

THE STUDY OF THE IMPLEMENTATION OF KNOWLEDGE MANAGEMENT AT HAKIM SABZEVARI UNIVERSITY

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***Abstract:** Knowledge management is a process that with using it, organizations based on their knowledge and intellectual capital produce wealth, creativity and innovation. Universities and institutions of higher education as an environment that has a professional, educational and cultural context, on the way towards effective management of knowledge and providing a space for knowledge sharing are always considered. Universities can also as an educational and research environment are a good place for sharing knowledge. The faculty members are recognized as the most important element in building universities and individuals who own intellectual assets. They share their knowledge under certain conditions and causes organization success. This study was conducted to evaluate the implementation of knowledge management at the Hakim Sabzevari University. The Results of this study indicate that the situation of the implementation of knowledge management in four factors of global MAKE model at the university is favorable and in other 4 factors are unfavorable.*

***Keywords:** knowledge management, Hakim Sabzevari University, global MAKE model, knowledge sharing*

1. INTRODUCTION

Nowadays, the axis of development and pioneering is not Wealth and a large number of manpower but is human knowledge and the effective management of this knowledge. Experiences and achievements of world leading organizations represent that this pioneering and innovation have made in light of the creation, processing, development, exchange, registration and dissemination of organizational knowledge (Gorbani zade and Mohamadi moghadam, 1391:329). Francis Bacon knew the knowledge as power, but in today's dynamic environment knowledge is power only

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when it can enhance individual and organizational performance become available, be learned and shared. Nowadays knowledge has become the driving force of organizations and a valuable source of competitive advantage (Drucker, 1999, as cited in Arabshahi, 1: 1393). Knowledge is considered as the most important factor in competition and in addition to knowledge, innovation is also one of the results of the activities of Knowledge Management, as the most important factor for survival, technology and knowledge based companies and major driving force for prosperity and success of any organization and the overall economy is considered (Yousefi, Fiz and Solimani, 1390). Asef zade and Fozon khah (1384) believe that knowledge helps us to release our new knowledge, learn and reconstruct. Therefore, organizations will be successful in changing and complex world of present century which can learning and acquiring knowledge, using IT mechanisms lead to the collective knowledge of the group and create a base and space that employees shared their tacit knowledge that is the result of their experience and private reserves and with development and integration of it create competitive advantage and ultimately create wealth for organization (Atashk and Mah zadeh, 1386).

2. STATEMENT OF THE PROBLEM

Knowledge management is a structured approach that makes the procedures for identifying, evaluating, organizing, storing and applying knowledge to meet the needs and goals of organization (Davenport and Prusk, 1998 as cited in Khatami, 95: 1388). Therefore organizations must make an environment for members to subscribe, transfer and interaction of knowledge and teach them to denote their interactions and try to create context and identify the underlying factors for the establishment of knowledge management in their organization (Nonka, 20:1994 as cited in Tavallaei, 2009). Toffler (1971), with an emphasis on Drucker theories says that the knowledge is the source of the highest quality in the labor force and it is a critical factor in the displacement force that utilized during the production process. Toffler concluded that Knowledge Get out of the vicinity of the power of capital and human resources and has been as their main essence and therefore competition for control of knowledge and communication tool, is very high on the global stage. He also believed that knowledge is the ultimate alternative to other interests (Khatami, 95:1388). According to Peter Drucker, the secret of success of the organization in the 21st century is knowledge management; therefore, management of organization must rely on superior wisdom to make more rational decisions for important issues and improve the knowledge-based functions (Ghareh biglo and *et al.*, 152:1390). Higher education is the core of sustainable development and the University as a scientific, educational and research reference plays an important role in the sustainable development of national and local global community. Universities are extensive workshop of knowledge, wisdom and understanding in the scientific world of today. Therefore, students must be accompanied by extensive planning and rich programs in the field of knowledge management and information technology improve the quality of educational services (Mostafavi and Damadi, 5:1390).

Mikulecky & Mikulecka (2007) know the University as a suitable environment for the application of the principles and methods of knowledge management. Introduction of knowledge management tools and procedures will enable the universities for knowledge sharing, improve the level of education and research cooperation and improve working relationships between staff and students (as cited in Mohammadi ostani *et al.*, 167: 1391). For this reason it seems in universities as knowledge-based organizations, Knowledge Sharing has importance and special place and faculty members as university intellectual capital play a key role in the production of knowledge, therefore, cognition of their behaviors that can lead knowledge sharing process are necessary. Since students are the heart of sustainable development in universities, so necessity of awareness and utilization of knowledge management resources and promotion of cognitive literacy level, Environmental, information technology and communication are felt more than ever (Bian and Shakiba moghadam, 1372). Universities are the main centers of production and dissemination of knowledge so creation of innovations and as a result creation of new knowledge had been the most important functions of university. In this regard, the most academic community effort has been improve the knowledge and enhance of intellectual capital with the utilization of available resources that it is necessary to identified and used the correct methods of management in organized way (wen, 2005. as cited in mostafavi et al, 4:1390). As (Davenport and Groover, 2000) noted knowledge Management is rapidly becoming one of the complementary and essential business functions for many organizations, because through it organizations can in a competitive environment manage their intellectual resources. Considering that research in this field has not been done and the status of knowledge management in universities is not clear this study try to answer to this question that to evaluate the implementation of knowledge management at the University Hakim Sabzevari.

3. THE IMPORTANCE AND NECESSITY OF RESEARCH

In theory and practice of contemporary management, Knowledge is the most important asset of organization. Hence, knowledge management plays a key role in the success of any organization. Flexibility and react quickly to changing conditions, better use of human resources and their knowledge, take better decisions are achievements of knowledge management for today's organizations (Farid *et al.*, 196:1390), (Afraze, 1383) That appreciation of it as a necessary requirement and priority programs to pioneering in the field of competitiveness should be placed in the center of attention. Sif elahi and Davari (1388) point out that the today knowledge is at the heart of the world economy and knowledge management is vital for success of organizations. So its establishment has become necessary more than before. Organizational readiness defined as an essential prerequisite for establishment of knowledge management to a person or an organization for a opportunity and increased competitive advantage in the face of organizational change (Holt, 2000. as cited in Zomorodian & Rostami 49:1389). Successful implementation of knowledge management requires a holistic and

comprehensive approach to all organizational factors. Lawrence Prusak in Tavnli (1380) in the book of knowledge within organizations, six environmental obligations that lead attention of organization to knowledge state: a) the rate of change in the world, b) smart products, c) globalization, d) changes in the universities and institutions, e) increased virtual activities, f) and the production knowledge by knowledge. Nowadays knowledge management is a powerful tool to achieve competitive advantages and implicit and explicit knowledge assets management of organizations. Universities as well as the organization of production, development and dissemination of knowledge, can take advantage of it (Fath elahi et al, 6:1389). Only in an environment knowledge-based the universities and higher education institutions can continue to maintain its competitive advantage and scientific advantages and with positive perspective to the creation, dissemination of knowledge and increasing the added value of information moved (Fath elahi *et al.*, 7:1389). According to the Malaysian government, one of the main strategies adopted by the government to achieve this goal was increasing the efficiency of universities by the implementation and application of knowledge management systems (Mohaidin & Ghazali, 2007 as cited in Jahanshahi *et al.*, 44:1391). The university as an educational organization does a large part of the activities related to knowledge. Therefore, it is necessary to clarify the status of knowledge management in the higher education system, then according to the main components of knowledge management, a process for coordinating activities related to conversion and production processes of the knowledge devised and then illustrated the value of intellectual assets for continued and active presence in human society (Rowley, 2000 as cited in Heydari 3:1388). The other hand knowledge management actions must be guided by appropriate knowledge management strategies. Knowledge management programs are high level, that to achieve the vision and goals focus on the preparation organization with the knowledge and needed capabilities (Choy & Jong, 2010 as cited in Akhavan et al 116:1391). Service organizations such as universities, like productive organizations faced with increasing competition. These organizations should be able to satisfy the high level and increasingly demands, keep existing customers and attract new customers (Liao, 2003 as cited in Akhavan *et al.* 116:1391). On the other hand universities and higher education institutions are accused that to prepare students to think deeply, quantitative reasoning and research skills have not been successful (Twigg, 1994). It is the responsibility of educational institutions, especially universities to prepare graduates with these special abilities (Piccoli *et al.*, 2000). To deal with these challenges, a large emphasis is on knowledge management. There are many relationships are enhanced performance of universities, such as the relationship between scientific board members, staff and students. Improve the relationship with knowledge management will affect the future decisions of organization (Ringhand, 2009). In order to take advantage of the knowledge management system for organizations, explain the approaches to enhance resources of knowledge production in the operational and administrative areas of organizations, strengthening the organizational culture for the establishment of Knowledge Management and explain the commitment conditions

of its people, identify and classify production sources of knowledge in organization and the establishment of information technology to strengthen its, drawing knowledge maps and use of architecture and engineering knowledge seems necessary (Nejad nori, Tarhani, Solimani& Daraei, 1386).

4. KNOWLEDGE MANAGEMENT:

Knowledge management is the process of creating, gathering, organizing, disseminating, constant refinement and utilization of knowledge. Knowledge management in an organization consists of strategies and processes which they are able meet the needs of knowledge in the entire of organization, customers and employees (Kermani alghorishi, 1384).

5. MAKE WORLD AWARD

MAKE World Award is the largest and most prestigious evaluation reference and leading the world's organizations in the field of creating value through knowledge, every year, officially representing the World Foundation MAKE be held by the sharif university of technology in Iran and top organizations in Iran MAKE award are going to asian MAKE evaluation. sharif university of technology as a pioneering collection in the field of technology science in Iran knows the holding of MAKE World Award in Iran as an opportunity to sum up the results of the organization, companies and institutions in the country that with exchange of experiences and evaluation based on the most authoritative international assessment of the world in the field of knowledge capital management can help to synergy measures in order to create more value from the knowledge capital of the country and causes an increasing development in knowledge-based improvements in the country.

This award seeks to assess the organization from the perspective of Knowledge-based management in all aspects and organizational activities to create value for stakeholders by transforming knowledge and intellectual capital into better products / services / solutions and in this way with introduce the organization among other organizations in the field of knowledge-based management provide the operational advice based on the experiences of pioneering organizations in order to promote knowledge-based view and creating value through knowledge in the form of analytical and completely confidential reports to the organization.

Award in Iran: Award of Premier's Scientific Organization of Iran, since 2011, formally under the direct supervision of the World Foundation of MAKE held by the Sharif University of Technology, in the regional / national level and similarly each year will be held in the continents of Europe, North America, and Asia.

6. INTERNAL RESEARCH

Saeed Ardakani and Konjkave Monfared (1390) conducted a research in order to identify and evaluate the factors affecting the success of establishment of knowledge

management in higher education institutions in Yazd. The results of the study introduce the culture, information technology, motivation, ability, coordination and cognition as affecting factors the knowledge management. Mostafavi and Damadi (1390) in the management efficiency of IT state that how technology in this center of higher education and possibly other higher education institutions are used and the amount and manner of use of information technology does not have the desired effect. According to the results of statistical analysis, there is a significant relationship between the effect on learning and the amount of time spent to use of technology. Also in contrast to the repeated use of the conventional technologies and technologies those have a positive impact on the work of students, research findings show that students tend to use of information technology only in compulsory condition and assigned duties and academic affairs. Salar zehi, Moradzadeh, Arab (1391) about the role of knowledge management components in anticipation of organizational health factors of Roads and Urban office in southern of Sistan and Blochestan province found that the social component of knowledge have the ability to predict academic emphasis components, compliance, Structuring and unity of institutional combining elements of knowledge have the ability to predict all the components of organizational health; component of making exterior of knowledge, have the ability to predict the scientific emphasis, compliance, protection of resources, influence of director and making interior component have the ability to predict the morale, structuring, protection of resources, influence of director and institutional integrity the subcomponents of organizational health. Therefore the sub-components of knowledge management with some components of organizational health positively correlated and with some others have a negative significant relationship and with others have no significant relationship.

Rabiee and Maali (1391) studied seven factors; structure, internal processes, information technology, culture of human resources, measurement and leadership to the establishment of knowledge management in four universities; Shahid Chamran University of Ahvaz, Payam Noor of Tehran, Kar higher education institute and branches of Azad University in Tehran. The findings showed that all study centers of higher education were without proper infrastructure for establishment of knowledge management and respectively; measurement factors, leadership of human resources, internal processes, culture, information technology and structure were the most important barriers of knowledge management. Also in this study, a model is presented to improve infrastructure barriers of knowledge management.

Khajeh Ali Jahan Tighi, Abdollahi and Rigi (1392) in information technology, infrastructure of knowledge management in public libraries in the case study of Sistan and Baluchistan province concluded that knowledge is the most valuable capital of Human and organizations. One of the primary goals of libraries is knowledge management that in order to provide background to its implementation, the optimum uses of information technology is very important.

7. EXTERNAL RESEARCH

Khalifa & liu have done a research with the title of “key factors in the success of knowledge management programs”. The results indicate that the organizational factors and knowledge management processes have the greatest effect on the success of knowledge management programs. Information technology through the impact on knowledge management processes such as transport and storage of knowledge have influence.

Sharifuddin *et al.* (2004) in their research with the title of “organizational factors and knowledge management in the public sector” studied the relationship between organizational factors (culture, structure, technology and human resources and political orientations) and the ability to create knowledge that the results of this study showed a significant relationship between organizational factors and the ability to create knowledge.

Abdullah *et al.* (2008) have done a research in Malaysia that study the reaction in the implementation of knowledge management in public higher education institutions in the region of the country and its acceptance and found that knowledge management system in public higher education institutions has been accepted but low awareness of the users from implementation and the lack of use of Knowledge Management System and ignorance of the used technologies, and their uses are known as working weakness. Researcher to improve knowledge management system framework and its success emphasized more on increasing awareness of the system, introduce the benefits of knowledge management as well as to reform the system of encourage and reward.

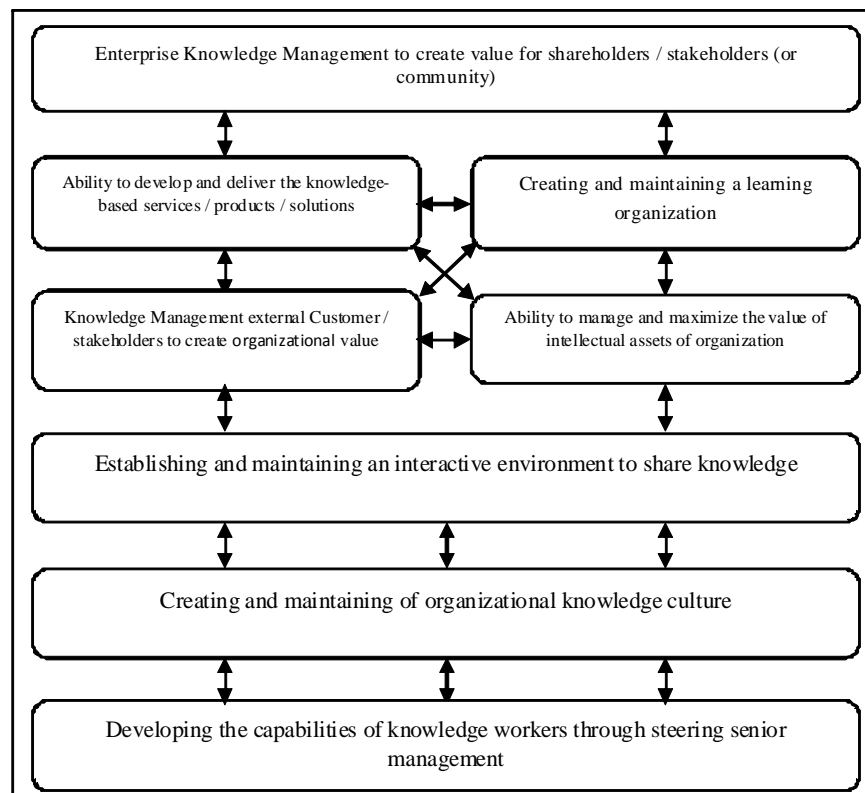
Aujirapongpan *et al.* (2010) in a research with the title of “Indicators of knowledge management to effectiveness of knowledge management” introduced resource-based approaches, including the structure, culture, technology and Knowledge-based approaches including information, expertise and learning. They measured the effectiveness of knowledge management with performance, the ability to adapt of organization to the new situation and environmental changes and innovation indicators and states that the two sets of factors influence the effectiveness of the knowledge management process.

Lina (2012) knows the existing educational framework to generate knowledge in Ministry of education inadequate. According to him, the network establishment of community-based learning based on the objectives of education and considering the creation of knowledge management based on the new softwares seems necessary.

8. EXPLAINING THE CONCEPTUAL MODEL OF RESEARCH

MAKE Global Assessment are looking for effective guidance the organization in the direction of creating value from knowledge and knowledge capitals and in this way evaluate and analyze all organizational elements with the scientific approach and explain the situation of organization and offer solutions based on the experiences of

the world's pioneer organizations to help the participating organizations to move reliability and more speed the path of creation value from knowledge. MAKE Global Assessment Model is examined more than 100 reliable operation model of knowledge-based management in the world's organizations and by using the comments of hundreds outstanding manager and consultant from world's pioneer organizations is designed after more than a year and a half study from 1996 to 1998, includes more than 150 operational indicators that carefully examines 8 main axis of required aspects in order to achieve knowledge-based management include realization of operational culture and faith to the strategic role of knowledge in advance of business goals; effective leadership of the organization on the path of knowledge; the place of innovation in services and products of the organization; management of the organization intellectual capital; creating an interactive environment to share knowledge; learning and change the behavior organization according to knowledge; management of stakeholders and customers Knowledge of the organization; ultimately management of create value from knowledge. MAKE Global Assessment Model during 16 holding consecutive period is recognized as the largest and most prestigious global assessment of organizational knowledge-based management (Iran Most Admired Knowledge Enterprise Award Secretariat).



9. CONCLUSIONS

In this study, first proposed the MAKE Global conceptual model in order to achieve a knowledge management after validation of the initial model by experts, the research hypotheses that developed based on the model tested at the University of Hakim Sabzevari. On the realization of knowledge management in the university with this model, has not been conducted any research yet. The proposed model can be a starting point for the implementation of knowledge management in higher education. The results of this study showed that 4 factors in this University are desirable and 4 factors are undesirable. And according Friedman test the Priority of these factors in this university include: 1) The Enterprise Knowledge Management in order to create value for shareholders / stakeholders 2) The development capabilities of knowledge workers through the steering senior management. 3) Customer Knowledge Management to create value and organizational intellectual capital 4) Creating and maintaining knowledge-based culture 5) Creating and maintaining a learning organization 6) Management and maximize the intellectual capital of the organization 7) Establishing and maintaining an interactive environment to share knowledge 8) Improving the organizational capabilities in the development of knowledge-based products / services / solutions.

10. PRACTICAL SUGGESTIONS

- Invite local and foreign scholars and experts from universities and holding the sessions to set knowledge goals and develop specific strategic goals.
- Identifying the needs of the organization in order to make more practical knowledge and investment capabilities, capacities and efforts to meet these needs.
- Targeted conferences, seminars and conferences to the knowledge needs of students and professors.
- Providing specialized magazines, new books and news about the new developments in science, education and research regularly and holding training courses for the staff and faculty members in order to use of existing technologies in the direction of Knowledge management process including sharing and creating organizational knowledge.
- Forming a specialized committee and planning by experts in each university to implement knowledge management.
- Change the organizational structure in order to encourage people to share knowledge and having a clear vision of how development knowledge between people and creation a friendly and reliable atmosphere between staff and facilitate access to information for employees.
- Continuous acquisition of knowledge from knowledge employees and motivate and encourage employees to share knowledge.

- Understanding and acceptance of the value of information and knowledge as a tool and managers's commitment to the implementation of knowledge management.
- The more advanced the technology infrastructure at universities in order to allow rapid exchange of information and also fast searches and updates university for data storage, rapid data analysis and database development.
- having a clear concept of knowledge and knowledge management at the University and Necessary Policy making to informing and the importance of the need for staff and professors.

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