

**KNOWLEDGE MANAGEMENT FOR COMPETITIVE
ADVANTAGE AND CORPORATE PERFORMANCE – AN
EMPIRICAL STUDY OF SELECT ORGANIZATIONS**

by

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The thesis entitled **“KNOWLEDGE MANAGEMENT FOR COMPETITIVE ADVANTAGE AND CORPORATE PERFORMANCE – AN EMPIRICAL STUDY OF SELECT ORGANIZATIONS”**, being submitted by Mr Babu Lal to the Indian Institute of Technology Delhi, for the award of the degree of DOCTOR OF PHILOSOPHY, is a record of bonafide research work carried out by him. He has worked under our guidance and supervision, and has fulfilled the requirements for the submission of this thesis which has attained the standard required for a Ph.D degree of the Institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.



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ABSTRACT

The objective of the study is to identify the processes of Knowledge Management and its impact on corporate competitiveness and performance. The specific objective of the study is to develop in line with the findings of the research, a framework for KM implementation for the organizations especially in engineering manufacturing sector in India.

A comprehensive review of available literature was done. The review includes knowledge management, organizational learning, organizational memory systems, management of intangible assets and intellectual property, community of practice (COP), lessons learned, best practices, life long learning, strategic management, technological issues covering web technology, digital dash boards, computer based training, collaborative working, knowledge networks, partnership with stakeholders, virtual teams, joint working, knowledge based process and organizational issues pertaining to KM implementation, competitiveness and corporate performance based on scorecard methodologies. The review helped in the identification of the key KM processes and key result areas for competitiveness and corporate performance. A balanced measurement scheme covering the entire life cycle of KM based on balanced scorecard methodology has been developed.

The principles of flexible systems methodology have been used for the study design. The entire study has been divided into three parts, namely the perception survey using a purposive sample, macro level empirical study to capture the views of managers to test the hypotheses and two case studies covering knowledge intensive areas of technology including research and development and supply chain management for validating the findings of the questionnaire survey. Identification of issues was done through the process of idea engineering and perception survey. In the perception survey, the awareness level of

managers for intellectual capital, KM processes and key result areas for competitiveness and corporate performance have been identified. Majority of managers believe that intellectual capital is very important for organizational performance.

The questionnaire survey as a part of macro study has been conducted to test the hypotheses. The responses from 215 managers from 45 organizations have been statistically analyzed using univariate analysis, factor analysis, correlation analysis and multiple regression analysis. Hypotheses that KM leads to competitiveness and corporate performance have been tested.

Two case studies have been carried out in Sona Koyo Steering Systems Ltd and Alpha Ltd at micro level in two knowledge intensive areas of technology and R&D management and supply chain management mainly to study the key processes of KM, implementation issues and their effect on organizational competitiveness and performance. Each case has been comprehensively analyzed and synthesized using SAP-LAP framework of flexible systems methodology. The learnings from questionnaire and case studies have been synthesized for developing a framework for KM implementation for improved competitiveness and corporate performance. People centric policies supported by collaborative processes and enabling information technology infrastructure are central to a meaningful KM strategy.

The study is likely to be found useful to practicing managers in the industry, management consulting organizations and academicians from information systems and management science and others dealing with organizational design and performance. The study could provide a basis to initiate a meaningful and effective framework for KM implementation in organizations.

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