

## **KNOWLEDGE FORMS AND DRIVERS OF KM**

### **FORMS OF KNOWLEDGE**

Knowledge forms represent a variety of types. The understanding of the types of knowledge is necessary to build the knowledge management system.

Different classification of knowledge includes:

1. Shallow and deep knowledge
2. From procedural to episodic knowledge
3. Tacit and explicit knowledge

#### **1.Shallow and deep knowledge**

Shallow represents the surface knowledge representing the minimum understanding of a problem situation. While deep knowledge indicates the knowledge that is acquired over years of experience. Consider the example of approving a vehicle loan. When the loan officer considers the only salary as a criterion to approve the loan, it represents shallow knowledge. If the loan officer considers various parameters like salary, age, credit rating, net worth, the pattern of paying, etc., it is termed as deep knowledge.

#### **2. From procedural to episodic knowledge**

*Procedural knowledge* is the understanding of how to operate something or understanding of a procedure to do some task. For example, operating the computer by understanding the procedure or the steps given in the manual to use the computer.

*Declarative knowledge* is the awareness of knowledge or the routine knowledge that an expert is conscious. This knowledge can be easily recalled. This is something an expert can easily discuss. This knowledge remains in the short-term memory of the brain and can be easily forgotten after a while. A bank manager remembers and discusses the performance figures of his bank during the audit period. After that, the same performance figures are difficult to be recalled.

*Semantic knowledge* is a highly organized, deep knowledge that resides in long term memory. This knowledge helps in building rules, relationships among the entities under study. When a car doesn't start, a mechanic knows various reasons such as a dead battery, damaged ignition, empty fuel tank or problem in the fuel filter.

*Episodic knowledge* is the knowledge-based on experiential information that is stored in the long term memory. This is highly compiled and autobiographical. This knowledge is not easy to extract or capture.

### **3.Tacit and explicit knowledge**

Tacit knowledge remains in the minds of individuals and it is needed to create explicit knowledge. This knowledge is communicated to others through dialogue, use of metaphors and scenario description.

Explicit knowledge is the codified knowledge that is available in books, documents, reports, white papers, training courses, memos. This is retrieved easily and can be shared with others very easily.