



# gkfn 6lnsd kjf{rnsf]/fh:j cfosf]Ps lj Zn]f0f

s'df/k| fb vltj 8f  
nyf clwsf  
kjf{rn lfglo lgbzgfno, lj /f6gu/



gkfn b/; ~rf/ ; :yfg ldl t @)^!..! utllv gkfn  
6lnsddf -gkfn b/; ~rf/ sDkgl lnd6\$sf]gfdff btf{  
ePsf] kl/Of t e0; s\$]5 / o; ; 6}b/; ~rf/ ; jf kbfq  
ug{c6o sDkglx; klg btf{e0{; jf kbfq ug{d; z;  
ul/; s\$] 5g\ kl t:kwf{ds / ablnf] kl/l:yltnf0{  
dWogh/ /fVb}gkfn 6lnsdn] cfCgf ; jfx;nf0{cem  
:t/lo / kl/:s[ 9En]cuf18 a9fpg]b9 c7f6sf ; fy  
sfd z; ul/; s\$]5 .

gkfn 6lnsdsf]kjf{rn ljsf; lfgcgtu; c6o  
sDkglx; zx/l lfgdf kl t:kwf{df cfpq ; s\$] 5gg;t/  
gkfn 6lnsdsf]u]dlOf tyf kxf8l e]df ; jf cj?4  
ePsf jf gkfn 6lnsdn] ; jf lj :tf/ ug{af6l /x\$]f  
lfgdf 6lhnkng ; jf pknAw u/fpg z; ul/; s\$]5 .

kj{f{rn ljsf; lfgcgtu;sf]Hofb}fdl]/fh:j ; lng  
ug{gDr] ; fh; cfn9Ef, lbQm, ?Dhf6f/, rt/f, eflhk/,  
la/f6rf\$, en]sfh:tf PS; r]hx; agb cj:yfdf /x\$]f  
; DalGwt nyf sfofhosf]/fh:j cfo lj ut jifx;sf]  
thgdf sdl cfp tklg kjf{rnel/sf]/fh:j cfosf]  
thgdfds ; kdf clWog ubf{ToIt 7hf]c; / k/\$]5g,  
lsgeg]PS; r]hx; agb ePsf kxf8l lfgdf @ nf0g  
lfdtsf]el:-of6 6lhnkng h8fg ePsfdf xfn; fn}u]dlOf  
; jf lgbzgfnon]\* nf0g lfdtsf]el:-of6 6lhnkng h8fg  
ul/; s\$]5 . h;n]agb ePsf]PS; r]hx;sf]nueu  
@\$ kl tzt /fh:j ; lng u/l pI; fxhgs 8f6f xfd]  
cuf18 k|tt ul/; ssf]5 .

/fh:j cfbfgltkr(kj{f{rnel/df cf-j= @)^)  
df ?= ^(@\$\$\* xhf/ / cf-j= @)^).^! df &^%&^  
xhf/ /x\$]5 . To; }u/l gub ; lngtkr(cf-j= @)^)

df hDdf sfo{~rfng cfosf]!)#=\$) kl tzt / cf-j=  
@)^).^! df (\*=!\$ kl tzt /x\$]5 . To; }u/l gub  
; lngtkr] ut j if\$]p7g af6l /sd; d; ; lqmtkj \$  
p7fpg ; lsPsf]cf-j=@)^)(^ df hDdf sfo{~rfng  
cfosf]!)#=\$) kl tzt gub ; lng ePsf]5 eg]cf-j=  
@)^)^).^! df hDdf sfo{~rfng cfosf](\*=!\$ kl tzt  
gub ; lng ePsf]5 . cf-j= @)^)(^ df hDdf  
sfo{~rfng cfosf]@\$=\* & kl tzt cf; fdl af6l /x\$]f  
cf-j=@)^)^).^! df hDdf sfo{~rfng cfosf]@\$=\$&  
kl tzt cf; fdl af6l /x\$]5 . o; /l kjf{rnel/sf]  
/fh:j cfbfgl, gub ; lng / cf; fdl af6l]sf]cj:yfnf0{  
thgdfds ; kdf clWog ubf{fdl]b]VP tklg sfo{~rfng  
cfo / cfudl af6l]sf]; DalGwdf x/\$ sfofhosf]lj Zn]f0f  
u/l ; wf/ ub}hfgkg]b]vG5 .

6lhnkng nf0gtkr(@)^! c; f/ d; fgt; Dddf ^&#()  
nf0g lfdtsf]PS; r]h h8fg /x\$]f %%( (\* nf0g  
lj t/Of ul/; lsPsf]5 . pk/fQmPS; r]h lfdtdWojhDdf  
\$!&) nf0g lfdtsf]PS; r]hx; agb cj:yfdf /x\$]f  
5g\ h; dWoj!&%) nf0g lj t/Of ug{g}af6l /x\$]f  
5g\ o; /l xhf(@)^! c; f/ d; fgt; Dd PS; r]h lfdtsf]  
\*#=#) kl tzt nf0g lj t/Of ePsf]b]VP tklg jf:tlj s  
lj t/Of]o nf0gdWoj-; ~rfngdf /x\$]f]PS; r]h dfq  
\*%#! kl tzt nf0g lj t/Of e0; s\$]f]b]vG5 .

cf-j= @)^!^@ sf] klxnf] rfdi; s cj lwsf]  
/fh:j cfbfgl lg/fzfhgs b]vG5 . j flif\$ nlo &^\$ (@&



xhf/ k|tfj ul/Psfdf klxnf]rfdfi; s cj lwdf #s=@!  
kl|tzt /fh:j cfd|bgl e0; s\$]5 eg]gub ; lngtkm  
j flif\$ nlo &\$(^@\* xhf/ k|tfj ul/Psfdf klxnf]  
rfdfi; s cj lwdf #s=@^ kl|tzt k|lt e0; s\$]5 .

cf=j= @)^!.^@ df k|f{rnel/df !\*) nf0g  
l; lC6^afx\$ #)&)) nf0g yk u/l @)^@ c; f/  
d; fgt; Dddf PS; r|h lfdtf (\*) () nf0g k|ofpg]  
nlo /flvPsf]5 . pk/fQm nf0g lfdtfdWo]@)^@ c; f/  
d; fgt; Dddf &\*^&% nf0g lj t/Of ul/; Sg]nlo /flvPsf]  
5 . cf=j= @)^!.^@ df k|f{rnel/df !!@\*% nf0g  
lj t/Of ug]nlo /flvPsfdf klxnf] rfdfi; s cj lwdf  
!^(( nf0g dfq lj t/Of ePsf]5 .

g|kfn 6]hsdsf]/fh:j tkmsf]j flif\$ ah0 tof/  
ubf{casf lbgdf ; a}klfnf0{lj rf/ ug]kg]b]vPsf]5 .  
xfn; Dd ; a}sfofhx0 nf0{hd|df k|tflj t /fh:j sf](\*  
kl|tzt gub ; lng ug]kg]u/l nlo tfl]sg]ul/Psfdf  
cab]v ; a}sfofhx0 nf0{Pp6}dfkb08 sfod ug]pkoQm  
x]g . gofFyfkf ePsf PS; r|h x0 h; sf]lj ut j if\$]  
cf; fdl af]l g}5g eg]To:tf sfofhx0 nf0{&#  
kl|tzt eGbf a9l gub ; lngsf]nlo tfl]sg' oyfyk/s  
b]v]g . To; }u/l ; ~rfngdf cfPsf sltko sfofhx0 n]  
lgoldt 0 kdf dx; h eQm]g gug]u]x]x0 sf]lgoldt  
0 kdf nf0g aGb gug]cf; fdl c; hlsf]sfofhx0{s8f0sf  
; fy sfof]og gug]u/]\$fn]j flif\$ gub ; lng 36]  
cf; fdl af]l k|tfj u/]\$f]eGbf w}]a9\$]klg kf0Psf]  
5 . olb ; ~rfngdf cfPsf sfofhx0 sf]sg]cf=j= sf]  
cf; fdl af]l j flif\$ sfo{~rfng cfosf]@% kl|tzt eGbf  
a9l ePdf To:tf sfofhx0 sf]cf; fdl af]lnf0{dlwogh/  
/fvb}csf]j if]gub ; lngsf]k|tfj pQm cf=j= sf]sh  
sfo{~rfng cfosf]!)) kl|tzt eGbf klg a9l gub ; lng  
ug]sf nflu nlo tfl]gkb5 .

g|kfn 6]hsd : j:y k|t:kwf{ug{; lfd eP tfklg  
cglws] 0 kdf cf0P; =8l= sn rf]l ug]nfv]sf]sn  
u/] eflg]Pp6f 6]hkn]sf]dx; h 8afP/ nls]5kl csf]  
kn]g kof]u ug]h:tf t]j ; E eg]w}] ; hu xgkg]cj:yf  
5 . cf0P; =8l= sn af0kf; ug]lqmf]snfnf0{/f]sgsf  
nflu b'; ~rf/ sfofhx0 bds, /fh]j/fh, w/fg /  
lj/f6gu/af6 ul/Psf sf/afxl Hofb}kz;glo eP klg  
oy]6 eg]xg ; s\$]5g .

To; }u/l sfofhx0 n]gubl /l; b sf6l alem s\$]  
/fh:j gubsf]; /lff ug]tyf a]df hddf e0; s\$]/fh:j

; dod}sd]b]o sfofhx0 6&; km' ug]sfodf klg w}]rgfvf]  
xgkg]cj:yf b]v; lsPsf]5 . ; DalGwt sfofhx0sf]  
k|f]sf/l lgu/fgl gePsf]sf/Of /fh:j lxfldgf ug]  
sd]f/lx0 df yk dg]an a9g]u/]\$f]/ lj leGg b'; ~rf/  
sfofhx0 af6 sd]b]o sfofhx0 6&; km' ePsf]/fh:j  
6&Gh6df /x\$]; fy}sltko /sd km]f gk/l ldgxf vr{  
n]vkgg]cj:yf df /x\$]t]l]f]oyfyhf0{; j]lsf/ u/l cfufdl  
lbgdf o:tf]lsl; dsf]; d:ofnf0{lgd]h g}ug]k]of ub]  
tbg]kn]/fh:j ; DaGwl sfofhx0{Jo]l:yt ub]n]h]fgkg]  
cTof]Zos e0; s\$]5 .

gofFk|t:kwl]0; E ; fdgf ug{; do; fk]f ; ]fsf]  
uOf:t/df ; wf/ ug]yk cTofw]gs ; ]fx0 h:t} df]fOn,  
; l=8l=Pd=P; slnE sf8{cflb]h:tf ; ]fx0 sf]j :tf/ ug]sf  
cn]jf tf;/ lxtsf]6]hkn]sf]dx]j slxNo}klg g36g]  
ePsf]n]o; nf0{cemJo]l:yt 9En]; ~rfng ug]sf nflu  
sDkgl]sf]Jo]l:yfkslo ; wf/sf]; E; E}sd]f/lx0 sf]  
cfr/Ofdf klg ; wf/ Nofpg'cf]Zos e0; s\$]5 . cfp6  
; f08 zfvf ; ] ; zfvf, dx; h sfp66/ 6k af]f]sf  
ug]sd]f/lx0 n]sdfs]k]f]t]n]ubf]cGo sd]f/lx0 eGbf  
u]x]sj u}E a9l ; Dks]f /xgkg]xG5 . hg; Dks{/xg]  
zfvdf sdfs]h ug]sd]f/l]a9l rgfvf]ePsf]v08df  
dfq ; ]fsf]uOf:t/ a9fpg / u]x]sj u]df sDkgl]k]tsf]  
wf/Of /fd]j]agfpg d2t ldNb5 . To; }u/l k/]fg]cf; fdl  
c; hpk/ ug{/ cfp]f lbg]0 df v/fa cf; fdl]sf]kl|tzt nf0{  
Go]g ub]n]h]fg 7hf]d2t ldNb5 .

lgoldt 0 kdf dx; h gaen]pg]u]x]x0 sf]sDkgl]sf]  
lgodfg' / ; dod}; ]f aGb ug] ; ]f aGb ePsf]b0{  
dlxgf; Dd klg ; ]f ; ~rfng gug]u]x]x0 sf]nf0g  
0gPIS6e ug] olb lj utsf j if]0 df w}] dxlgf; Dd  
0gPIS6e -b0{dlxgfeGbf a9l gePsf]ePdf nf0g aGb  
ePsf]b0{dlxgfk]5sf]/l]6n l/e; {ug] sDkgl]k]qfrr/  
u/l tfl]Psf]; doleq klg dx; h eQm]g gug]u]x]x0 sf]  
tlgk't]gdfj nl /fli6:t/sf]bl]gs klqsdf k]flzt  
ug] / o; /l ; r'gf k]flzt e0; s\$]fd]w}]lj leGg sf/Ofj z  
p7g}g; Sg]cf; fdl ePdf tYout sf/Of; lxt sDkgl]  
5\$}nut /fv] Psf]p66 sf]af6 x6fpg]sfofhx0{s8f0sf  
; fy sfof]og ug]{ckl/xfo{5 . To; }u/l /fli6:t/sf]  
bl]gs klqsdf tlgk't]gdfj nl k]flzt u/] klg aSof]f  
dx; h eQm]g gug]u]x]x0 sf]tlgk't]gdfj nl / aSof]f  
dx; h; lxtsf]sfnf]; r]lsf]kl:tsf tof/ u/l ; a}l]qdf  
k7f0{To:tf sfnf]; r]ldf /x\$]f u]x]x0 nf0{clw/fHoe/l



;Dk0f{b/;~rf/ ;]faf6 j l~rt gug[xf] eg] v/fa cf; fdlstf]kltzt k]o\$ j if{a9b}hfg klg ; Sb5 . o; /l v/fa cf; fdl a9b}hfg] p7g}g; Sg]cf; fdlnf0{ldgxf vr{gn}g]xf]eg]g]kfn 6]hstdn]cgfj Zos 2 kdf a9l cfos/ ltb}hfgkg]x65 .

lj utdf /x\$ f sdlsdhf]lx 2 nf0{oyfyk/s 9En] dNof]g ub}cgfj Zos vr{f0{lg06q0f u/l rlxg] kj fnx 2 nf0{6fNg] rxfj 6sf]lx; : fdf yofn sf9g]kj ]Qnf0{lgd} kfg]tyf ; fgf]k}hf}gdf k/l ; yfnf0{7hf]gf\$; fgl df ws]g] t]j nf0{; d} k0f} kdf lgo6q0f ug{; s}df dfq sg} klg ; yf /fdf] E ; ~rfng xg ; Sb5 . ; yfsf] cfbf]glstf]lx; fa kf/bzl}En]/fVg] gfkndhs lf}df dfq nufgl ug] cfbf]gl ePsf]/sdnf0{; dod}gubdf kl/Of t u/l ; yfsf] a} vttfd hDdf ug{; s}sf] v08df dfq ; yf gfkndf uP klg j f: t]j s gfkndf uPsf]eG lDnb5 . gq eg]lj leG lf}af6 ePsf]kxf/nf0{vkg g; sl sfuhl gfkndf dfq b}fP/ 7hf]/sd s/afkt eQnfgl ug]kg]cj : yf cfpdf cfp} lbgx 2 df cfj Zos dfqdf nufgl ug]g; sl slxNo}p7g} g; Sg]u/l 3qns}xg]cj : yf cfp g klg w} ; do nflu b} .

h] xf] \ ; yf gaf6 sDkgldf 2 kft/Of e0; skl5 sDkgldf sfo{t sd{f/lx 2 n]ca xfdl sDkglsf]sd{f/l xf]eG]cgelt ug] / u}xsj udf ; d} sDkglsf] kn/s Joj xf/ dx; ; u/fpg ; lPpdf cfp} lbgx 2 cemPHj n x}hfg}g} o; sf nflu sd{f/lj u}!) -% sf]; donf0{ dfq sfoffo ; do eG]lj leG zlQns}b}sf]kR5/ ; dP/

; w} ; lj wfoQm 7fp}f ; lj wfoQm sfddf q ug] blift dfgl; stfnf0{Toful sDkglaf6 d} s] kfpFefbf klg sDkglnf0{d} s] lbpFefG]efj gfsf]lj sf; ug{; Sg' Hofb} h?/l 5 . To; } u/l sDkgldf / sDkgldf sdfs h ug] sd{f/lx 2 sf]lj ?4df sg}klg 7fp}f e}ds s/f ul/Psf] kf0Pdf To; sf]lj ?4df ; l6s 9En] kltj fb ug] olb sdlsdhf]l g}ePdf cf}gf]; yfut kl/j f/leq dfq 5nkm rnf0{cfudl lbgx 2 df ; wf/ ub}hfg klt}a4 xg] ; fy} u}xsj u}af6 sg}ugf; fx 2 cfpdf To; nf0{; xh 9En] ln0{ cfudl lbgdf ; wf/ u/l uNtl gb}f]f]g]lj Zj f; lbnfpg ; Sg] lfdtfsf]lj sf; ub}hfg] klg TolQs}cfj Zos 5 . o; sf nflu sDkglsf]t kn}af6 sd{f/lx 2 sf]ldgf}an a9fpg lj lgodfj nlnf0{; do; fk]f ; wf/ ub}hfg] sDkglsf]k/fgf] ; E7gf]ds 9fFfnf0{kl/j t}g u/l e}f]f]hs cj : yf, nf0g lfdt, sfo{f} cflbnf0{dWogh/ /fVb}gofF; E7gf]ds 9fFfsf]lgdf} ug] ; ?j f, a9j f, lj efulo sf/afxl Pj -fdf] sf d ug]nf0{k/ : s} ug] ; DaGwdf lj lgodfj nlcg; f/ kf/bzl{ 9En]s8f0sf ; fy sfoffj og ug] bu} lf}df sdfs h ug] sd{f/lx 2 nf0{lj z}f ; lj wf pknAw u/fpg] sd{f/lx 2 nf0{sd ug{r}lxg] e}f]ts ; lj wfx 2 oy}6 2 kdf pknAw u/fpg] abln}kl/l: yltcg; f/ ; Dej eP; Dd ; a}zfvdf ; C6j } /; lxt sDko6/sf]oy}6 Joj : yf ug] / cfj Zostfcg; f/sf]tflnd; d} pknAw u/fp}uPdf xfdl ; a} g}kfn 6]hstd g}kfnstf]gDa/ Ps sDkglsf ; fy} /lx/xf] \egl sfdgf u/df lgZro klg xfd]cfzdf slxNo} klg tlff/fkft xg} .

## What benefits can companies expect from Knowledge Management (KM)

Some benefits of KM correlate directly to bottom-line savings, while others are more difficult to quantify. In today's information-driven economy, companies uncover the most opportunities—and ultimately derive the most value—from intellectual rather than physical assets. To get the most value from a company's intellectual assets, KM practitioners maintain that knowledge must be shared and serve as the foundation for collaboration. Yet better collaboration is not an end in itself; without an overarching business context, KM is meaningless at best and harmful at worst. Consequently, an effective KM program should help a

company do one or more of the following:

- \* Foster innovation by encouraging the free flow of ideas
- \* Improve customer service by streamlining response time
- \* Boost revenues by getting products and services to market faster
- \* Enhance employee retention rates by recognizing the value of employees' knowledge and rewarding them for it
- \* Streamline operations and reduce costs by eliminating redundant or unnecessary processes