"A Study of Knowledge Management Implementation and Best Practices as Key to Empower Employee Relationship and Productivity" - A Study in It Units at Mysore

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1. Introduction:

1.1 introduction to research : In this research is to find the three major Km and BP implementation thrust areas – awareness level among both the software engineers and their superior – team leader and managers, belief that the KM, BP helps and benefits the industry , that it empower employee relationship and productivity among both the software engineers and their superior – (team leader and managers), km department and   it's computer, network facilities and helpdesk facilities to help km and BP flourish in the IT units , the organisational environment parameters to help the development of sharing of knowledge and Best practices in units were studied through questionnaire survey to the respondents drawn from three IT units and from two cadres – software engineers and team –leaders before arriving at the major findings of the research.

1.1 Introduction to Knowledge management :

Knowledge Management is becoming increasingly important as organizations realize that sustainable competitive advantage hinges on effective management of their vast and varied knowledge assets. Knowledge management is the systematic process of creating, maintaining and nurturing an organization, to make the best use of knowledge to achieve sustainable competitive advantage and high performance. KM provides an opportunity for achieving substantial savings, significant improvements in human performance, and enhanced competitiveness. KM is multidisciplinary by nature and integrates concepts used in strategic management, organization theory, and information systems management. It stresses a formalized, integrated approach to managing an enterprise's intangible information assets. Major enablers of KM include organizational mechanisms, information technologies and software.

2. Research Objectives:

The research objectives were designed after a sample study in the survey sample organisations. The broad objectives of the research could be listed as follows:

1. To study of knowledge management implementation in IT units at Mysore.
2. To study best practices in IT units at Mysore.
3. To study employee relationship and productivity in IT units at Mysore.
4. To study whether Km implementation is key to empower employee relationship and productivity in IT units
5. To study whether best practices implementation is key to empower employee relationship and productivity in IT units
6. To arrive at suitable findings and conclusions useful for the IT units in specific and others industries in general with regard to subject matter of research.

3 Hypothesis of the research:

The below hypothesis have been framed by the initial survey to be investigated by primary and secondary research survey on the

Ho₁ The level of KM and BP awareness is NOT evenly distributed among survey units in Mysore.

Ho₂ The KM implementation will NOT **empower employee relationship in IT units**
Ho₃ The KM implementation will NOT **increase productivity in IT units**

    Ho₄ The BP implementation will NOT **empower employee relationship in IT units**

    Ho₅ The BP implementation will NOT **increase productivity in IT units**

    These above envisaged hypothesis which were framed by the initial survey was investigated by primary and secondary research survey on the KM practices

4. Research Methodology :

a) Sample survey details: The research focus on the survey study of three IT units at Mysore. The survey is conducted on the team leaders and software engineers in the selected IT units from three leading IT units operating at Mysore.

Team leaders	software engg	Total
Table 1.1		
unit 1 – 100	unit1 200	Total = 300 (infosys)
Unit 2 - 50	unit2 100	Total= 150 (wipro)
Unit 3 - 50	unit 3 100	Total= 150 (spi)
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200	400	= 600 nos.

b)   Research Methodology:

    The research methodology of this research would involve a primary research by way of sample survey on team leaders and software engineers selected organistions – IT units at Mysore to find the level of knowledge management and best practices and its relationship to. The methodology also include besides this sample survey the secondary survey of Books, management journals, research organization records and research magazines, conference proceedings on KM and BP and annual reports of the sample survey companies with additional information from web sources.

    The study mainly goes into research through a primary sample survey of the level of the KM and BP at IT units by way of a random sample survey of the respondents through a questionnaire survey in the chosen in selected three software units at Mysore. This primary survey would be coupled with the discussions and interviews with managers, GMs, CEO's, Vice presidents, chief project officers, location heads, departmental heads and vice –presidents of the units of sample organisations to cater subtle information regarding the subject matter of research.

    The primary data collected out of questionnaire survey would be stratified, averaged, studied and after a proper analysis through a suitable statistical test and the interpretations would be drawn and hypothesis of the research are put to test of proof. The secondary data such

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as text Books, national and international management journals , research organization records and research magazines, national and international conference proceedings, related web sites besides company annual reports of IT units in India are visited and analysed to have a deeper understating of this knowledge management an best practices at IT units in India and abroad.

The research has designed the null hypothesis with regard to the objectives of the research and the same would be tested under statistical study using, random sampling methods, stratification techniques and suitable statistical tests, before the final conclusions drawn.

c) The sample organisations selected:

1. Infosys

2. Software paradigms India

3. Wipro infotech

5. Significance of the study:

The study would contribute significantly in understanding and working of the both concepts of KM and BP among the employees of the IT units in specific and applicable to all organisation in general to bring greater development of KM strategy to be competitive and globalised world. The Study helps to investigate the KM and BP could be utilized in any organisation and the research would help to build employee relationship and productivity in IT units. They also focuses on the new dimensions and emerging models of the KM and BP in IT sectors that could be simulated in any other sector like automobile, infrastructure, service sectors. The Study would help also how the understanding the importance of the KM and BP and implementation of same for creating better employee relationship and productivity of units to create better working environment of trust, love and understanding among employees for the betterment of all stake holders and society as whole. This study would try to bring out research findings and suggestions that may help proactive new IT companies and other organizations (in other sectors) who are looking for newer HR initiative areas of KM and BP utility and also their company as a whole in their respective markets to become market leaders and there by earn precious foreign exchange for the development of the country.

5. Limitations of research:

As the research and survey is limited to the analysis of three IT units at Mysore only, the number of IT units selected for the research is the first limitation of this research. The area in which the It units are selected are from Mysore and all the selected IT units are from one city only will act as second limitation of the research. The number of respondents selected are around 200 middle level managers and 400 soft ware engineers out of more 10,000 number of software professionals working in Infosys and around 3000 software professional working in SPI Ltd and more than 2000 professionals working in wipro infotech at Mysore is the third limitation of the research. The duration of research the research is around three years and is also act as one of the limitation of the research. The organisations selected for the research are drawn only from IT sector is also a limitation of research.

6. Research findings and conclusions:

This section presents the highlights of the research and major findings, Suggestions with regard to the research study i.e studying the about finding the present level of KM and BP

implementation in the IT units and its relationship to employee relationship and productivity the survey units .This would like to give out the suggestions that could be applied for other IT companies in India in other states and also to other sectors which are in the process of utilising and exploiting the opportunities created by the implementation of Knowledge management and best practices in bringing a new dimension to the units for growth and sustainability for more decades of increasing competition and globalised economy.

6.1 The research thrust areas:

The research has thrown light on the major thrust areas of KM and BP and its impact as follows:

Five major KM and BP areas of research:

a)   Awareness level, belief and commitment towards KM and BP among the software engineers and team leaders

b)   The belief that KM and BP implements works in building employee relationship in the IT units (the software engineers and team leaders),

c)   The belief that KM and BP implements works in building employee productivity in the IT units. (the software engineers and team leaders)

d)   The facilities of Km department, networks& Km helpdesk and its impact for the flourishing of KM and BP practices at IT units. (on the basis of perception of the software engineers and team leaders)

e)   The organisational environment parameters –

- Top-management commitment that KM and BP helps

- Helps to the exchange of key ideas- leanings between employees.

- the leadership is supportive for sharing the of the Km and BP

- the trust level between employees- for

- the reward system for sharing

- the monetary increments based on contributions to KM and BP

- Top management's   recognition of KM & BP contribution

Help to build a flourishing environment to build KM and BP in the IT survey units in specific and IT sector in general.

6.2.2 Major findings and suggestions of the thesis with reference to each objective of research:

I First objective of research:

To   **study of knowledge management implementation in IT units at Mysore.-**To study the level of awareness of KM among the employees- among the team leaders **and** among the software engineers

Major findings and new model for analysis designed for research:

The primary survey coupled with discussions and interviews with the top-level management has shown that there is

A) From top-management – there is complete awareness about KM and BP commitment to use KM implement in the survey units

b) Among the team leaders– there is complete awareness about KM and BP commitment to use KM implement in the survey units

c) Among the team leaders– there is complete awareness about KM and BP commitment to use KM implement in the survey units

But the level of awareness has shown a upward trend with increase of cadre of employees. This shows that the higher cadre executives shall have to take the onus to build awareness on the knowledge management with their co-software engineers particularly fresh recruited.

The research has revealed that top-management has to increase the faith among their employees about the utility and utilisation of the Knowledge management and Best practices that it works and helps to eaten their work and helps to achieve results better and faster.

ii Second objective of research:

To study best practices in IT units at Mysore.-To study the level of faith that Best practices would be helpful in bringing effectiveness in their working pattern and increase the operational efficiency– among the team leaders and software engineers.

Major findings:

The primary survey coupled with discussions and interviews with the top-level management has shown that there is

A) From top-management – there is complete awareness about Best practices and commitment to use Best practices implements in the survey units.

b) Among the team leaders– there is complete awareness of Best practices and commitment to use Best practices implements in the survey units.

c) Among the team leaders– there is complete awareness about Best practices and commitment to use Best practices implement in the survey units.

But the level of awareness has shown a upward trend with increase of cadre of employees. This shows that the higher cadre executives shall have to take the onus to build awareness on the best practices with their co-software engineers particularly fresh recruited.

The research has revealed that top-management has to increase the faith among their employees about the utility and utilisation of the Knowledge management and Best practices that it works and helps to eaten their work and helps to achieve results better and faster.

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iii Third objective of research:

To study employee relationship and productivity in IT units at Mysore.

Major findings:

The primary survey coupled with discussions and interviews with the top-level management executives has shown that there is medium degree of employee relationship between the software engineers and the productivity level of the employees is at very high degree.The training and development division has to work to build better employee relationships between software engineers each other's and between themselves and the team leader .This is because the software engineers are very seriously involved in their work with computer and except some discussions at meetings and at canteen they don't speak to each other much and is the culture at most of the survey units and the training and development division has work some programmes to release the stress and monotony of workplace and to bring " social need fulfillment" among employees to release their tensions and stress created in the work place .

iv Fourth objective of research:

To study whether KM implementation is key to empower employee relationship and productivity in IT units -To understand whether KM adopted and implemented will increase the major organisational environment parameter- employee relationship between software engineers each other and the team leader between themselves.

Major findings:

The primary survey on software engineers, team leaders and departmental managers coupled with discussions and interviews with the top-level management executives has shown that because of knowledge management implements – among software engineers and team leaders they believe and have faith and commitment and have seen results with regard to building better "the software engineers- employee relationships" in the company. But is in the degree of high and there is scope for improving better the implementation of KM and improve upon the relationship of employees through Km implements.

The primary survey on software engineers, team leaders and departmental managers coupled with discussions and interviews with the top-level management executives has shown that it improves the overall productivity of software engineers and the team members developing software. The team has shown a firm and very high degree of faith on that the KM systems help for better productivity of the company as a whole.

v. Fifth objective of research:

To study whether best practices implementation is key to empower employee relationship and productivity in IT units. -To understand whether **Best practices** adopted and implemented will increase the major organisational environment parameter- employee relationship between software engineers each other's and between themselves and the team leader

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Major findings:

The primary survey on software engineers, team leaders and departmental managers coupled with discussions and interviews with the top-level management executives has shown that because of Best practices implements – among software engineers and team leaders they believe and have faith and commitment and have seen results with regard to building better "the software engineers- employee relationships" in the company. but is in the degree of high and there is scope for improving better the implementation of Km and improve upon the relationship of employees through Km implements. The primary survey on software engineers, team leaders and departmental managers coupled with discussions and interviews with the top-level management executives has shown that best practices in software development - shared and copied and implemented - improves the overall productivity of software engineers and the team members developing software. The team has shown a firm and very high degree of faith on that the best practices helps for better productivity of the company as a whole.

Vi .Sixth objective of research: To arrive at suitable findings and conclusions useful for the manufacturing units in specific and others industries in general with regard to subject matter of research –This objectives have studied about the Km and BP facility and the organisation environment support for KM and Bp to develop and flower and flourish in the company to increase the employee relationship and productivity of the company.

I) The Km and BP sharing dept facility:

1. KM (and best practices) department - (separate entity)

2. The facility of servers, intranet and other network facilities for handling KM & BP issues.

3. Specially skilled personnel are availability.

4. personnel are ably managing the KM and BP to store, search, sort and re-orgnise for future use

5. availability of help-desk facility at KM (BP) dept

II) The organizational environment support:

1. Top-management commitment that KM and BP helps

2. Helps to the exchange of key ideas- learnings between employees.

3. The leadership is supportive for sharing the of the Km and BP

4. The trust level between employees- for sharing knowledge between my peer team and others at the unit.

5. The reward system for sharing knowledge between my peer team and others at the unit.

6. The monetary increments based on contributions to KM and BP

7. Top management's recognition of contribution to KM – BP.

III) With regard to the level of decrease of the duplication of "leaning by practice and on-hand experience" and increase the KM – BP utility by software engineers.

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Major findings:

I).With regard to **KM and BP issues and KM –BP dept facilities** following aspects has been revealed that:

1. KM (and best practices) department - (separate entity) is present – high awareness of its presence.

2. The facility of servers, intranet and other network facilities for handling KM & BP issues.

3. Specially skilled personnel are availability. -Low level of availability of skilled staff and requires training for the staff to handle KM and BP databases.

4. Personnel are ably managing the KM and BP to store, search, sort and re-orgnise for future use medium level, but needs drastic changes and training needs are very much visible to handle such a delicate issues of Km and BP practices.

5. Availability of help-desk facility at KM (BP) dept is at low level and needs improvement.

A) The research has revealed that most of the software engineers who are aware of existence of KM (BP) department have revealed that there are no specially trained and skilled personnel in the KM (BP) department.

B) The research has revealed that there is the availability of servers, intranet, internet and other network faculties for handling KM-BP in all the three organisations.

C) The research has revealed that there is no special help-desk or call centre like facility at these KM (BP) departments of survey research units or the personnel are not able to help out special queries about anything. It appears that they may not have been specially trained to handle verbal queries and help-out the employees about KM –BP information and best practices recorded in KM –BP database.

D) The research has shown that there is a good feedback mechanism in place for the development of KM (BP) department.

II) With regard to **KM and BP issues and organisation environment support following** aspects have been revealed. The major ratings were

1. Top-management commitment that KM and BP helps ---   high level

2. Helps to the exchange of key ideas- learnings between employees.   High level

3. The leadership is supportive for sharing the of the Km and BP   High level

4. The trust level between employees- for sharing knowledge between

 my peer team and others at the unit.   Medium and low level

5. The reward system for sharing knowledge between peer team

and others at the unit.   Low level

6. The monetary increments based on contributions to KM and BP   Low level

7. Top management's   recognition of contribution to KM – BP.   Low level

The research revealed that the Top-management commitment that KM and BP helps is at the very level and is sufficient and there is a conducive culture in these survey units for the

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development of KM and BP services. There is a very positive leadership in the organisation for the implementation of KM and BP .the research shows that there is leadership of openness, security of knowledge, ample awards for the subordinates to share best practices and lessons learnt has been rightly initiated. The research revealed that in all the three units the KM and BP implementation initiative has helped to the exchange of key ideas, practice and job-expertise working learning's between employees in a great degree because of KM-BP data bases. But the research revealed that the trust level between employees- for sharing knowledge between software peer members and others have not much developed because of KM and BP implements.

      The reward system for sharing knowledge between software peer members and others and the monetary increments based on contributions to KM and BP and the Top management's recognition of contribution to KM – BP by software engineers are very low level and needs management policy , culture and leadership correction in their working style if not the implementation initiatives will not fully contribute to its end objective of higher productivity and to build better human relationship of trust and love and sharing between employees.The emphasis must be laid not only on sharing best practices and KM practices with data base - but also on the proper utilization of the stored - shared best practices. Management should not only recognise the contributors to KM database, but equally important is to recognise those who effectively use the same and improve upon one's performance level and contribute to the overall effective performance of the organisation.

III) To understand the level of decrease of the duplication of "leaning by self experience" and increase the KM utility among employees

        The research found that here has been medium level of decrease in the self-learning duplication due to Km practices in these survey units, but needs to be completely eliminated and all self-learning duplications needs to be avoided in the learning curve of the organisation

6.2.3 Other important findings from the statistical survey:

        In the statistical survey many opinions were expressed about in the last part of questionnaire by the respondents

They are summarized as follows:

i.The additional views of Software Engineers are listed as under :separately :

1)   Awareness among employees needs to be increased on the following spheres of knowledge management and Best practices and it's attributes

a)   Advantages of KM-BP to oneself and organization

b)   Methods of using KM-BP system and different methods available

c)   Contribution to KM-BP and its necessity to empower one self and organisations

d)   Rewards and recognition for contribution to KM-BP and utilization of KM-BP

e)   Best practices adopted in different projects – how it can benefit

f)   The lessons learnt from different projects -offshore

2)   The effectiveness of KM-BP in reducing self learning duplicity and thereby reducing time and cost for the every software development , testing and installation tasks ,each processes and to the overall organization's working .

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3)   Employee's needs to be aware of the different information's available at KM-BP dept.

II The views of team leaders are listed as under separately:

1)   There needs to be a KM-BP cell which is available on phone – call as well as mail for the employees.

2)   The KM-BP sharing is presently done through Intranet , but needs to be more faster and user-friendly software should be used

3)   Every Project leader needs to review all the best practices and the things gone wrong during the start of any new project and needs to the update the KM-BP cell on effectiveness of using the KM-BP practices or using the best practices.

III The views of managers and other departmental heads are listed as under: separately:

1)   Employees need proper motivation through monetary and recognition basis so as to share their knowledge, but more important is an environment of mutual trust and security which is a key secret for the working of KM-BP in the IT units.

2)   All employees irrespective of position, experience and designation should be given opportunity in any brain storming sessions that could be part of any quality circle movement for finding "opportunity for improvement" / "value engineering suggestions" / "opportunity for innovation" / Kaizen / etc..

3)   The Quality teams should be formed cutting across the different Knowledge areas / project areas that are entirely different and varied to learn from their experiences and innovative experiences.

Major findings of the thesis with reference to each Hypothesis:

I First null hypothesis of research:

Ho$_1$ The level of KM and BP awareness is NOT evenly distributed among survey units in Mysore.

Findings with regard to hypothesis: The survey revealed that this Hypothesis is completely proved and as the level of KM and BP awareness is not evenly distributed among the different units of survey .The second and third survey units can learn ("opportunities for learning and change their KM-BP implementation plans and systems) from first survey units the success of KM-BP implementation and utility. IT needs to bench mark their ways in the steps of the first units - the implementation ways, motivation and utilisation of both best practices and it's knowledge management and best practices focussed training modules, reward systems, KM_BP department facilities, culture and leadership backup, the top management's commitment to deliver through the utility of KM and BP implements to progress better than other units and to bring complete organisation as single knowledge entity.

ii. Second null Hypothesis of research:

Ho$_2$ The KM implementation will NOT **empower employee relationship in IT units**

Findings with regard to hypothesis:

The survey revealed that this hypothesis is partially proved. The statistical survey showed that in all units the software engineers and team leaders feel KM has only partially it has helped to

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empower the psyche of software engineers to come out of their personal shell(the IT job specific limitation and lacuna is each software engineer is isolated under his work-pressure of weekly targets) .

iii. Third null Hypothesis of research:

Ho$_3$ The KM implementation will NOT **increase productivity in IT units**

Findings with regard to hypothesis:

The survey revealed that this hypothesis is completely disproved. The utility of knowledge management implements have increased the overall productivity of the organisation.

The statistical survey also showed that all units there has been an increase in the software project and development working productivity because of the utility of the KM and BP database with regard to the challenges of work-specific – off-shore project specific clues for better and easier development of the software and project completion in time. Software engineers and team leaders feel that whenever they go for off-shore implementation , software testing and or tough client query solutions they get specific country specific ideas and clues for smother working and results at offshore. This is because of the presence of KM-BP database sorted on country and project and platform specific modes. This helps in increasing the efficiency and effectiveness of implementation of software-work and projects.

The KM_BP database is also having some regular very efficiently coded -written routines and small software modules which are used often in most software projects like sorting and searching, queries and menus etc.. which are available as freeware ofrteh utility of software engineers and it has reduced drastically the duplication (of self-learning time-cost) at the IT units. It does not mean that all software engineers are utilising fully the KM-BP implements available at KM-dept, so there is need to create a better monitory and motivating aspects to improve further the system and utility of the same for all the software-teams and projects.

iv. Fourth null Hypothesis of research:

Ho$_4$ The BP implementation will NOT **empower employee relationship in IT units**

Findings with regard to hypothesis: The survey revealed that this hypothesis is partially proved. The statistical survey showed that in all units the software engineers and team leaders feel that BP-best practices in software development and project implementation has - only partially has helped to empower the psyche of software engineers to come out of their personal shell and tack to each other and fulfil their social and psychological needs to distress themselves.

v Fifth null Hypothesis of research -Ho$_5$ The BP implementation will NOT increase productivity in IT units

Findings with regard to hypothesis:

The survey revealed that this hypothesis is completely dis-proved. The best practices shared because of presence of the KM-BP database and utility of the same by the software engineers and team leaders have impact on the overall productivity of the IT unit.

The statistical survey also showed that all units there has been an increase in the software project - development productivity because of the utility of the KM and BP database with regard to the challenges of work-specific in particular the challenging and tough client based off-shore

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project by knowing in advance how these projects could be tested and, installed and successfully the client's enquiries could be handled and projects could be completed in time. This helps in increasing the efficiency and effectiveness of implementation of software-work and projects.

The research showed that some software engineers are sceptical in utilising the KM-BP database and ready made modules available as free ware at the KM-dept. this can be improved by top-management focussing on the campaigning the help and advantage of BP to all software engineers by celebrating the BP utility and good training programmes.

6.3. Major Suggestions with regard to the research:

Major suggestions from statistical sample survey of employees:

A) The training and development specially aimed at improving and sharing of best practices and knowledge-management is a must to empower the productivity and software engineers' relationship in the organisation better fro all employees for better results and utility of KM and BP in IT units.

B) All the units top-level management has complete awareness about KM and Bp and shown their bent of mind and commitment to use KM and BP implements and work to improve the same.

C) There is need of better and effective training focussed on KM / Quality circles addressing KM and best practices.

D) The Top-management should build an environment of mutual-trust and belief among employees by improving transparency of information and leadership styles.

E) KM-BP fest /KM-BP week / Km-Bp month is a good idea but should not be ritualistic and creating entertainment, but should be also viewed as organisation empowering activity like any other serious sessions and conferences and meetings.

F) The top-level management and commitment and conviction regarding the benefits and steadfastness on the implementation of KM practices and culture in the organisation should be their main motto.

G) The quality of the free-wares put by the software enginners (in KM_BP databases) as efficient routines and modules have be cross checked for its quality and utility by experts with comments fro utility of the same.

H) There is need of better user-friendly software, fast servers and intranet and network abilities for KM –BP department.

I) Better rewards not only for best contributors of the week / month/ quarters and years but also for best utilisers and the methods of cost-savings (time/money) should be initiated and religiously awarded.

J) KM – BP utility and contributions from the employees should become one of the major parameter with the wage revision, promotions and increments of pay.

K) The management has to look into the privacy and to protect the KM-BP database being leaked out of the IT units and in the hands of competitors that would prove more costlier than not having the KM –BP for itself.

L) Trained and experienced expert on KM-BP should be one of the advisory board members of top-management executives who will be able to help the company to restructure their culture and leadership styles for better implementation of KM and BP.

M) A team of experts and top-management should bench mark one's (unit's) KM-Bp utilization level with that of other industries not only in IT sector but also in other sectors every six months to redefine their KM-BP goals and plan of action for better implementation .

N) There is need to build a knowledge management culture of sharing knowledge and wisdom between each other not only between each employees working in same projects and department but also between different departments and different units of same company located in different locations in India and abroad.

6.4. Final conclusions of the research:

The IT sector is booming in India especially in Bangalore and Mysore because of the presence of IT giants like Infoyses, wipro etc... The research has chosen mysore as the case study city and few key players of IT for the present research. The objective to the thesis has been met in the study. The study conclude that the effective implementation and utilisation of the KM-BP in an organisation will lead to better employee relationship between software engineers and the team-leaders and between each others and the overall productivity of the IT units (because of large scale avoidance of duplication of self learning from each software team memebrs) and will lead to the success, sustainability, growth of the organisation

The research conclude that the top-management, managers and team leaders total commitment on the part of their faith that the KM-Bp works and yields towards overall organisational efficiency and effective utilisation resources especially the tacit knowledge resource is most essential for the successful implementation of the KM-BP in IT units. The awareness level of the KM-BP and its utility shall be increased among all the employees by way of training programmes and week's and month celebration at least once in six-months. The HR policies of every company shall have effective and clearly defined awards, rewards and incentive systems and promotions that are addressing KM-BP contribution and utility for KM-BP to work.

The effective culture and leadership will be able to bring change in the organisation in bringing all employees to share their experiences and learning's through KM-BP of company. The company's top-management and executives and managers shall follow the principals of transparency and clarity in their HR policies and day-day dealing with software engineers and that only will create a environment of trust (where everyone will be ready to share their precious experience and wisdom with others without the fear that he/she will be treated dispensable after such sharing).The faith and trust shall be instilled by "top-management" in the place of fear for the KM –BP to start giving results other wise the software engineers will share only the tip-of the knowledge ice-burg and the rest will be submerged in the ocean of the tacit-mind's employees will be there only and die without utility for himself or the rest of world.

The company shall have neatly designed policies, time-bound plan for the implementation of KM-BP and shall bring experts and redefine their KM-Bp department as a separate department that help all employees equally, shall be equipped with separate server facility with many trained employees to handle Km-Bp data –base and give information to those come for enquiry by mail or even verbally over-phone with a help-desk KM-BP –call centre facility. The research concludes

that it is not only important to earn and save the wealth of KM-BP .but also to protect the same using effective security systems on the database.

The wisdoms driven organisation culture will be able to cut across competition from any corner of the world and company could create better product and service differentiation and low-cost operational efficiency. The employees learn from all other employees in the organisation and will cut the training costs and improve upon the work-life balance and stress –levels of employees and bring better organisational happiness index because the employees would be able to finish work earlier by KM-BP tips and suggestions .The research conclude that duplication of learning process could avoided by KM-Bp utility among software engineers leading the IT units in forward path of success and prosperity.

The organisation should act as a single individual with complete team spirit and mutual trust and faith on oneself and all and with a single KM-BP group (organisational) mind where all employees act in a vision that "every body's knowledge is one's own and one's knowledge is everybody's " and build a KM –BP culture which will empower to sustain in any type of odd situations , crisis and in multi national-cultural and politically challenged globalised market only to win, win and win. This is the final mantra of KM to empower any IT unit by digging the overall organisational (employees) mind for knowledge and wisdom diamonds and jewels that make the concern rich and famous.