



# An overview of knowledge management models

Somayeh Gorji Douz<sup>1\*</sup>

<sup>1</sup>M.sc of executive Management, Zanjan Branch, Islamic Azad University, Iran

## ARTICLE INFO

### Article history:

Received 09 Mar 2014

Received in revised form 12 Apr 2014

Accepted 25 Apr 2014

### Keywords:

Knowledge management,

Knowledge creation,

Knowledge storage,

Knowledge sharing

## ABSTRACT

**Objective:** In their research, scientists have found that knowledge management is not unlike the management of other transient effects on the survival of organizations. **Methodology:** Organizations can only survive so that they can maintain their competitive advantage in terms of the types of activities and objectives of knowledge management. Therefore organizations can make a difference. **Results:** The main objective of this paper is an overview of the different models of knowledge management has presented many scholars have developed. **Conclusion:** Models such as Nonaka and Taguchi underlines ,bucowits and williams Beck man, general model of knowledge management, knowledge management maturity model, Hysyg, Mark, seven thirty, the foundations of knowledge building, Lastry.

## 1. Introduction

In these years, increased investment in knowledge management is a major part of the overall costs in the field of knowledge management (Afrazeh, 1384). One of the main reasons for the company's investment in the field of knowledge management in order to build and develop the ability of students is facilitating the effective management of the information and knowledge. One of the main reasons for investment in the field of knowledge management is acquiring the ability to build and create knowledge to facilitate effective management of information and knowledge. One of the key objectives of knowledge management is to decrease the risk of losing valuable knowledge and organizational cooperation with leaving people and reduce the risk of memory loss when the company's manpower adjustment accours (Chase, 1997).

Creating a culture of knowledge management based on knowledge and not afraid to have a positive attitude towards sharing it with others because of fear of losing power should includ and curve the set of values, beliefs, perceptions, and written procedures (Nonaka, 1995). The dynamic characteristics and complexity of organizational environments are the result of organizations to improve customer satisfaction and the need for proper management of their own. The managers are well aware of the importance of knowledge But they are worry that they cannot disassemble the appropriate system in due time and obtain the necessary investments as a result of the failure of knowledge management in organizations. The purpose of this paper is to use models of knowledge management in organizations (Lustri, 2007).

## 2. Materials and methods

### 2.1 The concept of knowledge management

KM is not a new concept, but dating back to work. "Hypard" says knowledge managementis a process, which is a company specialize in the highest income group and create value. His opinion this expertise can be found in the database, and exchanged documents (Atashak & Mahzadeh, 1388).

Knowledge management, is achieving organizational goals through motivate knowledge workers and provide facilities for them, according to the company's strategy till the ability to interpret the data increases (using the results of information, experience, skills, culture, personality characteristics, emotions, etc.) by means of the data (Davenport & Prusak, 1954).

Knowledge management is a process that helps organizations understand the important information they select, organize and publish and professional learning that it is necessary to know the activities like: Understand the problem, dynamic learning and decision-making.

Generally, knowledge management can be defined as managing, sharing and use of knowledge, as well as the improvement of knowledge creation.

\* Corresponding author: [somigorji@yahoo.com](mailto:somigorji@yahoo.com)

DOI: <https://doi.org/10.24200/jmas.vol2iss02pp22-25>

Peter Drucker says, "The secret of organization success in the 21st century, is proper implementation of knowledge management." Thus, in the third millennium organizations implementing knowledge management and planning agencies should take to implement it. Successful organizations increasingly depend on how effectively it can be different levels of knowledge among staff to collect, store and retrieve.

### 3. Materials and methods

#### 3.1 Knowledge management models:

##### 3.1.1 The model of Nonaka and Takeuchi

According to Nonaka and Takeuchi patterns, create explicit and tacit knowledge conversion process in each of the next four. These dimensions include: socialization, externalization, combination and internalization are, according to this model, are defined as follows:

Socialization: conversion of tacit knowledge to tacit knowledge sharing and sharing new ideas .socialization is the same process. At this stage people about what is important for them to sit and discuss the ideas of others feed.

Externalization: converting tacit knowledge into explicit knowledge. The externalization of ideas becomes a practical reality. In an atmosphere of people who are trying to reveal tacit knowledge and also to envisage a clear picture of the ideas of others.

Composition: convert tacit knowledge into explicit knowledge. The combination of explicit knowledge in the various collections of previously were published and documented or discussed during group meetings have been processed, then classified to create new knowledge.

Integration: the conversion of explicit knowledge into new tacit knowledge. The group helps to internalize their ideas about the issues that need to be resolved, express. Internalize these ideas to build rapport and develop a culture of effective learning. This requires explicit and implicit knowledge explicit in the form of documents, manuals and anecdotes successful organization.

##### 3.1.2 Bucowitz and Williams:

Knowledge management components provided by Bucowitz and Williams:

Find knowledge: find, identify and organize the knowledge they need and also identified inside and outside the organization. Due to the rapid growth and spread of knowledge most organizations cannot develop knowledge that they need .so they should gain it to somehow. New technologies may be developed and the knowledge needed to provide markets for external knowledge, including knowledge of external experts (hiring people to use their skills to create products and services) or of other companies and other companies access to the knowledge base (through various methods of participation).

Apply knowledge: of science in decision-making and problem solving.

Learning knowledge: gathering experience and lessons learned from previous activities and learning and its application in future activities or situations.

Evaluating knowledge: evaluating the current knowledge, current and future needs of the organization.

Creation / maintenance of knowledge: Creating an environment conducive to the production of new knowledge and lay it with the help of appropriate technologies.

Save the knowledge: while people are creating their knowledge and learn it, they may forget it, even the knowledge of how to forget it. So memory (corporate or individual) needs to store, organize and retrieve knowledge of individuals.

##### 3.1.3 backman model:

backman (1999) has proposed eight steps below for knowledge management process:

Identification: Determine the internal competencies: strategic resource, knowledge domain.

Capture: Official knowledge.

Select: The relationship between knowledge, value and accuracy of knowledge, eliminate inconsistent knowledge.

Save: the introduction of a storage tank of a variety of patterns.

Distribution: Distribute knowledge to users automatically based on the interest and knowledge of work and collaboration among groups.

Apply: Take, retrieve, and use the knowledge to make decisions, solve problems, automating .hole job support and training to do the job. Knowledge management efforts is to ensure that existing knowledge can be applied usefully for the benefit. Unfortunately, the distribution of the successful identification of appropriate, to ensure that students are employed in daily activities will not create. Staff only accept external knowledge or develop new skills in performing the tasks, the benefits are clear to see. If the company does not use their new knowledge, all efforts will be wasted and there is no benefit for the company. All the basic elements of knowledge management to the effective use of individual, group and organizational direction to achieve company goals may be.

Creation: Production of new knowledge through research, experimentation and creative thinking.

Trade: Sales and trading, development of new knowledge into products and services to market Knowledge sharing.

##### 3.1.4 Basic knowledge management model:

Another model with a general model of knowledge, the knowledge is organized in four main activities:

1-creating knowledge: refers to all the activities that lead to new knowledge in the organization;

2-stored knowledge that will ensure the preservation and availability of knowledge;

3. The transfer of knowledge, including knowledge flows from a group or individual or organization to another person;

4. Application of knowledge include activities that make use of knowledge in business processes.

### 3.1.5 Knowledge Management Maturity Model:

The designers of knowledge management maturity model (as a tool to assess the current state of knowledge management and knowledge management strategies to facilitate the assessment of effectiveness of impact is applicable) model based on three basic concepts of knowledge, infrastructure, culture and technology have developed.

Knowledge: information, based Tjrbhast extent applicable.

Culture: environment and context in which it is implemented knowledge management.

Technology: Information Technology to identify, create and vast knowledge of the inner workings of the organization and also facilitates the exchange organization.

### 3.1.6 Heisig model:

This model consists of four processes:

Create: the ability to learn and communicate about. Developing this ability, experience, knowledge sharing, making connections between ideas and make connections with other subjects of particular importance is the crossover.

Save the making, thereby allowing fast and easy access to information is provided to employees. The system should be easy enough for everyone to be saved sciences.

Publication: The development of a community spirit in which individuals as partners to achieve common goals are interconnected.

Apply: creating new knowledge by means of objective knowledge is possible. It completes the circle of the unified knowledge management center.

### 3.1.7 Mark model:

He is an intellectual framework called "knowledge of life" provided that in addition to the theory of Nonaka and Takeuchi emphasis another important emphasized that "knowledge is produced only once and then you can harness knowledge, the coding and multiplexing.

Thus, "McElroy" process knowledge into two major processes of knowledge creation and sharing of knowledge is continuous:

Joining knowledge: this includes knowledge dissemination, search, teaching, sharing, and other social activities which will include communication.

McElroy also focuses on the issue of supply and demand:

Released: action that is designed to increase the supply of knowledge available to people in an organization.

Demand: the supply of labor is concentrated in the number and capacity of an organization to increase the demand for new knowledge

### 3.1.8 7c model:

This model is based on the first letter of their seven-word c is designed:

Extending sharing: sharing your ideas for helping others.

The trapping condition: Determining and documenting their ideas better.

Create: Create a new understanding and working with colleagues, clients and external agencies.

Cooperation: sharing knowledge in general.

Spending use the collective knowledge of what to do.

Exchange relationships: helping others to pay attention to the students and foreign students and external benefits that are worth learning.

Cultural, develop knowledge-sharing culture within the organization.

### 3.1.9 Building knowledge bases model:

This model by "Probst" Encyclopedia of investment management is the base model of the building. The full model is relatively positive in almost all models are based.

The designers of this model, see knowledge management as a dynamic cycle of rotation is permanent. This model consists of eight two-cycle stages except:

Internal cycle: by finding, acquiring, developing, sharing, application and maintenance of knowledge is built.

External cycle: the objectives of the evaluation is to determine the knowledge management cycle.

"Feedback" completes the cycle the basic function of this model:

A. Determine the goals of the organization originated with two of the main objectives of the strategic and operational.

B. Strategic level: conversion and maintenance of knowledge management by establishing the necessary policies in this area.

Operational level: Specify how to identify, use, distribution, use, and maintenance of knowledge and design programs to achieve them on time.

B. Identification of knowledge: knowledge identification is carried out within the same time.

C. gain the knowledge: knowledge about customers, products, partners, competitors and other sources must be identified in the discovery, acquisition, and the ability of foreign purchases must be specified.

D. Sharing the knowledge: How to share of knowledge and its transmission to the appropriate and required and how to transfer knowledge in a way that is accessible to and as well as the transfer of knowledge from the individual to the collective knowledge and organizational knowledge.

E. The use of knowledge in the area of knowledge management has been identified as barriers to be overcome in order to provide products and services knowledge to practical use.

F. Maintenance knowledge stored: maintained and updated through the destruction of the knowledge prevented and it is getting used to.

G. Knowledge evaluation: how to achieve specific goals and using it as feedback to modify target.

### 3.1.1. lastry model:

He emphasized that the starting point for organizational knowledge is the personal knowledge of enterprise information is the same as the raw material of the individual. For organizational knowledge creation, knowledge must be individualistic external (objective Vzm). Personal knowledge should be transferred to other individuals and groups to improve organizational knowledge. Individual knowledge into organizational knowledge transfer (socialization) through externalization, combination and internalization occurs.

Lastry model consists of six steps:

Creating a shared vision with the creation of a providing information

Create an internal process of knowledge creation Individual knowledge into the learning group

Knowledge dissemination to other levels of organization

Practical aspects of knowledge

## 4. Conclusion

They are also important components of the organization and expression of the interaction between implicit and explicit knowledge, knowledge creation depends on the interaction between individuals (Alavi, & Leidner, 1999). Many studies have been done before implementing knowledge management and provide long-term approach. This approach should be as detailed systematic review of barriers to the success of knowledge management (Radding, 1998). Different models have been proposed by scientists in this field therefore proportional to the ability and willingness of organizations to use one or a combination of the models presented (Blackler, 1995). Using appropriate models makes use of knowledge management in organizations deliberate and conscious act and specific models for knowledge creation, distribution, and use it to have (Boisot, 1987). It should also be targeted platforms for sharing knowledge and providing incentives for the use of formal knowledge should be designed and used. Not otherwise available knowledge into corporate knowledge and new knowledge will be produced (Alavi, & Leidner, 2001).

## REFERENCES

- Afrazeh, A. 1384. Knowledge Management (Introduction, Models, Measurements and Implementation).
- Alavi, M. & Leidner, D. 1999. Knowledge Management System: Issues, Challenges and Benefits. Communications of the Association for Information System, 1(7), 2-41.
- Alavi, M. and Leidner, D. 2001. Knowledge Management and Knowledge Management Systems: Conceptual Foundations and Research Issues. MIS Quarterly, 25(6): 95-116.
- Atashak, M., & Mahzadeh, P. 1388. Proceedings of the Second National Conference on Knowledge Management and Information Science: links and interactions, 437.1388
- Backman, T., 1999 .The Current State of Knowledge Management, In the Knowledge Management Handbook, (ed). J. Liebowitz, CRC Press.
- Blackler, F. 1995. Knowledge, Knowledge Work and Organizations. *Organization Studies*, 16(6)
- Boisot, M. 1987. Information and Organizations: The Manager as Anthropologist, Fontana/Collins, London
- Chase, R. 1997. The Knowledge based Organization: An International Survey. Journal of Knowledge Management, 1(1).
- Davenport, T., & Prusak, L. 1994. KM. (Translated by H. Rahman nature), Tehran: Sapco
- Lustri, D. 2007. "Knowledge Management model: Practical Application Competency Development". The Learning Organization, 14 (2): 186- 202.
- Nonaka, T. 1995. The knowledge - creating company: how Japanese companies create the dynamics of innovation, 1995.translation: atafar,ali.publisher:qom, sama.
- Radding, A. 1998. Knowledge management, translation: latifi,mohammadhossein, Tehran: publisher Samt.

### How to Cite this Article:

Gorji-Douz S., An overview of knowledge management models, Uct Journal of Management and Accounting Studies 02 (2014) 22–25.