

# FOCUS ON KNOWLEDGE MANAGEMENT FROM ZEITGEIST PERSPECTIVE

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**Abstract:** *Knowledge Management (KM) in the second decade of 21st century holds far more significance than at any other point in the history of human development. Drucker (1993) calls this century as the “Age of Knowledge and empowerment of Knowledge societies”. The application of tremendous technological activities in the domain of software, communication, Internet, video-conferencing and Knowledge Sharing (KS) has brought focus of attention to a society, what Peter Drucker had termed as “Knowledge Societies”. In Harvard Business Review, Drucker floats the concept of ‘Knowledge Societies’ and emphasizes that future societies would be judged by power of knowledge, which people possess. Knowledge would be power and force of survival. “Today knowledge has power. It controls access to opportunity and advancement.” Contemporary world is an ocean of knowledge, but therein we also need to know how to sail in that. There are many zones which are charted yet many remain uncharted and that is a challenge for the human intellect to explore and envisage in that. Knowledge pool appears to be brimming to its fullness but another critical academic peep would indicate that we have yet to know many gaps in knowledge.*

**Keywords:** *Knowledge Management (KM), Zeitgeist, Culture of Education (CoK), Knowledge Sharing (KS)*

## 1 Introduction

Socrates's wisdom about knowledge and knowledge sharing is well reflected in his quotation, “We invite you to explore “together” Socrates said, how “from the doubt, from objection to objection one can arrive at the definition of meaning of an idea”. This is one of the most meaningful and intellectually deep statements about exploration of knowledge and the world of reality around us.” Socrates makes an explicit reference to “**We**” and not only I. The infinity characteristics of knowledge is evident by these worlds of Sir Isaac Newton, “I was like a boy playing on the sea-shore, and diverting myself now and then finding a smoother pebble or a prettier shell than ordinary, whilst the great ocean of truth lay all undiscovered before me“.

Renowned futurologist Alvin Toffler emphasizes this point in Power shift that there are primarily three kinds of power, which may operate in various permutation and combinations. These three powers he refer to are; violence, wealth and knowledge.

### **Foundations of Epistemology**

Epistemology is theory of knowledge and especially with regards to its methods and validation (Concise Oxford Dictionary). The present super knowledge in the hand and brains of human beings emancipates from the very fact that generation by generation everybody added something new and superior to the existing domains of knowledge. With the passage of time which is typically a spirit of time (Zeitgeist), it is evident that human being added more and more to knowledge pool. In fact the interesting phenomenon is that everybody built something new on the existing base of knowledge. Sir Isaac Newton quotes on record, “If I have seen further than others, it is by standing upon the shoulders of giants.” Then at certain point of this epistemological development flow come the human capability skills aided by machines. The days of 'log table' within in couple of decades changed from calculators to computers and then super-fast paths of attaining knowledge. In the present scenario human knowledge is exceedingly aided and accelerated by these 'knowledge machines'. The science fiction is now coming of age.

Before attempting to address the question of knowledge management (KM), it's probably appropriate to develop some perspective regarding this stuff called knowledge. Consider this observation made by Neil Fleming (1996) as a basis for thought relating to the following sequential factors:

- A collection of data is not information.
- A collection of information is not knowledge.
- A collection of knowledge is not wisdom.
- A collection of wisdom is not truth.

It would be relevant to add here concepts floated by Alvin Toffler (1970. in his epoch-making book, “Future Shock.” His bold concept of death of the permanence and dawn of entirely new societies is all well founded on technology. His prophesy in nutshell is that the world of tomorrow would be drastically different than the world of past and why is that so? Answer lies to what just two decades later Peter Drucker named as knowledge societies.

Knowledge Management (KM) is perceived in numerous ways depending upon the requisition and context in which the issue of knowledge is discussed. According to a popular KM related website, [www.brint.com/km](http://www.brint.com/km), KM refers to the critical issues of organizational adaptation, survival and competence against *radical discontinuous environmental change*. Essentially it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings." Further, "KM is more about the pragmatic and thoughtful application as it is not in the *theoretical definition* but in *real world execution* wherein the greatest opportunities and challenges lie."

### **Imminence of Change and Zeitgeist of Knowledge**

The time graph must never be ignored in the perfect understanding of the dynamics of knowledge. One cannot understand any phenomenon in any kind of knowledge, if time perspective is ignored or underestimated. *In fact it is most significant in social sciences in comparison to physical sciences*. Time change is inbuilt system and ignoring it is always a blunder. KM can take care of this most significant process.

Everyone in the field of Change Management knows that in this this world there is nothing permanent but Change. Process of change is very fascinating and kaleidoscopic in nature. The rapidity with which changes occur in twenty first century is simply amazing and at times unbelievable. To grasp the change phenomenon newer and newer hunger for knowledge becomes obvious. Entire functionality cannot happen without the appropriate input of knowledge.

We have now a century plus one decade of Nobel Prize Winners and each one of them in his/her respective field has added immense knowledge, which kept on reinforcing and creating more and more rich knowledge people. These 'Genius Genies' were the real spirit of time and weather in the form of machine or an idea each one made this spiral of knowledge to grow and grow more and more and upward too. Zeitgeist is, "The spirit of the times; It is a trend of thought and feeling in a period." Definition according TZM (2013) sounds: "*Zeitgeist is the general cultural, intellectual, ethical, spiritual, and/or political ciliate within a nation or even specific groups along with the general ambiance, morals, sociocultural direction or mood of an era.*"

*Zeitgeist* is very much relevant to our contemporary periods in the history of mankind. Especially in our rapidly changing Indian society, pulse of the *zeitgeist* needs to be tapped periodically. Perhaps the best anecdote for change is to keep a tab on the fluidity of *zeitgeist*.

'Brave New World' was imagined by Aldous Huxley in 1932 and the time passage proved its truthfulness. In 1970, Alvin Toffler's judgments about future were so accurate that in our life times we could witness those remarkable happenings, just like in a time capsule compact box. Now in typically revolutionary and out of box thinking Jacque Fresco (2010, Venus Projects) sees a future world, which may appear as a science fiction reality movie on You Tube, but is like a reality to strike, may be within this century, whose only one decade is about to be finished. Future of technology and the global configuration of human genius and minds have various miraculous phenomenon, which we have to, 'lo and behold' kind process of change. This is the spirit of time! *This is zeitgeist* power!!

## **2. Role of Technologies**

One of the significantly vital components in growth of human knowledge is the application of instrumentation, starting from Stone Age to modern technologically advanced nations. We can identify three very core things as the most powerful tools in the domain of human knowledge. These are; *Wheel, Lens and Chip*. These three things appear in the domain of technology in thousands of different shape and form and are seen at the core of numerous human achievements, the so called developments. Author is of the opinion that if the world is sans these three things in any form, world will revert back to primitive age.

Technologies are fascinating. Primarily based on absolute scientific truths and universal laws, they possess a great potential. Photoelectric principles had so much of great truth in that concept and when it was harnessed it had abundant and unlimited uses. Technology has that power to milk out methods from Knowledge. In fact real KM is done by technologist who employs their genius to go to the root crux of these basics. The application part of knowledge has more visible potentials than the actual knowledge on a piece of paper or research article published in a journal. The perspective of technologist is to see the practical relevance for usage and that too at mass scale. From research point to application angle this journey is fascinating. For instance pharmacy research would be very appropriate case to discuss in this context.

Pharmaceutical researchers are spending billions of dollars with the aim of curing or preventing a life threatening disease, like cancer or HIV/AIDS. It is needless to say that the day research would lead to a conclusive stop; the pharmaceutical companies would be reaping a harvest of profit. This issue is often discussed, what is commonly termed as pure and applied research. A pure theorist is always at the search to find out the basic realities of the phenomenon heretofore undiscovered. Once found out whole new paths of illuminating

knowledge gets unfolded not only to walk but to run fast. Most revolutionary periods arose from the remarkable areas like road and air transportation, wired and then wireless communication, advent of computing system, Internet, mobile telephony and so on. Futuristic oriented Technologist look forward to many dazzling things like nano technology, robotics, interstellar travels and other revolutionary products to enhance quality and quantity of human longevity. So future with knowledge based technology is going to be fantastic. KM creates powers for the future too.

## **2.1 Knowledge Worker and Knowledge Societies Concept**

Issues raised by Peter Drucker highlighting the significance are of paramount importance. It is also visible that the countries with more knowledge are more powerful. If a normal distribution curve is employed to explain the concept of knowledge enriched and knowledge poor societies, then it becomes explicit that countries in the higher positive zones are going to lead, propel, guide and may be in a sense rule the world of tomorrow.

Fifty years before it was the division of the world as power block, now the contemporary world is identified by the knowledge block. Those who will belong to knowledge club are likely to shine, prosper, develop and more develop. The future society is definitely going to be propelled by knowledge. We are living in such rich times of knowledge societies that there are many pockets of human intellectual workers and there are emerging Intellectual unions. These are like growing nurseries of intellectuals. These new generations are quite motivated to take on the running for relay race of knowledge torch. In an excellent book Andy Hargreaves (2003) emphasizes for 'Teaching for Ingenuity' to the new generations. That is how the KM can be implemented in inter-generations. Here also *zeitgeist* has its role, because with passage of time, knowledge priorities also change their pattern.

According to Peter Drucker, "Knowledge is not impersonal, like money. Knowledge does not reside in a book, a databank, a software program; they contain only information."

Knowledge is always embodied in a person; carried by a person; taught and passed on by a person; created, augmented or improved by a person; applied by a person; used or misused by a person. The shift to the knowledge society therefore puts the person in the centre. In so doing, it raises quite unprecedented questions about the knowledge society's representative, the educated person." Drucker's concept is obvious in the sense that trust in people will enhance more and more of knowledge and that is how the societies or the countries would become more empowered.

### **2.1.1 Eight Cs of Knowledge**

KM is very professional domain these days. In fact the field of management has the right kind of legitimacy to study this topic and also teach in the curriculum of management classes. More and more B Schools are having this course in their syllabus. KM needs some specifications and these are well illustrated and put together in interesting rhythm of eight Cs. Madanmohan Rao (2003) has developed an interesting model in which **8 Cs** are used. In the Knowledge Management framework comprising of “8-Cs” consists of Connectivity, Content, Community, Capital is primarily about the proportion of capital of an organization for the cause of monetary benefits for the company.

All of above 8-Cs are very vital ingredient in the recipe of KM. In India we are lacking these aspects in many places of education. This aspects is visible but in few places. The size and population of our country demands that we need Culture of Education (CoK) at many more places. It could be any field; be the space, nuclear energy, higher education or manpower planning.

### **2.1.2 Synergy between Eight Cs and Culture of Knowledge**

Above 8 Cs are like very good thumb rules to follow. If one closely studies these, then it will also be evident that another major ingredient is the Culture of Knowledge (CoK). Culture of Knowledge brings-in nourishment to these 8 Cs. From the concept of Organization it is well known that the organizations flourish if there is a healthy work culture and that is also value based. CoK is primarily a value system incorporated in the organizations, in which people are always in quest to get more of knowledge and information, so as to keep them abreast with the latest and most ultra things in their fields. Normally this kind of culture evolves when there is a high degree of employee’s engagement. Engaged employees seek more job satisfaction in their work and thus are always enhancing their personal and professional pool of knowledge. It can be endorsed for such employees that they are perfect and outreaching for KM in their company. Role of CoK is to give a boost to their quest for knowledge and thus ulterior achieving better KM both at their personal and professional levels.

This also depends on motivating leadership, suitable reward system (especially recognition) and also passing on more of the responsibility to such knowledge conscious worker. A knowledge deserves appropriate recognition and reward and that should be considered keeping in mind the psychological makeup of the person, personality and value system.

In this context it will be appropriate to mention the role of value system in human choices in the personal lives. From Spranger (1914) it is known that human values fall in six major categories, i.e. The Theoretical, The Economical, The Aesthetic, The Social, The Political, and The Religious. This can be also evaluated with the help of a very useful psychological tool, namely, "Study of Values" by Allport, Vernon and Lindzey. In this grouping especially the theoretical man is seeker of knowledge, truth and ultimate reality. The characteristic of the theoretical person accordingly are, "The dominant interest of the theoretical man is the **discovery of truth**. In the pursuit of this goal he characteristically takes a 'cognitive' attitude, one that looks for identities and differences; one that divests itself of judgments regarding the beauty or utility of objects, and seeks only to observe and to reason. Since the interests of the theoretical man are empirical, critical, and rational, he is necessarily an intellectualist, frequently a scientist or philosopher. His chief aim in life is to order and systematize his knowledge." Such people have an edge over all other five categories and are thus genuinely knowledge seekers.

## **2.2 Psychological parameters of Knowledge**

French and Raven have highlighted the concept of Social power in various human dimensions. Their theory is often applied to the organizations. Out of six dimensions of social power, one important dimension is called 'informational power'. This aspect is highly attributed to knowledge sharing. There is a point of caution in this power dynamics. If knowledge is not shared but used as tool even for attaining negative goals then the knowledge is often mis-utilized. There are enormous examples of using knowledge in unethical manners and in many cases devastating the mankind. In fact one area of knowledge notably defence has this built dilemma. It is probably the rule of the game to be as secretive as possible. There would have been no Hiroshima if there had not been utter secrecy of Manhattan project. Probably the rationale lies that everything is fair in war and love. Even in positive domains of business we are often concerned about patents, copyrights, intellectual property and so on. These are very essential issues and access to knowledge has to be circumscribed in proper manner of utilization.

Psychological parameters are helpful in nurturing knowledge. Many psychologists lay intense focus on 'creativity inculcation' as part of children education especially at young ages. Once creativity is inculcated in children, then they move in paths of knowledge quest, where they get intellectually nurtured.

### **2.2.1 Knowledge Sharing: Key to Higher Understanding**

“If I have seen farther than others, it is because I was standing on the shoulders of giants.” That is more like a statement from the heart of a genius four centuries before from Sir Isaac Newton. Knowledge is always built upon layer after layer. All mind boggling inventions, discoveries and amazing searches are the time scaled activities of millions of people. If a jet load of plane with 350 plus persons can fly nonstop trans Atlantic flight, then this feat is attributed to those thousands and millions brains of those engineers, technicians, scientists, mathematicians, and designers, who were there from the time of Wright Brothers to till date in the year 2010.

Knowledge Sharing (KS) is essential for knowledge to grow. This way millions of minds can work together in great harmony, synergy and rare productivity. Present creation of high technology is definitely attributed to all the people of previous generations. Rawat (2007) emphasizes this point of knowledge sharing and KM in organizational context. He endorses that knowledge becomes more powerful when it is shared, exchanged and debated more and more. KS require an intense trust and interdependence on academia and other fellow intellectuals.

It is undoubtedly rewarding practice if people in an organization could share their experiences and knowledge. This is again a matter of CoK. If the organization possess this culture and do practice CoK, then their collective gains are far higher. For last two decades there are famous works of Seligman and others, which chant about positive psychology. The core message of Positive Psychology is that do well, thing well, be cooperative, help each other and be supportive and have comradeship in collective achievements of the goals. There are don't also and these are basically to shun negative thinking, non-supportive behaviour, back bitings and numerous other happenings like, “loose” talks, gossiping and adverse comments etc. Studies conducted Gallup, Dr. Martin Seligman at Pennsylvania University have established the efficacy of positive psychology beyond doubt.

Many organizations are now diverting to this positive facet of Psychology and creating a very positive culture, which is ultimately enhancing CoK therein. “Positive Psychology, a new branch of psychology, focuses on the empirical study of such things as positive emotions, strengths-based character, and healthy institutions. His researches have demonstrated that it is possible to be happier — to feel more satisfied, to be more engaged with life, find more meaning, have higher hopes, and probably even laugh and smile more, regardless of one’s circumstances. Positive psychology interventions can also lastingly decrease depression symptoms. The research underlying these rigorously tested interventions is presented in the

July/August 2010 edition of the American Psychologist, the journal of the American Psychology Association.”

According to Gallup Management Journal, *“Since World War II, much of psychology has focused on a pathology model -- that is, exploring what's wrong with people, not what's right. But recently, a new vision of psychology has emerged -- the positive psychology perspective. Led by such pioneers as Donald O. Clifton, Ph.D., Martin Seligman, Ph.D., and Mihaly Csikszentmihalyi, Ph.D., positive psychology explores ways to help people flourish rather than simply function. This view provides rich possibilities for executives who want to improve company performance by encouraging, promoting, and expanding human potential. Applying positive psychology can have a direct impact on employee and customer engagement and loyalty -- and thus the bottom line.”*

KS is thus the key to enhancement of knowledge. How the new knowledge influences the course curriculum is evident by the following announcement from The University of Pennsylvania. “A new program at the University of Pennsylvania provides an important opportunity for psychologists, educators, life coaches, and health and business professionals interested in the application of the science of Positive Psychology. The Master of Applied Positive Psychology (MAPP) offers professionals, many of whom are working full-time, the chance to earn a pioneering graduate degree from an Ivy League university.” This shows the spirit of knowledge enhancement and KS in a positive way.

### **2.2.2 Domains which are Still Hungry for More Knowledge**

Many areas of knowledge have somehow remained laggard in knowledge exploration; some of these may be a) due to lack of attention, b) due to scarcity of funds, c) due to lack government approvals, d) due to social and ethical considerations, and e) some emerging areas which are in gear one stage. Our domains of knowledge can be given impetus by opening up more and more opportunities, needless to say with proper and ethical support of private sector.

On top of the list there is acute concern for the sustainability of our planet. Technological Deeds on last century are now becoming in some instances as the nightmares. It is a natural corollary in any knowledge in which something new and exciting comes but its fallouts may follow later on and of course then solutions are also sought. Energy mass relationship by Einstein was the unique concept but not to destroy some geographical location on our own planet. In fact knowledge in various fields also needs integration. If technology and ethics had not properly synchronized, then the worst things can happen.

Man has fathomed deeper layers of oceans and far off reaches of space, but, “What does man need?” remains big question and dark zone in or epistemology.

### **3. Discussion - Concept of “Knowledge Priority Tag Marking“ in Indian Context**

Concept of 'Knowledge Priority Tag Marking' (KPTM) is primarily to identify those areas or academic domains or any kind of intellectual pursuit in which the aim is to go for excellence. Like it is typically in the Indian context poverty, school education, rural development, drinkable water is just a fraction of those hundreds of problems, which need a remedial treatment. Such problems which are hovering for decades require more focus and need intensive intervention. Identified problems need more and more input to resolve the long standing issues. In these contexts we require KPTM, which simply in practice would mean that identify a specific problem area and the with all sorts of existing knowledge, information, data pool, resources put together and then just apply to solve the problem. India, because of its huge population, diversity, poverty and host of other problems poses various special needs for its growth through knowledge. SWOT analysis of India is mind boggling, because all the four quadrants of Strength, Weaknesses, Opportunities and Threats show remarkable phenomenon. It is the best country on the Earth from that perspective. In fact it is the knowledge and competency of Indian brain, which makes India an emerging economy. Our success story in the making is primarily due to that segment of manpower that is in the knowledge domain. Development of India especially as providers of knowledge people or manpower in the fields of software, medicine, education and engineering to most of the developed nations is remarkable. At Silicon Valley one realizes that how much Indian brain has generated business there. We call it brain drain but for the end users, it is Indian brain mine, rich with intellect.

Here it is essential that we tag our priorities for KPTM and give due implementation without any time loss to achieve the goals of national priority. Nandan Nilekani (2008) in 'Imagining India' paints a very remarkable picture of the emerging India and lays big focus on School education. His key slogan is “S for School Education.” KM has to be started from base levels and here we are still lacking behind. Indian priority areas for Knowledge spreading remain so simple and so often heard at various Prime Minister's lecture from ramps of Red Fort on almost all Independence Day broadcasts, or from the addresses of all the Presidents from Rashtrapati Bhavan on the eve of Republic Days.

India needs to do KPTM in the following domains and without ever forgetting that it is a populous nation of 1100 million plus people;

- Value Inculcation: The quality of growing children needs to be watched, BUT ACT NOW
- Health Education and Medical facilities
- Impetus is required to create a huge intellectual pool in India Human capital has to be brought to front in comparison to administrative power
- Creating 'Think tanks' in all domains of knowledgeable
- „S for School' is the best wisdom of Nilekani which needs to be followed for Quality based School Education
- Reaching out to the unreachable will bring in more talented and creative manpower

### **3. 1 Indian Manpower, Defence perspective Global Knowledge Pool**

Indian KPTM requires various philosophies like 'Think Globally Act locally' and also vice versa, Act Locally Think Globally.” Knowledge challenges are many and to keep nation defended is the most primal issue. International and domestic security requires abundant information, knowledge pools and also the underlying and hidden goals of global powers. India's vigilance is required in this. Prime minister Man Mohan Singh's action to bring in Sam Pitroda and Nandan Nilekani speaks in itself that how much government values knowledge. *Yet we have, “mile to go and miles to go”.*

India has the “Knowledge Commission” and its efficacy was good for the nation. Some of those remarkable achievements were possible because of that only. India needs a mind-set like that. India's population in one way is also its huge resource for knowledge, provided everyone has more and more access to quality education. Defence is a big issue for India and our all resources need to be more focused on knowledge acquisition. Toffler's (1990) concept is very relevant for India that knowledge comes in various combinations to prove its efficacy and we need knowledge here as for power management and it will be ideal if it is achieved through KM. India's mines of knowledge could come from modern universities and resources hidden far deeper in culture.

Indian heritage is strong but our access to that still remains inefficient. Perhaps the major problem in Indian context is clear cut and sharp focus. Nation needs various kinds of synergies and well charted path for decades and centuries to come. Knowledge implementation is also a problem because it is quite often seen that wonderful reports and recommendations just fade away in the short time spans of few months or few years. Tasks before our nation are many but the positive aspect is that we are exposed to new technologies.

One may recall that there was shakiness in nineties, when the computerization was to taken up at a massive national scale like in banking and railways. Fortunately the hurdle was overcome and now we can see that how prudential it was at that point of time. The spirit of time (*zeitgeist*) prevailed. This is the issue where one can say that there is no dearth of knowledge but there is dearth of KM.

### **3.2 Gaps in Knowledge Stimulate Research**

Gateway to research lies in what is unknown, dubious, lacking clarity. Venturing in to unknown is the path for any researcher or discoverer. Research is a challenge but is rewarding because it fulfils the gaps in knowledge. Knowing, exploring, unfolding, treading the uncharted paths are all synonymous with research. Present timings are the timings of knowledge explosion and that needs millions of minds to do more and more remarkable work. Typically in the Indian context we need to do KPTM. Specific area need exploration and we need more professionalism in understanding the complex problem of a nation like India.

Indian research, education and priorities needs to be well defined. Research and knowledge exploration or KM is path of boldness, commitment and conviction. In India we need to identify these gaps in knowledge and then the people who are involved within and outside the system can find out solutions by research and proper KM. Problems of India are unique and requires innovative solutions. According to one quote by Einstein's "No problem can be solved from the same level of consciousness that created it." Once the objectives are clear, then there is more potential to tackle the problem. Once the mass movement and momentum is generated, then nations do change. Living examples in history show that how Japan as a nation showed its growth from very bottom levels of technology to the most innovator of technology.

One of the most relevant documents in this context is the Knowledge Commission Report by Sam Pitroda. The biggest challenge is whether these things are done or properly implemented in our country. Just for example there is one recommendation of establishing 1500 universities and 50 National level universities. How far we are close to these extremely relevant and pertinent matters? *Zeitgeist* in the Indian context sometimes gets dampened and loses the spirit with which it should have marked its debut. Pitroda (2008) in Knowledge Commission report conceives the concept of **Knowledge Pentagon**, which is like the five steps structure or blue print to carry on the mission of KM in the Indian context.

The five excellent steps to attain knowledge goals are as follows:

1. Access to Knowledge

2. Knowledge Concept
3. Creation of knowledge
4. Application of knowledge
5. Delivery of Services

### **Effective Steps to Inculcate Culture of Knowledge in India**

*Zeitgeist* psyche is emerging in India especially in the urban, progressive and rapidly looking forward India which at times is often distinguished by academicians, politicians and other thinkers term as *Bharat versus India*. India is on the march and some of the noteworthy revolutions have already been rolled very successfully and with applause on the world stage. This kind of phenomenon happened in India soon after independence. People had a new awakening, a hope, a social climate that things were changing, something unique and meaningful was happening. This is primarily an exciting phase where people generally feel that changes are occurring. New hopes appear and to a great extent these are met to. *Zeitgeist*, rather positive *zeitgeist* creates this kind of psyche of optimism.

Knowledge commission report is one part but when people see its reality for example opening 1500 universities then that it is something stunning positive *zeitgeist* and that is what we require in India. New things need to happen now and no more shelves of reports need to be staged. KM scenario has really got an impetus with this report but only the lurking danger is that it may not have the same fate which many other significant reports and recommendations had in the past. This kind of negligence can fade the spirit of time and thus before the momentum gathers up there is deflation and fizzle out of motivation. Here immense caution and prudence are required.

In this age of excellence there is no doubt that KM is a very useful area to study and spread. Following suggestions can be considered with adequate benefits by industry and academia;

- Offering KM as one credit course to management students
- Creating Faculty and Management Development workshops, so as to enhance the importance of KM
- Analysing the real case from corporate world where KM has added something tangible in terms of business expansion and innovation Creating positive culture and creating CoK to facilitate this aspect
- Outreaching for talent hunt, especially from rural and India

- Creation more advanced institutes like IITs, IIS and advanced medical researches of Indian heritage
- Catch them young is the basics of promoting talent people and who become the leaders of CoK in their respective organizations
- Principle of 8 Cs is very much desirable so as to create CoK
- Reach out to all the regions of India is very vital
- Getting out of the regional mind set is very essential
- Following the future blue print for 2050

#### **4. Conclusions**

##### **2050 and Knowledge Management with Technological and Teleological Approach**

The rapidity of changes is going to be many folds and on many fronts. Future of world and India in particular, become more kaleidoscopic than ever thought of or predictable. Change mechanism as of now are becoming more faster than the predictive tools in the hands of human race. The knowledge and its meaning is changing with every thinker, scientist and definitely with the passage of time. John Maddox, editor of 'Nature' for three decades, looks in this crucial issue and is of the opinion that what will be discovered is not exactly what remains to be discovered. One relevant comment here is from the front flap cover of Maddox (1998) in, "What Remains to be Discovered" is written: "In 1900 no one knew of  $E = mc^2$  but by 1950 a bomb built from that equation changed the world forever. In 1998 Maddox shows that we are on the verge of going beyond Einstein – and if we do, the consequences by 2050 will be even more awesome than those of Einstein's little equation."

Our knowledge domains remain still shallow as it is evident by the comment of the Editor of 'Nature' for more than three decades, Dr John Maddox, who poses three major questions as a challenge to human discovering and research potentials. These are; a) Mapping the Secrets of the Universe, b) The Origin of Life and c) The Future of the Human Race. Our concurrent knowledge has yet to find out answers to these and may be many more corollary kinds of questions. Human curiosity is the main vehicle for exploration and this perpetual desire or quest must never ever stop. The future which is yet to clock in is likely to bring very serious issues. Most of these issues are already causing a serious concern for scientists, thinkers, *gaia* concerned people and humanity in general.

Contemporary knowledge revolution arises from eye opener researchers, discoveries, exploration and other quest fulfilling wonders done by intelligentsia, scientists and thinkers.

More and more Knowledge would be essential for the smooth functioning of the human life on this planet and beyond. KM is the call of the day. No longer can one afford to miss it. Investments in technology are equally effective like investing in 'Human Capital'. In fact both these aspects bring out wonderful synergy. Some segment of India's population is ultra tech savvy and does remarkable achievements. That shows its success in running world's topmost information technology companies both in India and Silicon Valley and elsewhere.

Goman (2002) uses her storytelling skills to teach us how and why knowledge is and isn't shared in organisations. She also examines how we can create high-performance teams by drawing on the individual and collective strengths of their members. Some of her powerful quotes are reproduced below:

1. Knowledge is not like gold, it's more like milk;
2. You can't win if you don't know that the rules have changed;
3. Knowledge isn't power; sharing knowledge is power;
4. Nobody knows everything, so nobody can win alone;
5. There's always more than one right answer to any challenge;
6. If you fail and don't learn from it, everybody loses;
7. If you win and don't tell others, everybody else still loses;
8. You can't share knowledge you don't know you have;
9. Everyone has something to contribute, even if they don't know it;
10. It can be easier to believe in ghosts than look at your own fears;
11. Don't be afraid to trust one another;
12. Don't be afraid to trust yourself.

There is often controversy between knowledge and religion, because religion often explains things on faith or other mystical phenomenon. According to Martin Luther King Jr, "Science investigates, religion interprets. Science gives man knowledge which is power; religion gives man wisdom which is control." In this age of knowledge we can move forward and even dogmatic confusions from religion can be eliminated. The infinity of this space is indeed a very unique phenomenon and coupled with time, it becomes mind boggling. "Powers of Ten" is very much in depth in understanding of the entire universe and beyond. This is an extended picture of both macro and micro reality, ranging from inside of nucleus to the outermost space. In the emerging global markets and knowledge based industry on meteoritic rise needs this kind of psyche in the minds of human beings. It is a philosophy, which is for more sharing, connecting with others and meaningfully getting solutions. (Tuli, 2008). Can

each one of us make a pledge to share knowledge? That will make us intellectually, academically; humanely superior and collectively the quality of life will improve. There are many constraints in human psyche to stop sharing knowledge but this change of attitude is very vital for human race in general. This change in attitude is well depicted in this wonderful and intellectually rich prayer of Vedic Hymn, Tamaso ma Jyotirgamyā, i. e. *Deliver me from darkness to Light.*

### **The Paradox of Our Age**

To give a befitting end to this article exploring Knowledge Management and *Zeitgeist* relationship, author considers it appropriate to conclude by highly intellectual set of quotations, by peace loving intellectual Dalai Lama, the Nobel Laureate for Peace.

*“We have bigger houses and smaller families;*

*We have more degrees but less sense; more knowledge but less judgement; more experts, but more problems; more medicines, but less healthiness;*

*We've been all the way to moon and back, but have trouble crossing the street to meet the new neighbour.*

*We build more computers to hold more information, to produce more copies than ever, but have less communication;*

*We've become long on quantity, but short on quality.*

*These are the times of fast foods and slow digestions; tall men and short characters; steep profits, and shallow relationships.”*

Wishing everyone happy knowledge sharing with a positive frame of mind!

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