under the play Data Goods Is.

Although Data And, Information And Knowledge, All To Title Property And Organization Treatment The There, Knowledge Level Importance Higher To Ratio To Data And Information Is. Knowledge, Implications To Transferred The So Ali Despite Fleeting And, Worth A. To Opinion Hvlsapl Knowledge, With Specifications To Description Under Is That It To From Other With And Organization, Different A.

Beyond conceptual knowledge and information. Data on numbers and call It is said that alone has meaning for organizations that are not functional. Information is transmitted and interpreted as a message. Information related to the collection of data known as a message. Usually information on

* Corresponding author: sajjademousavi@gmail.com

DOI: <https://doi.org/10.24200/jmas.vol7iss01pp30-33>

decision-making in the organization (Marjani & Sadeghi, 2016). Knowledge to organize data collection, practical approach, the results of using it in various decisions and relevant training, it is said. Sometimes the wrong "knowledge management" and "information management" seen one, but the two are not the same. Management focuses specifically on data processing (Hadian & Shahidi, 2017). Infrastructure, skills, knowledge, experience and expertise of each individual. The physical assets of an organization are not only financial capital and knowledge capital above the capital, is considered. Knowledge management in an organization, consisting of strategies and processes that are able to meet the needs of the organization, customers and employees to meet. Others stated that knowledge management, extensive process know that would identify, organize, transfer and use of information and experiences Mydhd.It neglect many organizations consider the internal organization of the knowledge, understanding different that this issue exists in organizations. For the implementation of knowledge management in a period of relatively "long, providing intellectual and cultural backgrounds, skills and training, and knowledge centers providing technological platforms is required (Ghanbaripour et al., 2018).

In continuation of the themes that are vital to the success of knowledge management in organizations, introduced and their role in improving the efficiency and The effectiveness of business processes, organizations are examined.

Leadership in Knowledge Management: Like most applications, knowledge management projects should benefit from the support of senior management. Perform knowledge management in an organization requires a knowledgeable and effective leadership in the organization. In such organizations as a source of valuable knowledge attention and activities to maximize the value of this resource is heavily "is concerned. Despite all the talk about the intellectual and spiritual capital, a few of the true nature of the organization's managers Based on the knowledge they have recognized (Hastak & Baim, 2001).

2. Materials and methods

Culture, knowledge management and organizational structure must support culture in the organization's knowledge management system. Culture and reasonable structure for the organization can be defined as follows: organizational culture where "innovation" is a value of the driving dimensions of knowledge management (Wittstruck & Teuteberg, 2012).

Culture (beliefs and assumptions), shared by members of the organization. The values, principles and unwritten rules and procedures, cultural resources constitute knowledge. The content of the organization's culture, as a source of knowledge to the people, procedures, methods and computer systems to strengthen the organization (Haghpanah, 2016). So, individual and organizational learning and development must be considered a value. All staff at all levels and in every situation, believe that to your knowledge, for growth and success, with each other to share and this thinking is encouraged and supported in the organization. To allow employees of trial and error, experience and learning is. In such a culture, thought, is not considered a waste of time but also is encouraged. The atmosphere of the organization in such a way that all people with a passion all seek to learn and transfer lessons learned to others. Communications to the borders of the team, and even organizational part is not limited and the free flow of information, knowledge and ideas established. All employees are evaluated on the basis of their contribution to the growth of knowledge and favorably. People simply cannot have access to experts and benefit from their knowledge. Structure and working environment in such a way that people without bothering others and without limitation, in an informal atmosphere to discuss and interview them. Sessions are managed in such a way that no one is ruling and said the meeting open and multilateral dialogue, with the participation of everyone there. Many characteristics that are potential institutional environment of knowledge. So, through association with these characteristics, an organization cannot find his knowledge resources. This can be a source of knowledge that can be available virtual or business environment will be considered. For example, the World Wide Web Virtual Internet is a source of knowledge that is relatively simple and low cost (Ghiasi et al., 2010).

Processes in knowledge management to knowledge management processes, collect and organize knowledge and resources utilization and protection of the knowledge acquired. Those who cannot remember the past are condemned to repeat it. So teaching people learned through an obstacle for much duplication in the organization. Business processes in organizations, for better performance, need to have knowledge. Knowledge management processes in the organization must be able to be effective and efficient knowledge needed to achieve the organization's business processes to process. This requires coordination of workflow processes in the organization that the process of integration with the current activities are necessary. This means that the processes need to be satisfied knowledge and knowledge is accumulated waste in the system. In these processes, in addition to knowledge within the organization, sources of knowledge outside the organization should also be considered (Liu et al., 2018).

Explicit knowledge management: This section of knowledge of both maintenance and availability of interest. Organizations must be able to internal and external information sources to systematically manage all organizational information related to the disposal of their own. For this purpose, a database of valuable information useful to the organization are properly maintained and updated at regular intervals. Quality of information in terms of accuracy and reliability should be under control. This information is the basis of many of the activities and decisions of the organization will be at different levels and therefore they should not be distorted with the passage of time validity. This information should be organized so that access to them is possible with ease.

Discover the hidden knowledge: One of the problems in the field of knowledge management, tacit knowledge management organization, the knowledge that in mind and features lay people. For this purpose, the general approach taken by most organizations (Ghanbaripour et al., 2015):

1. The knowledge that a limited number of professionals are frequently used, must be extracted and converted into explicit knowledge;
2. The direct exchange of tacit knowledge in the transaction, such procedures can be a database of experts, discussion and dialogue and exchange of views in person and virtual meetings, seminars and workshops and the like can be used. For example, experience in projects or in testing (trial and error) acquired, are all examples of hidden knowledge. The knowledge of the staff, and imitate by competitor's problem. Therefore, this type of knowledge to the original capacity and thereby company or organization apart from its competitors (Homafar, 2018). These capabilities develop through learning. On the other hand it is stated that the topic of innovation in the knowledge that hidden knowledge alone will impact on continuous improvement and innovation, not only because tacit knowledge is usually part of a long learning process, as an element in relation to innovation action protective and also as

part of the immune system, prevent duplication and replication systems. However, tacit knowledge through an agent, negative feedback is limited. This is the time that any innovation does not occur.

3. Discussion and results

There are centers of knowledge: knowledge centers, organizations, places the collection, organization and dissemination of knowledge. These centers may be physical or virtual. The goal of this focus, preparation, maintenance and updating of knowledge. The center's knowledge and all knowledge flows pass through the arteries. The advantage of this focus, in addition to the integration of content knowledge, a lot rework, especially in preventing the acquisition of knowledge. Centers of knowledge that are required, including where and how it occurs. Categories of different knowledge in order to facilitate their tasks efficiently access knowledge centers (Yu et al., 2014).

Strengthen the knowledge market: many measures to reduce duplication and improve organizational knowledge processes. This important way, such as improving the services and products or offer services based on knowledge and use of customer knowledge to provide better products and services can be obtained. Most companies provide information from customer questionnaires in the field and have been helping to improve the products. As well as knowledge within the organization should be provided in writing if the consumer. Organizations should strive to manifest your knowledge of their output. Knowledge management function should be to strengthen the market, especially market knowledge. In many organizations, sales of products and services the organization as a peripheral role. For example, by implementing a process that is in the best performance can be sold to others. In other words, it is necessary to customize services and the customer's order and the need for specific individual or group is flexible and fully customizable output, based on the specific needs of customers to be provided.

Method of measurement: Another factor driving knowledge management, measure the impact of activities and services in the field of knowledge management. For the development of knowledge management in organizations to engage or re-knowledge leads to changes that are systematically identify, measure, should be encouraged. Organizations so that they can develop and strengthen knowledge management, they must acquire the necessary skills in the following activities. These skills include:

- 1) the ability to experience the successes of others and to use them;
- 2) experience of the previous and current experiences;
- 3) model of successful organizations and compare them with their own procedures;
- 4) the ability to quickly and effectively transfer knowledge at all levels of the organization.

Knowledge is measured in absolute terms and in terms of what directly affected the outcome of what has been in business, it is very difficult. On the other hand, if we do not know where the starting line how can we know when we have reached the end of the line? For the management of these funds, organizations must be able to measure their intellectual assets. In addition, organizations should measure the performance indicators related to intangible assets, such as knowledge, as well as their terms. Basically, what cannot be measured, it cannot be managed. Most organizations in the field of knowledge management, are successful, at intervals or annually, a report on the status of your intellectual property to provide shareholders and other stakeholders.

Chief Knowledge Officer shall perform the following activities:

1. Setting the strategic priorities for knowledge management;
2. Create a knowledge repository of best practices Organization;
3. Engage senior managers to support the learning environment of the organization;
4. Establish appropriate processes for the management of intellectual capital;
5. Collect essential information about customer satisfaction;
6. Integration of knowledge management in organizations (Turban 4 , 2003).

Increase the number of people involved and their skills: the skills of staff at all levels is essential for the success of the organization. Managers should be required to learn the principles and techniques of knowledge management in organizations and teams led them to apply. KM without the cooperation of all employees will remain sterile. Therefore, public education organization and all employees for their successful efforts. Roles and responsibilities related to managing knowledge must be identified and appropriate deployment. Assign responsibility for this important group of people who have been involved in the development of effective knowledge management.

Technological infrastructure: Another area where the organization to be successful in the field of knowledge management should consider technological infrastructure. One of the issues associated with managing organizational knowledge, dramatic improvements and information technology is incredible. This has been considerable investment organizations. In this context, it is difficult for organizations to unilaterally and without considering all aspects and areas where investments are concerned. It makes up only part of the knowledge base, the formulation is easily and readily available to persons placed, given axis. In contrast, tacit knowledge has its undeniable role in determining an organization's competitive advantage, simply because of a lack of capacity at the margin is formulated. The results showed that if hidden knowledge play a part in creating competitive advantage, then investment in information technology and use it without paying attention to hidden knowledge, cause rapid loss of the aforementioned benefits. Therefore, organizations should not expect that this type of investment to create and maintain a competitive advantage for them immobilized. The various applications of information technology, as efficient tools, can facilitate knowledge management processes. The whole cycle of life, the creation, storage, deployment, ICT tools can be useful.

Continuing education plays an important role in implementing the ideas and involvement in solving business problems. High technology makes the increased speed and accuracy of service and customer satisfaction are higher.

4. Conclusion

By explained, tried to introduce key factors in knowledge management and knowledge management in order to evaluate the Metro Tehran. In any case, what is important enough knowledge and familiarity with the concepts of knowledge management, knowledge management is a prerequisite for the implementation of projects in the subway company. With a brief acquaintance with this axis can be placed to assess the status of knowledge management and the organization's strengths and weaknesses based on the factors discussed, recognition. This recognition can be more practical implementation of knowledge management at a later stage will help.

REFERENCES

- Ghanbaripour, A. N., Ghoddousi, P., & Yousefi, A. 2015. A Framework for Evaluating Project Managers' Performance-Identification and Analysis of KPIs in Subway Construction Projects in Tehran. *ijst*, 8, 87105.
- Ghanbaripour, A. N., Sher, W., & Yousefi, A. 2018. Critical success factors for subway construction projects–main contractors' perspectives. *International Journal of Construction Management*, 1-19.
- Ghiasi, V., Ghiasi, S., Omar, H., Ebrahimi, B., & Ghiasi, M. 2010, March. A review of metro tunnel safety parameters and role of risk management, Tehran Metro. In Fourth international symposium on tunnel safety and security, Frankfurt am Main, Germany, Hemmingfire (511-515).
- Hadian, A., & Shahidi, Z. B. 2017. Knowledge management in companies: tacit to explicit knowledge.
- Haghpanah, S., & Haghpanah, S. 2016. An Investigation of Effective Factors on Adoption and Diffusion of Knowledge Management with PLS Method; the case study of Iranian Companies.
- Hastak, M., & Baim, E. J. 2001. Risk factors affecting management and maintenance cost of urban infrastructure. *Journal of Infrastructure Systems*, 7(2), 67-76.
- Homafar, M. 2018. An analysis of spatial distribution pattern of knowledge-based activities in Tehran.
- Homafar, M., & Pourjafar, M. 2018. Knowledge-based Activities of Site Selection by Fuzzy ELECTRE Method, Case Study: Tehran Metropolitan Area.
- Liu, P., Li, Q., Bian, J., Song, L., & Xiahou, X. 2018. Using interpretative structural modeling to identify critical success factors for safety management in subway construction: A china study. *International journal of environmental research and public health*, 15(7), 1359.
- Marjani, A. B., & Sadeghi, H. 2016. Surveying the Influence of Organizational Culture on Organizational Performance. *Journal of Administrative Management, Education and Training*, 12, 198-204.
- Wittstruck, D., & Teuteberg, F. 2012. Understanding the success factors of sustainable supply chain management: empirical evidence from the electronics and electronics industry. *Corporate Social Responsibility and Environmental Management*, 19(3), 141-158.
- Yu, Q. Z., Ding, L. Y., Zhou, C., & Luo, H. B. 2014. Analysis of factors influencing safety management for metro construction in China. *Accident Analysis & Prevention*, 68, 131-138.

<p>How to Cite this Article:</p> <p>Mousavi S.S., Nasiripour A.A., Jalili S., Key factors in the success of knowledge management co-operation in subway Tehran and Suburbs, <i>Uct Journal of Management and Accounting Studies</i> 7(1) (2019) 30–33.</p>
--