

Learning to lead in new entrepreneurial environment --- An Indian experience

By

Anil Shastree

Mrs. S A Arundhati

Professor of Mechanical Engineering Company Secretary

A D Patel Institute of Technology

Narmada Chematur Petrochemicals Limited

New V V Nagar

Bharuch

388121

392015

Gujarat

Gujarat

India

India

anilshastree@yahoo.com

arundhati_shastree@yahoo.co.uk

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Executive Summery

Knowledge is a source of competitive advantage for successful organizations. This paper revolves round knowledge management, value chain, new entrepreneurship and integration of these core values for resource generation in Indian Industries. It attempts to explain how Indian companies learnt to fly. The paper discuss the following critical knowledge areas related to the learning goals:

1. How these companies innovates the working practices to gain uniqueness in competitive environment?
2. How do these companies see the pattern of opportunity that others may not recognize?
3. How do they commercialize the technology for resource generation?
4. How do they understand the changing nature of the market forces and convert it into uniqueness in competition?
5. How do they create the knowledge management system for global perspective?
6. What is the impact of knowledge management system of Industries on present educational system?

This paper brings out, how executives use six layered knowledge management framework to develop real life knowledge management systems for nurturing growth. It is observed that for knowledge intensive firms' knowledge is mainly embedded in human beings and operating systems. They are concerned with value chain through real growth and innovation. In fact, knowledge management is at the core of the value chain where continuous improvement is the way of working.

The paper concludes with the findings that knowledge strategy is a central theme that establishes an effective and efficient match between firm's resources, competencies, opportunities and risk created by environmental changes. It is a link between the multiple goals and objectives pursued by firm to satisfy its various stake holders and policies used by it to guide its operations. It emphasizes the fact that mastering the economies of knowledge through scientific research is a way to wealth creation.

Business leadership initiative-An introduction to live Success

Success is all about having the courage to take risks. Will Rogers once said “Even if you are on the right track you will get run over if you just sit there.” Both risk and change are a part in life, especially if we want to have the life and the work we love. Magical things happen when you choose the mind set of positive expectancy. It is a situation when you decide to create time rather than manage time. Success means more than money, fame or managing tasks well- it’s also about getting the best out of you, gaining respect, controlling stress, and leading a happy calm and fulfilling life. Being + Doing + Having = Success From the inside out .i.e. .in context of an organization, a shared vision+clear objective + positive culture = success. On the other front, Knowledge Management technologies are exploding. Companies are employing new technologies to leverage the intellectual assets of knowledge worker. The efforts to successfully harness the knowledge creating capability of the organization leads to redefining competitive landscape of the business. The search is always on for gaining the sustainable competitive advantage, innovation, and value from integrating environmental considerations into business strategies, products, and processes. Companies can not risk isolating knowledge management in functional departments like HR, IT lest they loose the competitiveness. Society has always valued the qualities of initiative, self-motivation, self-confidence, self-worth, and feelings of competence, qualities essential to effective human functioning, so this is not new. What is new is the awareness that individuals are not born with those qualities—they are developed when certain conditions are established at home and at society. Times have changed since 1900 when Nobel Laureate Thomas Mann described the three generation life cycle of a business house in BUDDENBROOKS his famous book. Therein, the **first generation** patriarch slogs to earn. Power then becomes the focus of the **Second generation** which inherits the money. The **third generation**, born into money and power, seeks solace in art. That is how the Buddenbrooks family decays. Family run business seems to have an even shorter life-span in the 21st century and India is no exception. That is why this family run businesses first contribute to 65-70% of world GDP but only a third of them survive into second generation and just 3% go on to their third generation. The family businesses houses in India, such as the Murugappa group in south and Dabur (Barman) in north have been surviving longer than the 3 generation. They are constantly organizing and reorganizing for survival. There were visible cracks in the monolithic structure of some business families soon after the death of their patriarchs in India. The question is-is it the authority of the patriarch which holds the family together? In the foundation of the values lies the fate of any institution whether social or economic. To ensure that values are preserved, complied and passed on down the line, every institution needs a central authority. His decisions have to be obeyed because he derives legitimacy from his capacity of generating wealth from scratch and compassion to hold all members together. In India, Tata Motors, fifth largest medium and heavy commercial vehicle manufacturer globally pays homage to Group’s founder Mr. J.N Tata whose vision and foresight laid the strong foundations for the enterprises established as well as the value system for which the TATA Group is known today. It is J R D Tata, Mr. Naval Tata and Mr. Sumant Moolgaonkar who provided leadership and direction to the Group over the past 50 years of development and growth while preserving the business ethics and value set by the founder. Larsen & Toubro Limited is another Indian multinational founded by Mr. H. Holck-Larsen and Mr. Soren Toubro. These business houses individually, have become an institution which stands for openness, trust, mutual respect, good value for consumer and a great sense of social responsibility as they have encompassed knowledge management. In other words, they have become a distinctively knowledge enterprise. At the root lies the concept of learning, learning for life to lead. Business across the world, are striving hard to create entrepreneurial environment. Entrepreneur culture calls for respecting entrepreneurship- new initiatives. Small and medium businesses (SMEs) are the outcome of such entrepreneurial efforts. This generates the need for Co- existence. To remain competitive, flexible and value added, while working with uncertain conditions, in an era where a capability of mass customization is deciding the competitive advantage, the successful Indian enterprises have gained the deeper insights through- H R,(Human Resources),IT (Information Technology), KMS (Knowledge Management Strategy), EM (Economic Model), CS(Competitive Strategy).With the entry of new domestic and International companies in several sectors, many Indian corporate have become more competitive and most importantly Indian consumers have an opportunity to choose the products and services from the best. The future is here and now.

Indian Entrepreneurship going Global

In the 20th century, it has been seen that more than two third of global wealth arise out of inventions and innovations that happened during that century. Today’s highly matured airlines, pharmaceutical,

information technology and several others are testimonials of this. By the same token 75 % of the world GDP towards the end of this century is likely to relate to newer goods, and services. For, example in information technology services in India, in less than eight years newer services have come to contribute more than 80% of the revenues. In short, this reminds of the Russian novel, in which who prays for the maturity and experience of old age, the resourcefulness of the middle years, the enthusiasm and optimism of youth and sheer inquisitiveness of childhood in quest of knowledge. All this looks fine only on the foundation of openness and mutual trust; the soul of business. This is the linkage to the society. Present picture of some of the Indian Multinationals as quoted, is a sample of exemplary dedication and hard work of the employees which is a quest towards creating value. With changing scenario, impact of western values into psyche of Indians, every passing day, changes and conflicts are being faced by ordinary people in their life time. The generation gap that change creates on account of conflicting beliefs, values and life style between generations is another cause of concern. So what changes and issues do we expect in the corporate world? Do we expect businesses to be managed and driven differently? What kind of entrepreneur will be riding the emerging wave of new wealth creation? What will be the behavior of new entrepreneur? As we are likely to witness dominance of newer goods and services in the new economy on account of Yet-unexploited and yet to-emerge inventions and innovations.

INDIA consolidated its position as the “SERVICES HUB OF WORLD”. The evidence is hard to ignore. Indian Companies, government owned labs, and local research centers of multinational companies have applied for more than 4000 US patents in the past five years; at last count more than 50 MNCs had invested in research centers or labs in the country-apart from every tech company worth its code, this includes GE, Astra Zeneca and General Motors; the competitiveness of MNCs is increasingly dependent on their India connection. All around us there is a talk of Brand India. Apart from technology companies such as Infosys, Wipro, and TCS, pharmaceutical ones such as Ranbaxy, Dr. Reddy are going global. Tata Motors’ cars are sold in Europe. And commodities giants such as Hindalco and Sterlite have established a global presence. This makes India proud and confident; this is India’s big global opportunity. China has emerged as the “Manufacturing hub of the world”; it does not in any way diminish the importance and prospects of manufacturing for India. In fact one can expect fair amount of manufacturing to shift to India as the Global customers want to minimize the country risks. In recent past global trade has significantly outpaced general economic growth and has to alter traditional economic models. The breadth of economic models world wide is much narrower now. Consumerism and market led economies have come to prevail for all practical purposes. The role of nations is diminishing as their policies are converging. As we are moving towards diminishing role of nationhood, corporations are increasing their role of seamless operations across nations and are acting as true ambassadors. Indian multinationals prepare themselves by recognizing the need to develop a new class of employees capable of doing business in the international arena. They are in the process of developing, grooming Global Leaders who will be capable of operating across geographies, developing local insights and who will assimilate their learning to create a knowledge and data bank. Infosys is an example of Indian entrepreneurship and Mr. N R Narayana Murthy, an Indian entrepreneur, austere, willing to share wealth to employees, governance oriented, focused on building a global brand and corporation. The result is a company that has to its credit, a seemingly unending list of firsts: Infosys was the first Indian company to issue stock options, host analyst meet, list on NASDAQ –the first Indian company to grab eye ball. Eventually all of India Inc. gained from Infosys efforts. Thus at the bottom of entrepreneurship is the increasing dynamic partnership between the creators of wealth and people engaged in generation of ideas. So to say, tomorrow’s entrepreneurs will be global players. Globalization coupled with technology is greatly enhancing the need to appreciate cross cultural differences and is developing as an attitude of building effective cross cultural bridge. Virtual operations are both a challenge and a great opportunity.

KM (knowledge management)–a transformation tool

Innovation is the essence of the world today. Intellect and innovation matter a lot. The study of various operations of Indian Multinational Engineering manufacturing companies very clearly indicates that these organizations have developed and implemented a knowledge management system (KMS) that leverages human capital, information and technology to achieve and sustain winning performance. They are Corporate Quality Universities (CQU) which embodies a philosophy of continuous learning and ultimately a lever for change. As a group, these quality corporate universities represent a best in class effort to train all employees in the skills, knowledge, and competencies they will need to be successful in their jobs and be able to adapt to future job requirements. These companies are taking determined steps now to forge a

work force excellence that will promote their own future survival. Knowledge management (KM) is the management of knowledge within organization/s. The conditions are now ripe enough to take a second step forward i.e. Indian Multinationals have already assimilated the technology. They have got over the advantages of best practices and bench marking. So focus is now on – to LEAD i.e. a source of innovation without losing the present strengths and performance.

A widely accepted “**working definition**” of knowledge management applied in worldwide organizations: "Knowledge Management caters to the critical issues of organizational adaptation, survival, and competence in face of increasingly 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". Knowledge and its productivity are at the core values. These successful companies have proved that knowledge leadership drives the market leadership. They have started reaping the competitive advantage of knowing “what they know”, and “knowing how to use their knowledge” most gainfully. Knowledge Management seeks to make the best use of the knowledge that is available to an organization and creating new knowledge in the process. Knowledge management is receiving much attention from corporate leaders. CEOs of the Indian Multinational Companies have gained an insight to this. They agree that knowledge is like a candle. It lights other candles without extinguishing itself. Thus these knowledge industries stimulate other industries, in turn, to become knowledge based.

The sustained results over the years indicate that economic value of knowledge consists in creating sustained superior performance, greater value for customer, better wealth for investors and above all, growth for the employees with global vision. The study further indicates that capturing the knowledge means working for better tomorrow; converting opportunity into organizational growth. The lifecycle of any new value creation attempt proceeds from

- “1) an idea to commercialization - an academic entrepreneurship and
- 2) From commercialization to commoditization – global manager ship”.

This cycle time has proven to be much shorter in case of knowledge enterprise.

It has been so in service sector too. In case of manufacturing companies the influence of economics of knowledge has been significant. In most instances, modern day manufacturing has knowledge and technology deeply embedded into its processes and products. Thus it leads to change in value system. It is said that the creativity that went into making commercialization of ZIP was greater than what went into a Nobel Prize winning discovery. Thus rewarding scientists who make “things that work” is the foundation stone of KM. The knowledge economy operates by principles that are dramatically different from those of industrial economies of the past. The emergence of new economy has been so rapid that world has not come to the grips with the new reality fully. The investment in the latest systems and use of IT as an enabler have contributed substantially in reducing the delivery cycle time for critical equipments to 8-11 months from 18-20 months as well as much better working capital management across the company in Indian multinational organizations. The knowledge industry creates opportunities for the new entrepreneurs in ways that are far removed from traditional operations. Thus protecting the usable knowledge is important. Knowledge can be converted into wealth but it is so only of protected knowledge. The main observation lies in the irony of the situation i.e. what new technology is able to provide however, is yet to be matched by mind set changes in family run businesses. While the technology is changing by the day, the natural inclination for the mind is to change by the generation. So creating conditions for the benefit of SMEs and technopreneurs (Technology + Entrepreneur) to flourish is the task of Global managers. Indian global managers of Multinationals are busy in this task. They are marketing the benefits of the knowledge management. There are no short cuts to success. As specialized knowledge becomes obsolete at a terrifying fast pace, the knowledge workers who flourish will be those who make a commitment to continuously learn new skills, knowledge and competencies.

Focus on making the difference

The link between workers’ skill and organization competitiveness was put forward by Lester Thurow, dean of MIT’s Sloan’s School of management in his speech, “The education and the skills of the work force will be the key competition weapon in the 21st century. The reason: there is a wide set of technologies coming along that will demand that the average office or production worker have skills that have not been required in the past. These skills go beyond the narrow duties of doing one’s job to a broad skill set to adapt to new technologies and change in the market place”. These competencies are the specific skills or know how

employees need to successfully operate in the work place particularly as business Mergers, Takeovers are on increase; business outsourcing, & JV's are on rise and business downsizing is essential for survival.

They are 1) Learning skills 2) basic skills and cognitive reasoning 3) interpersonal skills 4) creative thinking 5) problem solving 6) leadership and visioning skills 7) self management skills.

What is striking in some of the Indian organizations is that new, flexible, decentralized structures are pushing responsibility and authority down ward in the organization from managers and staff engineers to the rank and file workers. These workers must know how to interpret the information and apply it to their worksite i.e. they must increasingly think and behave as managers for the assigned responsibilities. They are the owner of the workplace. They are front line managers. They are made to feel secured and their work is respected as they are distinctively knowledge workers. The economic value of knowledge lies in creating sustained superior performance: 1) great value for customers, 2) greater wealth for investors and 3) great careers for employees. Knowledge contributes and it makes up to winning innovations and executions. Managing knowledge is essential to creating and seizing gainful future opportunities and to enhancing current organizational performance.

Thus the questions arise: what are the interactive components of knowledge management? How does it create value? How are the humane management and knowledge transfer taking place for successful operations?

- The answer lies in "people the prime mover". The difficult part to document and transfer is the tacit knowledge that is not articulated but it implicitly and significantly influences decision and actions of individuals and of course of the organization.
- The second part is wisdom: the actions and information which are very common but with uncommon degree of understanding help to convert the actions into opportunity to win over the customers. Information can be placed on the computer but wisdom exists only with few.
- The third part is live knowledge improvement: the increase over the past knowledge, skills and willingness to learn for the future change. It has intent and the specific purpose. Knowledge exists in the heads of the people but willingness to improve is the process of change and needs flexibility; the different mind set and positive thinking.

The human competence is determined by the creativity, cognitive formation, organized thinking, intuition, skill and wisdom gained over the experience. The linkage between the information and the individual tacit knowledge, wisdom and knowledge improvement are the personal attributes and are uncommon.

It is observed that knowledge management system consists of processes and technologies adopted by Indian Multinationals are inspired and guided by vision and strategy of the enterprise and designed to deliver the right knowledge efficiently to people when they need them for problem solving and decision taking. While creation, application of knowledge and understanding market timeliness involves interaction of human capital and information, the outcome is technology which is a tool for facilitating it.

In realizing KMS following values are seen as in violable in their thinking

- ❖ Relevant - timely and suitable
- ❖ Innovative- Creative, integrative and strategic
- ❖ Open- authentic and approachable.
- ❖ Proactive- outreaching, responsive

Fostering and disseminating the knowledge associated with innovation and learning technologies is at the base as a foundation. It is continuously refined and focused on system in limited areas of operations. To quote, Hydraulic Excavators when developed first time in India in 1975 is a classic example. Design modifications, design of new attachments, input power enhancement and lastly a new model by itself in the commercial form in the competitive market.

They have recognized that scientific innovation is like a baby. It requires a mother, a father and a pediatrician. The mother is the one who support and champions the young. The father figure provides the finance. Investments increase sharply as one move from idea incubation to prototyping to manufacturing. Therefore, we require different types of funding. Unlike knowledge in mind, information becomes independent of its creators. Scientific knowledge is the example of this. It can be adapted, readily transformed and used by the needy. But what makes it critical? It is the "value" that is to be understood by the enterprise, proactively transforming individual knowledge within and outside organization and proving it with the application, documenting the procedures, the reasoning, and logic in "If___What" analysis into the enterprise information is critical to knowledge management. It is not the imitation but it is innovation. It is not bench marking but leading. To make this point further clear, let us take a product manufactured with collaboration know how and convert it further to capture the higher level technology; it can be said that

the enterprise has assimilated the information and technology using knowledge of the collaborators technology and converted the same into a system of working management. In short, knowledge management consists of the processes that acquire and use knowledge to create value. The growth comes by offering value to customer, seize on opportunities to win over the competitiveness and create new situations by adding value. Thus, organization generates increasing value by analysis and synthesis of knowledge capital and technology and creates the dynamics of the knowledge which in turn generates the spiral of knowledge. A greater sense of fulfillment will only come when there is an environment in which there is total encouragement of new ideas, dismantling of hierarchal structures and truly seamless operations. This is undoubtedly being one of the Company's greatest challenges. Thus, in knowledge enterprise, every activity is a continuous learning process which forms the value chain. **First generation Knowledge Management** involves the capture of information and experience so that it is easily accessible in a corporate environment. An alternate term is "knowledge capture through innovation." This led to organizations investing heavily in technological fixes that had either little impact or a negative impact on the way in which knowledge was used. A strategic approach to Innovation based knowledge management leads to organization uniqueness and creating wealth. It also reduces risk.

Making impossible possible – an entrepreneurship

The modern philosophy of management is based upon an optimistic view of the nature of men and women. They are considered to be potentially creative, trust worthy, and cooperative. McGregor (1960) has labeled this managerial philosophy as "theory Y". Theory Y holds that all motives-economic, social, egoistic –must be achieved. The employee is highly motivated to work when he derives satisfaction from doing himself. Emphasis is placed upon activating the higher needs such as responsibility, recognition, achievement, and innovation. People are taught to accept responsibility and exercise self control. The philosophy of management reflects the attitude of top management towards human resource of the organization. The initial stimulus came from the realization that the paternalistic philosophy of management in the past gave little momentum for growth in future. Managements had developed plans for growth and there is a realization that there is a need to develop attitude and skills within them to initiatives, make decisions, and take risks. (Theory Y) India has very good potential of knowledge worker, knowledge creators, and thinkers. Knowledge work is a good start. Specific **case studies** will illustrate how innovation is taking place in India. They can be harbingers of the next practices.

1) **Construction equipment manufacturing** - In India there are multinationals who are manufacturing these equipments. The multinational in which one of the authors was working started a new plant in India to produce the medium range construction equipments with collaboration. One of the equipment had a few deficiencies and needed more consumables in the equipment. The author under took the project in 1990 on following non negotiable elements of innovation process as follows: 1)The equipment must be a dwarf construction giant in Indian context.2) It must be competitive, maintainable and superior to collaborators 3)It must have uniqueness as compared to competition. 4) It must be of latest origin i.e. modern available locally produced materials should be used and equipment consumables should be affordable to small contractor.5) It must open a new competitive space that is not occupied by any one else. Many employees were skeptical about this including CEO. The project had a few pitfalls to start with but the final product was evolved such that the plant could survive in the competition. Not only that, it created the knowledge that can be used in the similar class equipments including tractor. This gave an edge to other equipments also in the competition making them sustainable. One of the unique features was the "Common Oil" as a consumable. Further to this, the insight gained helped to go international. The heavy range products were also looked at and on the basis of knowledge gained, low profit range was abandoned; new joint venture was established. Though the collaborator vanished from the international scene our plant continues.

2) **Mechanical Design exercises in education:** Another work was in the line of education. There were pitfalls of students and many misconceptions about the mechanical engineering design in 2001 in the institution where author is working. Author designed the exercises in line with the syllabus but using engineering software though they were not practiced in other near by colleges. After overcoming the initial resistance, these computer based exercises proved to an interesting part of the subject learning. This teaching approach focuses on personalized learning system. Any student wanting to review materials can access the computer .What is important is that the process is totally self explanatory and one can learn at one's own pace. The students felt proud to learn that is unique to them

and they could talk about this in their placement interview also. So called dull students, also could move forward and complete the score card well. The final result was interesting. The students demanded the advanced level course which was offered after a gap of five years. In present days, there are some good books in the market using this spread sheet approach and some old books are getting revised on these lines. Thus we are selectively forgetting the past to create the future. So we are on a break through innovation curve.

3) **Automobile Industry In India-** we have two wheelers at about INR.50,000 or car at INR2,50,000; there is nothing in between. The way the two wheelers are used in India with two adults and three/two children all hanging to each other suggest that there is likely opportunity for a vehicle at INR 1,50,000. This has large implications and many firms are looking at this opportunity. The large Indian market and the components will give a rich benefit to the early bird. There are Deming prize winners in the automobile manufacturing. Many good practices, TQM, ISO and latest software in are used in there design process. In India there are many places where automobile industry, component industry and soft ware industry is co-located giving an advantage to combine domain knowledge, quality in manufacturing through CAD, CAM and CIM and varying batch size. This helps in innovation process of each element of manufacturing and has a strong economic effect. This adds to intelligent product. Today India is exporter of cars and two wheelers in world market. Indian manufacturers have a manufacturing base out side the country also and they are engaged in creating intelligent products. This has revived the field of automobile education in India and many educational institutions are getting into this field. The collaborative working between education institutions and industry has emerged on greater scale and thus academic entrepreneurship is emerging with the global managership.

4) **Software Education and use of computer:** The literacy move by the government has also given an opportunity to the various firms to go for 1) adult education 2) computer awareness. NIIT was one of the leading institution who spread the computer and software message to a common man adding to employability. There fees were modest and affordable to common man. Tata Consulting Services (TCS) focused on a new approach to adult learning. Instead of learning alphabets, words, patterns, and reading i.e. traditional sequence, they relied on seeing, hearing, by associating sound patterns with word patterns and then learning the alphabets. This is a 180 degree change in teaching. The innovations here is going from seeing and hearing to alphabets. The experiment started in Telugu language and is done in more than 1000 centers in India in Andhra Pradesh to start with and covered more than 50,000 people. In three hours people are able to read and this is happening in India. The success leads to success and there is a demand in Latin America, Africa as illiteracy is not unique to India. In this approach the learning is about pattern of cognition and than learning. This approach to teaching focuses on a personalized learning system. TCS went one step ahead and worked on more than three languages and thus contributed significantly to sort out the universal from the idiosyncratic.

5) **Hotel industry, Health care area:** To day there is increasing demand for engineers to work in medical software area. The symptomatic evaluation and the medicines there of is accessible. This helps the doctors to do the consultancy remotely. Thus there is increasing demand and motivation for an information technology to go for knowledge acquisitions. The hospitality industry also has given favorable impact on education as it helps to satisfy the self esteem of the individual leading to entrepreneurship.

6) **Micro entrepreneurs:** In present days in India it is not necessary to be big to be multinational. A SME can be doing business across the nations. The author has done some work in SME consultation and the results are very encouraging. The product is approved for branding by the big size multinational and it regularly exported. The other visible results are as noted in table.

Before		After
1)	Most offices doors are closed most of the times, hiding what's said behind them	Doors are open and transparency is practiced.
2)	Top leadership does not "walk the talk". They talk about sacrifice while keeping their executives privileges. They talk about teamwork while stories of in fighting were everywhere	Sincere attempts were being implemented for Walk the Talk.

3)	People are afraid to bring issues up to their superiors.	Every activity is getting converted as a process.
4)	People are punished for the failure of experimental projects.	The failures were less and more of understanding atmosphere than blaming approach
5)	Departments act as fiefdoms, do not collaborate and do not share information. Managers blame each other for organizational problems.	-More of inter departmental working and increase in team spirit. -One to one relationship is established at middle and higher management level.
6)	There are separate cafeterias, parking restrooms, and other facilities for executives only.	Employees are the prime movers approach. facilities Common for all.
7)	There is pressure to do what the bosses want without regard to question of ethics or personal integrity.	More of professional approach and fairly good atmosphere of trust and team work.
8)	Training and HR practices are totally focused on advancing the organization's interests with little or no attention to developing to developing people's talent and careers.	Employee learns first then only organization learns Change in approach.

A sustainable industrial system adds new content and process requirement to the corporate knowledge management system. As the intellectual capital came to dominate physical capital, professional entrepreneurs started dominating the economic world. Whether it is Bill Gates or a Michel Dell, Sam Walton or Asim Premji, people with direct stakes in company, the active participants who bring professional expertise and passion to the table are redefining the rules of the game.

The conceptual frame work of knowledge based systems consists of

- Organizational frame work, Value chain
- Organizational culture & strategy
- Technology acquisition & development
- Human resources
- Directives based on vision
- Knowledge assets and method of assessment
- Knowledge transfer performance
- Contribution to the productivity and growth of enterprise's knowledge capital

It is not so important to know the latest skill itself but what is needed is to know how to learn and leverage new skills when they become fashionable .ONE NEEDS TO LEARN TO LEARN.” The theme is “In my ends is my beginning”. To learn, we have to go to basics. There is discipline in learning. Learning does not end with school or college. Each of us needs to take notes daily, summarize daily, recap daily and complete our drudgery daily throughout our working careers if we are going to be learners.

Knowledge acquisition by Indian Multinational Industry

	Process of resource creation by Knowledge management technology	Strategy and implementation
1	Designing systems for creating knowledge within enterprise, R&D, Product development marketing	1)Development of new products/ designs, /processes/methods/materials /machines /tools improvement of system in existing products and processes and value engineering, analytical engineering process simulation in related manufacturing areas of manufacturing products 2)Development of capabilities for carrying out difficult machining operations with a high precision for welding of super duplex materials for automated control of welding operations as well as for mathematical modeling, simulation studies and numerical analysis 3)Development of software for auto generation of CNC programmes

		3) Pro-E drawing for machining operation 4) Trouble shooting of machining operations,
2	Creating knowledge through collaboration & alliance	1) Various JV's 2) Collaborations 3) Collaborative efforts with educational institutions for technology up gradation 4) Knowledge assets can not be bought or sold but to be built in house.
3	Developing competencies by acquiring promising people and human development program	1) Regular school for development of people, Trained to be global manager 2) Testing and certification of existing products for conformity to new Indian /International standards 3) Obtaining technical approval from agencies. 4) Participation in standardization activities, monitoring patents and other IPR matters
4	Procuring knowledge from knowledge vendors, consultants research provider	1) Industry institute Interaction, 2) Training personnel abroad for exposure to the latest product/designs, manufacturing technologies processes and other practices 3) Participating in national, international conferences seminars and exhibitions 4) Imparting training to personnel by foreign technician in various manufacturing techniques 5) Learning technology by working with world leaders technology partners
5	Acquiring the people who have the knowledge	1) People are hired on contract for specific jobs; 2) Old employees are called back etc. 3) Developing Global Leaders
6	Acquiring the company that has knowledge	Deciding the focus of the business and working to develop core strength developing the associates and joint ventures
7	Provides easy and fast access to reliable information	1) State of art ERP, Value chain management and CRM systems to connect its different locations dealers and vendors for efficient and seamless information exchange 2) An ongoing program for reinforcement of code of conduct. The code covers integrity of financial reporting, ethical conduct, regulatory compliance conflict of interests and review and reporting of concerns. 3) Comprehensive information security policy
8	Cognitive flexibility	1) The ultimate goal of achieving learning skills is to reach such a level of ability that spontaneous knowledge acquisition is possible without structure and direction. 2) It relates to an individual's ability to diversely utilize cognitive resources to learn complex and ill structured environments and domains.
9	Dynamic capacity & EI	1) It is the ability to identify, understand and manage emotions to minimize emotional blasting on decision making as well as knowledge of one's emotional dynamics to enhance the decision making process. 2) Protect knowledge workers with low EI who usually suffer from sense of insecurity, low esteem and various psychological issues such as cognitive distortions.

Results of impregnating knowledge management: winning approach

The results achieved by Indian multi nationals are:

- ❖ Cost reduction/improved utilization / productivity and competitive pricing, Technology up gradation Improvement in existing processes, product quality performance productivity, safety, product reliability and serviceability to attain global standard, Enhancement in quality and the service to the customer, (Aggressively reduced the cost without compromising quality and marketed products which have appeal in terms of price, appearance, performance and reliability as well as good customer support.)
- ❖ Introduction of new world class products and processes
- ❖ Awards in recognition of good designs of products and packaging
- ❖ Maintaining market leadership /preparedness to counter competition, better accuracy speed, safety standards aesthetics and economy in construction etc.
- ❖ Bringing out eco friendly products and reducing environmental pollution
- ❖ Reducing manufacturing /delivery time, Import substitution and reduced dependence on collaborators, Reducing capital cost and maintenance /operating cost to the end user
- Making products user friendly, Expansion of product range
- Catering to changing/unique needs of the customers
- Generating know why as well as know how
- Attaining qualification of our processes from internationally recognized bodies
- Indigenization/import substitution, Cost reduction, competitive edge, and leadership in market, Exceptional value at a very affordable cost. Thus, extensively expanding the target
- Savings in foreign exchange.

Conclusion: learning to learn

The source of technology is science-rooted in knowledge. World wide knowledge revolution is on. International trades are moving to knowledge intensive goods. The world's major growth industries- microelectronics, biotechnology, telecommunications, designs and materials –are already knowledge industries. Are we in India producing the products to fit into the system? Are our engineering curriculum getting updated to accommodate the fast pace of the changing knowledge industries? Are we creating wealth as we go along creating the knowledge base manpower? We must retrospect our educational pattern and ways to update the same. We must foster that “I” is Innovation and not Imitation nor Inhabitation. To survive fierce global competition innovative means are to be adopted, inculcated and imbibed into our learning and education system. We have to be very objective, focused in creating wealth through the scientific research. So the learning should to be designed to meet the objectives of wealth generation through knowledge base and scientific research.

To end,

Think big and your deeds will grow, Think small and you'll fall behind
Think that you can and you will- It is all in the state of mind.

Life's battles don't always go on, to the stronger or faster man;
But soon or late the man who wins, is the one who thinks he can.

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