PROVIDING AN APPLIED MODEL FOR KNOWLEDGE MANAGEMENT DEVELOPMENT PLANNING IN MILITARY ORGANIZATIONS: PROVIDING PROPOSED METHODOLOGY FOR NAJA

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Abstract
Organizational knowledge is considered as the most important capital of current century organizations. Polling among superior global companies indicates that over 90% of managers in successful firms have claimed that knowledge management related activities are their second working priority. On the other hand, the diversity and broadness of knowledge management related systems which associate a certain aspect of organizational knowledge has caused that in recent years, the selection and plans to use different KM systems and tools can be seen as one of the main issues for managers in big global organizations. By using this method, senior managers in military and law enforcement organizations can decide on their investments on knowledge management through a strategic and comprehensive plan emanated from the special conditions of their own organizations. What addressed in present paper is an applied model to select knowledge management systems for decision making by senior managers in military and law enforcement organizations who want to manage their organizational knowledge.
Keywords: knowledge management process, military and law enforcement organizations, NAJA, knowledge development planning

Introduction

Knowledge management is the process of creating, stocking, sharing and reusing organizational knowledge which enables the organization to achieve its aims and goals (Zarei Matin et al, 2009 and 2010; Luciano, 2010; Abdulmanafi, 2010). Technologies, systems, methods and many areas in different sciences are considered as knowledge management by connoisseurs that confuse any person or organization in precise recognition of knowledge management. In fact, a new world is on the way which is confronted with dissemination of the same Buzz Words which created crises in IT areas in recent years. The concerns on this threat have urged the connoisseurs to think about special initiatives. Increasingly development of information technology has promoted the importance of paying attention to knowledge day-by-day (Chattopdhyay, 2007). Knowledge is valuable and conceivable information shaped by people's experiences (Viitala, 2004). A main basis of discussion on knowledge is to understand three elements of data, information and knowledge and their interactions. Sometimes, a fourth side namely wisdom is added to this triangle. Precise explanation of each concept is out of the scope of this paper albeit a brief explanation is necessary to have a brief definition on "knowledge management".

It is difficult to distinguish "data", "information" and "knowledge". It is only through external concepts or in user's perspective that one can distinguish "data", "information" and "knowledge". Usually, data is recognized as raw material, information as an organized set of data and knowledge as information with concept (Ganb, 2005).

In his book, Turban et al (2002) has defined below terms in information system environment:

- Information: organized or processed data provided precisely and on-time.
- Data: a set of existing facts, statistics, figures and sizes without purpose and concept.
- Knowledge: information which contextual (depended to conditions and context), relevant (depended to external and internal factors) and actionable (capable if problem solving) (Rurban et al, 2001).

Table 1: different definitions on knowledge

Knowledge definition	Author
A set of tangible experiences or a set of abstract concepts	Wijnhoven (1998)
A set of laws and information to complete a given duty	Den &Huizenga (2000)
Configured information	Raisinghani (2000)
An issue which can be coded and shared, conceived and used.	Al-hawari (2004)

Information is objective and can be dispersed easily. Knowledge is human unique capability which enables him to conduct different operations in different and uncertain situations. Knowledge is in contrary to mental information and is depended to human internal and external factors. Recognition is a mood in human brain which is along with his deep conception and vision on problems Meeker, 1981). Whenever the knowledge is measured, the final product is recognition (Elias, 2004).

Knowledge management definition
The most initial definition on knowledge management is to find a a way to create, identify, capture, share and distribute organizational knowledge (Forcadell, 2002).
"Knowledge management is defined as a strategy which should be developed in an organization. To assure that knowledge is received by right people in needed time, it should be shared and the information should be used to improve organizational tasks (Davenport, 1998). Knowledge management refers to the process of identifying, selecting, organizing and classifying the information in the organization which can improve the performance of employees and organizational competitive advantages (Wilson, 2002). Another definition asserts that knowledge management includes methods of improvement and practical instruments which aid management to improve working techniques and products in any part of the organization" (O'Dell, 1998).
"A special organizational and systemic process to acquire, organize, retain, apply, distribute and recreate both explicit and tacit knowledge for employees in order to increase organizational performance and value generation" (Forcadell, 2002). Overall, one can say that attempts to create knowledge reservoirs, improving knowledge access and efforts to promote knowledge culture are, *inter alia*, goals of management (Davenport, 1998).
An organization with knowledge management should focus on attracting knowledge reservoirs and changing unstructured tacit or internal knowledge to explicit structured knowledge and personal

knowledge should be changed to organizational knowledge. It can be explained not only by organizational needs to run better knowledge by establishing critical competencies of people and performance indicators through identifying intangible assets but also organizations attempt to become an innovative and learning organization in knowledge sharing culture.

Table 2: different definition on knowledge management

Aspects and elements of knowledge management

In utilizing knowledge management systems, one can look at the issue through different perspectives and use such systems to achieve determined goals by which one can achieve considered results by approaches on selecting each aspect. In execution aspect, applied and procedural approaches are two well – known approaches in knowledge management projects. The former emphasizes on tacit knowledge management while the latter focuses on explicit knowledge management. In terms of different definitions on knowledge, different aspects are also defined for organizational knowledge management. Sometimes, knowledge management is considered based on TQM definitions and sometimes, it is considered by systems reengineering goals (Dave Chaffey, 2003).

Knowledge management can be studied through different attitudes and aspects. Each aspect has elements based on different attitudes toward knowledge management. It means that for organizational knowledge management, we should dominate different areas such as commerce, economy, psychology, management, IT, marketing and so on (Schein, 1996).

Table 3: a summary of knowledge management processes categorization

Knowledge management processes	Author
Exploring, acquiring, sharing and applying	Beccerra-Fernandez et al (2004)
Organizing, acquiring, evaluating, sharing, stocking and representing	Jashapara (2004)
Exploring, dispersing, collaborating and learning	Maier (2004)
Acquiring, organizing, sharing, applying	Wong & Aspinwall (2004)
Creating, coding, reviving, applying, dispersing, evaluating, navigating, personalizing	Ryu et al (2005)

Knowledge management planning

Within past years, different projects are introduced to use organizational knowledge. Each project has its own organizational knowledge management applications based on introduced aspects. Managerial projects with their knowledge management approach as well as knowledge management technical and specialized projects are some of these projects.

Obviously, above projects are important for organizations in different perspectives. However, it is too difficult for senior managers to prioritize above projects. It has caused that some managers refuse the principles or in other cases, unplanned investments have led to no useful result. Therefore, it is necessary to have a cohesive plan to invest in above projects:

Strategic planning only addresses to the first part while operational planning and precise timetabled plans are in the other extreme. What links two parts of strategies and guidelines can be called as architecture. In fact, architecture involves technical maps used based on aims and targets similar to construction engineering maps to build an organization.

Knowledge management in military organizations

One of the steps of knowledge management is knowledge generation. Therefore, innovation in military industries is not only considered as an effective factor in military economy but also as an affecting factor in surprise principle and also an effective factor in war prevention. Possessing weapons and equipment that others are not aware of them and using them in right time is one of the aspects of surprise in war. On the other hand, rendering military capabilities can be a war prevention factor. Military knowledge management is a strategy to convert into a knowledge – based and network – based organization as one of the most important steps in military transformations. In other words, military knowledge management plans to promote the governance of decision in battlefield, military organizations, missions and experiences by the aid of military forces and advisors which conceptually roots in the necessity of army transformation, e-business global patterns and the necessity to execute e-government. In military environment, knowledge management includes a strategic approach to achieve strategic aims by using the power of collective knowledge penetration into the processes of generating, gathering, organizing, sharing and transferring knowledge which needs capable and trustable processes in applied and content grounds, transformation processes, cooerdination among different operational steps as well as focused intellectual capital with a proper hierarchy to generate knowledge (Amini and Anami, 2010). It is also said that using military knowledge can facilitate sharing information and resources and costs mitigation (Hasnavi and Jafari, 2007). In their studies, other authors have mentioned 7 factors as the critical success factors in executing knowledge management in military industries (Fatih and Jokar, 2011).

Overall, information and knowledge management strategy draws a framework for police which is important in police success to achieve our outlook on police forces. Strategically, our approach on information and knowledge management shapes other aspects of organization and finance. Information and knowledge management generates a strategy to involve all working areas effectively. Information and knowledge management strategy clarifies the priorities and areas of police forces' development effectively. It is a good reflect of police forces' positive approach on information and knowledge management. Present paper is a starting point by which police forces can develop their capabilities in meeting development increasingly requirements. The reports by information systems and technological strategy indicate that the main aim is contribution in achieving police mission through qualitative information management. To this end, we should use a rational information and knowledge management strategy. Qualitative information and knowledge management would improve resource management, performance appraisal and general decision making. Due to its knowledge, technological and innovative nature of today wars, knowledge management has become too important for military organizations. The broadness of military missions in different areas such as operations, command and control, technology, making military and logistic equipment and logistic and administrative/financial services has made using knowledge management in military area too important.

Proposed methodology in knowledge management development planning in organization
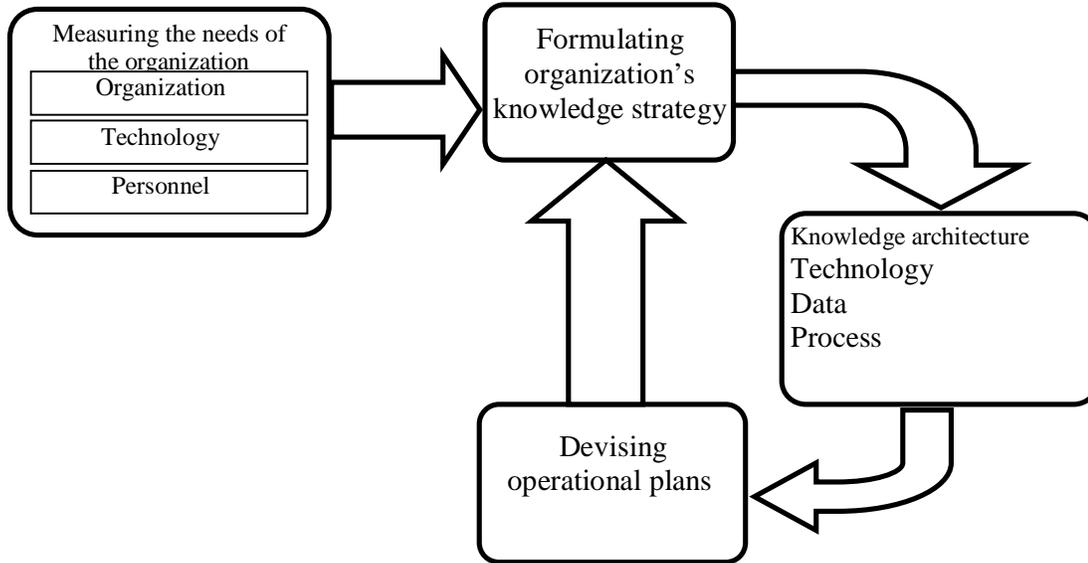
Figure 1: knowledge planning lifecycle (proposed model)

Organizational need measurement

Information from organizational needs measuring and evaluation provides senior managers of the organization with training guidelines for change process management and knowledge – oriented culture admission in addition to cultural and structural capabilities to admire knowledge management. The aim of this step is to investigate organizational status in terms of knowledge management. In this process, both information and knowledge management systems in organization are identified without considering technical details. Likewise, identifying cultural status of organization is studied in knowledge management insight. By using such information, the extent of organizational maturity in knowledge management is identified by current models and organizational weaknesses and strengths are recognized (PMBOK, 2004). These guidelines are provided as training plans, propaganda plans to disseminate knowledge – orientation culture and contributive plans for maximum participation of employees in achieving knowledge systems.

Formulating organizational knowledge strategy

Upon recognizing organizational needs, one should initially conduct organizational and comparative studies to achieve full recognition on surveyed organization and superior organizations in business. Likewise, a strategic executive summary as an applied summary in knowledge strategy formulation should be prepared based on gathered information during organizational study and recognition.

In the second step, organization's external environment including international standards and transformations, IT in superior international firms in organizational applied area, laws and regulations, technological, social, economic and cultural trends as well as the status of competitors and organizations in organizational value chains are investigated and the results would lead into recognition of organizational environment opportunities and threats.

In the third step, organizational internal environment is studied. It includes information and knowledge resources, software and systems of the organization as well as demands by employees and customers. The results would lead into the recognition of organization's internal strengths and weaknesses.

In the fourth step, different strategic options are generated based on strengths, weaknesses, opportunities and threats in SWOT matrix and based on their importance ratio.

In the fifth step, organizational knowledge aims are determined by knowledge outlook and to determine organizational knowledge strategies based on these aims as well as strategic options acquired in previous step (Lucas, 2002).

Knowledge architecture of employees, processes and technologies
In this step, organizational knowledge architecture maps are drawn based on organizational knowledge aspects. By drawing such maps in status quo, one can observe the way of knowledge distribution in such aspects as employees, processes and technologies.

By using the results of organizational knowledge strategies, the path of knowledge management movement in organization is determined. Hence, organizational knowledge maps in desired status are drawn. The first organizational knowledge architecture map relates to human force and brain-ware. It shows that in desired status, how one should create knowledge cycles among employees and how to show the points of generating and using organizational knowledge.

The second architecture map is on desired status of organizational knowledge processes. Organizational processes knowledge maps are drawn in desired status by knowledge value flow. Finally, organization's technology knowledge maps are drawn.

In organizational knowledge architecture maps a scheme of brain-ware, software, hardware, organizational culture and communications and data and information security is provided which would lead into below achievements:

- A comprehensive recognition on information infrastructure and current knowledge forces is achieved.
- In organizational knowledge architecture empowerment, senior managers are helped to achieve their aims.
- Analytical reports would lead to conceive current difficulties on lack of proportionate current infrastructure and knowledge needs.

Knowledge maps are the main elements of knowledge management and are proper tools for measurement. They are also a set of lists, graphical maps of knowledge carriers, knowledge locations, knowledge resources, knowledge structure or users by which knowledge – workers can recognize knowledge location, structure and application (Afrazeh, 2005).

Devising operational plans
In operational planning, after receiving architectural plans and considering knowledge strategies, different execution methods are proposed. Then, the best options are selected by using such parameters as time, costs, interests, etc.

In the first step, needed information to devise an operational plan is gathered. Organizational knowledge policies and architectural plans are the most important needed information in formulating needed operational plan. After receiving such information, it is necessary to gather the elements of costs to be used in other steps in order to create a mental image of total costs and to provide needed data for decision making in next steps.

In the second step, projects and their alternatives are defined. In the third step, one should use different technical and economical techniques in order to clarify the final project to achieve desired proposed plans (Marwick, 2001).

In the final step of devising operational plan, the prioritization of executing final projects is defined by using existing political and technical parameters. In this step, needed detailed information to formulate "request for proposal (RFP" is completed and ultimately, capital management plan is devised to use allocated budgets of the organization optimistically and on-time.

Conclusion

Concerning recent approaches by global pioneers in using knowledge management, there is no doubt on its necessity. The main concern of senior managers in big companies is how to manage organizational knowledge more effectively and efficiently. The number and diversity of knowledge management projects has often made it difficult for managers to decide. In fact, an efficient and integrated plan to use such systems is what necessary to remove this concern. To improve knowledge management establishment and knowledge planning system in military organizations, it is recommended to pay attention to human resources and organizational structure. In employment process, interested forces in knowledge learning and generation should be hired. Training systems should be designed based on motivation for learning and using them. The status of knowledge planning should be identified in organization and employees' awareness should be increased. In the meantime, using modern systems and technologies, processes, recipes and manuals should be revised constantly. To achieve a precise and efficient plan to address knowledge management, organizational knowledge strategies should be initially devised to realize organizational aims. Then, organizational knowledge current architecture maps and then organizational knowledge desired architecture maps should be initially devised in systems and processes and then in the level of technology by using these strategies. The final step is to extract the projects which show real needs of organizational knowledge management. These projects are provided by using organizational knowledge architecture maps and considering the budgets and investments of the organization.

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