

Knowledge Management Strategy of a Law Firm

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ABSTRACT

We all know that knowledge is a crucial need in all aspects of our lives especially in effectual business management. To succeed in the business it is vital to survive in competition with similar competitors in the market. To effectively complete with other competitors in the market, we need knowledge and innovation capacity. Now acquiring or capturing knowledge is not all; the most focal point is that the acquired knowledge must be managed properly to ensure stable and continuous growth in the business organization. The objective of this paper is to evaluate the effectiveness of the knowledge management strategy embarked on by a law firm named 'Dr. Kabir and Associates'. Descriptive and analytical research methodology has been applied in this research project. Interview has also been taken from the senior lawyers of the law firm and the gist of the interview has been used in writing the paper.

Keywords: knowledge management, knowledge sharing, knowledge workers, knowledge repository, sustainable knowledge development.

1. INTRODUCTION

As said above in the abstract that knowledge is very important for every organization and it is also equally important for a law firm. Our project is related to knowledge management but without capturing adequate and relevant knowledge, knowledge management is not possible. Knowledge management is to collect, organize, store and making use of valuable knowledge in an organization with an intention to achieve competitive advantage in the market (Zamir, 2011). Every company has knowledge management process but they may not call it knowledge management strategy. However, their process in the organization may be interpreted as implied knowledge management process. Actually at present time, many business companies are clearly defining knowledge management and they establish a separate centre known as knowledge management centre which is led by a knowledge management officer (KMO) or chief knowledge management officer (CKMO).

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The concept of knowledge management is a recent origin. 50 years ago people had no idea about what knowledge management was about and what were the benefits of knowledge management. At present time business managers have understood the crucial need of knowledge management strategy and business scholars have developed a lot of knowledge management theories. These knowledge management theories are being adopted and implemented in business organizations and those organizations are getting the fruits of effective knowledge management by adopting different knowledge management strategy (Scarborough and Swan, 1999).

2. BACKGROUND OF THE LAW FIRM

This is one of the renowned and specialized law firms in Dhaka, the capital city of Bangladesh. The address of the law firm is: Dr. Kabir and Associates, Room No. 7/15 (7th Floor), Eastern Plaza, Sonargao Road, Hatir Pool, Dhaka 1205. The managing director of the law firm is Dr. Aktarul Kabir. There are five senior lawyers and four junior lawyers in this law firm. The five senior lawyers are expert in specific legal area such as criminal law, land law, constitutional law, family law, torts law, consumer law, commercial and corporate law etc. The junior lawyers are not experts; they are basically learners from the senior lawyers. They work under the dictation of senior lawyers. Hence, senior lawyers get a lot of technical assistance from the junior lawyers such as drafting of legal documents, conducting research on precedents and specific legal area.

The law firm was established in 1990 and for the last twelve (12) years it has been able to achieve good reputation in terms of providing quality expert legal services to its clients. The lawyers work very hard with sincerity towards the success of the clients' cases. The law firm does not take very high amount of legal fees. It takes reasonably low legal fees compared to other similar reputed law firms.

3. VISION AND MISSION OF THE LAW FIRM

Every business organization has attractive vision and mission which are linked to the core business of the organization. A law firm is also a business organization. Only difference is that it does not sell any products but it provides legal services to clients. There are basically two types of cases: i) Civil cases; and ii) Criminal cases. In civil cases there are two parties: the party which sues the other party in the court is known as the plaintiff and the party which is sued is known as the defendant. In criminal cases the two parties are: i) the government is the party in criminal case and the public prosecutor (also known as the Attorney General) usually acts on behalf of the government as the prosecutor of a criminal case and the party or person who is prosecuted is known as the accused (Halim, 2008). So,

a law firm basically deals with these two types of cases and provides sincere and expert legal service to the clients. In civil cases, lawyers either work for the plaintiff or the defendant as legal agent and support the claim of the plaintiff or defend the defendants against the claims (Pheng and Detta, 2010).

It is very pertinent to provide excellent legal services to clients by any law firm. Therefore, every law firm usually has clear vision and mission in relation to the legal services provided to clients. Clear vision and mission for an organization are very pertinent. In fact, an effective and achievable vision and mission can effectively motivate a workforce in an organization. A vision statement answers the question 'What do we want to become?' and a mission statement answers the question 'What should we do to achieve the vision?' (David, 2011). Similarly, our case study law firm 'Dr. Kabir & Associates' has clearly defined vision and mission. The vision and mission are as follows:

Vision Statement: To become an all-round, excellent and expert law firm in Bangladesh.

Mission Statement: To provide all types of expert legal services with reasonable care and sincerity, to meet the high standard of legal service but to take reasonably low legal fees, to complete the legal presentation in the court as soonest as possible and to give assurance of success to the clients.

If we analyze the vision and mission of the law firm, we can say that the law firm has an excellent vision and mission to provide excellent legal service and to give assurance of success to the clients. One of the good practices of this law firm is that it does not take a case for which there no possibility or slim possibility of success.

4. STRENGTHS AND WEAKNESSES OF THE LAW FIRM

While managing the necessary knowledge effectively, the law firm 'Dr. Kabir & Associates' has some strength and some weaknesses. They are as follows:

4.1 Strengths

The strengths of the law firm are as follows:

- i) There are some competent and knowledgeable senior lawyers
- ii) The law firm has knowledge repository
- iii) The lawyers share knowledge among themselves
- iv) The lawyers work as a team
- v) Different lawyers have legal expertise on different legal areas

4.1.1 There are some competent and knowledgeable senior lawyers

The good side of the law firm is that it has some competent and knowledgeable senior lawyers. In fact there are five (5) senior lawyers who are knowledgeable in different field of knowledge as mentioned above. These senior lawyers are basically the knowledge workers of the law firm and we know that knowledge workers are very much necessary to achieve competitive advantage (Debowsky, 2006). When a new case comes to the law firm, based on the expertise it is given to the lawyer who is expert on the area. Thus the firm can undertake all types of legal cases. It does not say no for any new case comes to it. The five senior lawyers are very knowledgeable and they handle the cases sincerely and efficiently. They prepare the pleadings for the case with adequate knowledge so that they have success rate of hundred percent.

4.1.2 The law firm has knowledge repository

Knowledge repository is very essential for each and every business organization. From knowledge repository employees can get necessary information quickly (Asian Productivity Organization, 2009). Hence, the law firm 'Dr. Kabir and Associates' has a knowledge repository. However, it is not a full-fledged knowledge repository. The law firm has five computers with internet connection but the pleadings prepared are not kept in a standard form software. The pleadings are randomly typed in the computers and saved therein without any keywords and other information which may help to retrieve the specific pleading needed later on.

The knowledge repository has two parts. Some information is kept in the computers and some in paper files. There are hundreds of paper files each of which contains materials relevant for a single case and the case name is written on the cover page of the paper file.

4.1.3 Lawyers share knowledge among themselves

Knowledge is very crucial for an organization as it increases productivity (Abdul Hamid, 2003). The lawyers in Dr. Kabir and Associates also share knowledge. When a new case comes to the law firm, it is accepted and the lawyer who is expert on the field takes necessary notes from the clients. He also receives all the documentary evidence from the clients. He opens a new file, write name on top of the file based on the party names and case keywords and all information he puts in the file. After that all the five senior and four junior lawyers sit together in a meeting room and they discuss on the case. All lawyers share their knowledge on the specific case and the lawyer who has been assigned for the case takes note on all the suggestions given. Knowledge sharing among team members is the core for achieving goals of an organization (Polanyi, 1996; Develport, 1999).

There is a unique feature of legal practice. While preparing the case, a lawyer needs to search similar case precedents from different case law reports. So, a lot of time is spent in doing research to find similar fact cases from different law reports which have been decided before by the court and they can be used as precedent to support the pleading of the new case. This is done by the specific lawyer who is assigned a specific case based on his knowledge and the suggestions given by other lawyers. So, in Dr. Kabir and Associates there is a knowledge sharing process which is very beneficial for preparing strong and appropriate pleading and usually the case has a good chance to win.

4.1.4 The lawyers work as a team

All the nine lawyers in the law firm work as a team. As mentioned above, when a new case comes to the law firm it is assigned to the lawyer who is expert on that field. However, all lawyers sit down together to ponder on the case and all of them give some expert suggestion on what arguments should be presented in the court to win the case and what are available precedents on the case. Thus, the team work practiced by the knowledgeable lawyers in 'Dr. Kabir and Associates' are remarkable. The team work has so far proved very fruitful to win the cases the law firm undertakes. Actually team work is very much necessary to provide quick and quality service (Bergeron, 2003).

4.1.5 Different lawyers have expertise in different legal area

As mentioned above that the law firm consists of lawyers who are expert on different legal fields. So, the law firm never says no to a new case which is brought by clients to it. The law firm can take any case on any legal field as it has expert lawyers on different fields. This is another unique feature of the law firm 'Dr. Kabir and Associates'.

Actually a law firm should have lawyers who are expert on different legal areas so that it does not need to reject any new case comes to it. In fact when a new case comes to a law firm and after listening the facts of the case, if a law firm says sorry we do not have expert on this specific field, then it is a disaster for the law firm because the clients become disappointed and think that this law firm is not an expert law firm and the clients who are rejected they will never come back to this law firm in future for other cases. Even they may also discourage their friends to go to that particular law firm which refuses to take new cases due to lack of expert lawyers in the law firm. So, 'Dr. Kabir and Associates' has this unique advantage of accepting cases from almost all fields of law.

4.2 Weaknesses

We have discussed above that the law firm ‘Dr. Kabir and Associates’ has a couple of advantages. Similarly, the law firm has also several weaknesses. The weaknesses are as follows:

- i) There are some junior lawyers
- ii) Lack of IT knowledge of the lawyers
- iii) Knowledge repository is not updated
- iv) Knowledge repository is not IT based
- v) Lack of collaboration with other law firms

4.2.1 There are some junior lawyers

The law firm has five senior lawyers and four junior lawyers. The junior lawyers do not have expertise in different legal fields. They are basically learners. They learn legal practice procedures from senior lawyers. They are not knowledgeable enough to work on a specific new case independently. They rely on the suggestions given by senior lawyers. So, they work on the dictation of senior lawyers. This is a weakness of the law firm but these junior lawyers will be expert lawyers within five years if they practice regularly and sincerely.

4.2.2 Lack of IT knowledge

It is very necessary for lawyers to have some basic IT knowledge. IT knowledge helps them to do legal research efficiently. They can add new knowledge to the IT based knowledge repository. As the lawyers do not have basic IT knowledge, they lag behind from some other reputed law firms whose lawyers have basic IT knowledge (Buono, 2001). So, it is necessary that the law firm ‘Dr. Kabir and Associates’ must give training to its lawyers to acquire basic IT knowledge.

4.2.3 Knowledge repository is not updated

As the lawyers do not have basic IT knowledge, they are unable to update the knowledge repository. Updating the knowledge repository is very much necessary for future use. If the knowledge repository is very rich, the lawyers can save a lot of time in searching similar facts cases known as precedents which is compulsory to present in the court in support of a new case (Giovanni, 2010). The precedents can also help the judge to save time from doing extensive research on a specific case like lawyers. So, judges also appreciate the lawyer who can present sufficient number of precedents in support of his case and usually if there are many precedents, the judges are easily convinced by the arguments of the lawyer in favour of the case. So, it is essential to update the repository with adequate number of precedents on specific fields of law.

4.2.4 Knowledge repository is not IT based

Another weakness of the law firm 'Dr. Kabir and Associates' is that it is not IT based. If a law firm is fully IT based, its cases and precedents are kept in the computer in standard form software. When lawyers need precedents for a specific case they can quickly retrieve the previous similar facts cases it prepared and presented in courts. The lawyers also can retrieve adequate number of precedents in support of their new cases which help them to win in the new case. Hence, it is important for 'Dr. Kabir and Associates' to build a legal repository based on IT.

4.2.5 Lack of collaboration with other law firms

Collaboration with other law firms is very crucial for success in winning a case in the court. A law firm may not have expertise on specific legal area. When this law firm has collaboration agreement with other expert law firms it can get benefit from the collaboration agreement. It can collaborate with other law firms and can get necessary legal knowledge, procedure and precedents from other law firms with which it has collaboration agreement (Von-Krough et al, 1998). Hence, 'Dr. Kabir and Associates' needs to practice collaboration in achieving reputation in legal practice.

5. KNOWLEDGE MANAGEMENT IN THE FIRM: CHALLENGES AND PROSPECTS

Knowledge management is the key to success of a business organization. More and more new knowledge should be created and the created knowledge should be managed properly for innovation in the organization (Asian Productivity Organization, 2009). To manage knowledge properly it is better to appoint a Chief Knowledge Officer (CKO) if the organization can afford. Hence, our recommendation is that if the law firm 'Dr. Kabir and Associates' can afford it may consider appointing a CKO.

From the above discussion we find that there are some challenges and prospects in the law firm 'Dr. Kabir and Associates'. These challenges and prospects have been discussed above under the sub-heading strengths and weaknesses of the law firm. After close evaluation and comparison between the strengths and weaknesses of the law firm, we may say that the law firm will be able to overcome its shortcomings soon and it will have bright prospects in future to earn more and more profit for the firm. In this regard the managing director Dr. Aktarul Kabir has to work as the knowledge leader in the law firm. As the managing director of the law firm, he has to motivate and monitor the lawyers towards accomplishing the firm's vision and mission at all times.

6. PERFORMANCE OF THE LAW FIRM

We have already discussed about the performance of the law firm while we evaluated the strengths and weaknesses of 'Dr. Kabir & Associates'. Although the law firm has some weaknesses, the managing director Dr. Aktarul Kabir has undertaken some knowledge management strategy to overcome those weaknesses such as to encourage all lawyers to work as a team, to share legal knowledge, to make collaboration agreement with other law firms and to build an IT based knowledge repository where he will store all the materials related to the law cases his firm so far has dealt with including relevant precedents so that in future the lawyers in his firm can reduce legal research time by referring to the IT based knowledge repository. In fact, effective and efficient knowledge management strategy has good impact on the performance of an organization (Zamir, 2011).

The law firm has very good reputation for the last ten years as said above due to the firm's sincere and responsible legal services to the clients. The firm's clients are very pleased with all the lawyers working with this law firm and they (clients) recommend 'Dr. Kabir & Associates' to their friends. So, the law firm under review is performing well. It is performing ethically and earning good reputation day by day.

7. ADOPTION OF KNOWLEDGE MANAGEMENT STRATEGIES: FINDINGS IN 'DR. KABIR & ASSOCIATES'

It is very crucial to adopt prominent knowledge management strategies in business organizations for their success and sustainability. If the high-flying knowledge management strategies are implemented in any organization, it is sure to succeed in terms of gaining good reputation. Similarly, a law firm also needs to adopt prominent knowledge management strategies in the law firm and to implement it. It is the duty of the managing director of the law firm to adopt and implement the prominent knowledge management strategies and to monitor regularly whether the knowledge management strategies are implemented by knowledge workers properly or not. In this respect, the managing director may ask the Chief Knowledge Management Officer (CKMO) to prepare semi-annual report and to present the report to the managing director for his evaluation.

Prominent knowledge management strategies are: leadership throughout the firm; clarity; adaptability; sharing knowledge; creativity and innovation; continuity and sustainability; saturation; practicality; collaborative culture; knowledge repository; effective evaluation process etc. There are strong link among these knowledge management strategies and these strategies must be implemented in every organization to ensure sustainable knowledge development as well as the firm's overall development. Therefore, the managing director of Dr. Aktarul

Kabir has undertaken a massive strategic plan to implement these knowledge management theories in his law firm with slight modification wherever needed.

So, the overall findings in Dr. Kabir & Associates are that the law firm is doing well in terms of knowledge management, it will gradually build IT based knowledge repository and improve it further. Thus, the law firm has bright future as it is committed to implement all the prominent knowledge management strategies.

8. OBJECTIVES OF THE CASE STUDY

The objectives of this case study on 'Dr. Kabir and Associates' is to evaluate whether the law firm is effectively capturing and managing legal knowledge or not; whether it is maintaining its knowledge repository properly for sustainable legal knowledge creation and development (Smith and Farquhar, 2000; Duffy, 2000). Another objective of this case study is to evaluate its performance in terms of client satisfaction and establishing justice in the society.

9. KNOWLEDGE MANAGEMENT: AN ISLAMIC PERSPECTIVE

Knowledge management is very pertinent for innovation and profitability of a business organization. That is why Islamic religion also emphasizes on acquiring knowledge and managing knowledge towards sustainable development. Islamic religion also accentuates on establishing justice in the society which will be done by the judiciary with the help and assistance of lawyers.

9.1 Acquiring Knowledge

It is crucial for knowledge workers to acquire necessary knowledge and to share knowledge among themselves. Knowledge is power. Knowledge enables knowledge workers to create something new and making innovation in the business or industry (Lewrick, M. et al, 2010). That's why the holy Quran and hadith emphasize on acquiring knowledge. Knowledge can be acquired in many ways and one of the most common ways of getting hold of knowledge is reading books, novels, literatures etc. In this regard Allah (s.w.t) says in the holy Quran: "(1) Read in the name of your Lord who has created you. (2) He has created mankind from a leech-like clot. (3) Read! Your Lord is the most honourable. (4) He has taught people with the help of pen. (5) He has taught mankind which he did not know". (Surah Alaq: 1-5).

The above verses of the Quran encourage people to read more and more and to acquire beneficial knowledge more and more. In some ahadith prophet Muhammad (s.a.w.s.) has also asked people to acquire knowledge for their

benefit. He has said in a hadith that “It is compulsory for every man and woman to acquire knowledge”. In another hadith prophet (s.a.w.s.) said: “To acquire knowledge, if you need go to China.”

In the above two ahadith prophet Muhammad (s.a.w.s.) has encouraged and emphasized mankind to acquire beneficial knowledge. In the first hadith he has made it compulsory to acquire knowledge. In the second hadith he asked Muslims more than 1400 years ago from now to travel to China from Saudi Arabia to acquire technological knowledge (such as industrial and manufacturing knowledge) as at that time China was famous for industrial and manufacturing knowledge. Another objective of this hadith is to state the importance of acquiring knowledge by travelling thousands of kilometers to China from Saudi Arabia when aero plane, train, bus, car etc. were not invented. At that time people usually travelled on the back of horses and camels.

It is to be noted that the above five verses from the Quran and the two ahadis are relevant in our case study as the lawyers in ‘Dr. Kabir and Associates’ need to acquire more and more legal knowledge to provide satisfactory legal service to their clients.

9.2 Socio-Economic Development

Regarding socio-economic development Allah (s.w.t.) has said in the holy Quran that “Verily Allah will never change the (socio-economic) condition of a nation until that nation changes its own (socio-economic) condition.” (Surah Ra’ad (13): 11). In this verse Allah (s.w.t.) encourages people to undertake business or socio-economic development activities saying that Allah will not cause socio-economic development to people unless they themselves undertake such activities.

In another two verses of Surah Al-Jumuah Allah (s.w.t.) says: “(9) O you who believe! When the call is proclaimed for prayer on Friday, hasten earnestly to the remembrance of Allah and leave off your business. That is the best for you if you know. (10) And when the prayer is finished, you disperse through the land and seek the bounty of Allah, and remember Allah frequently that you may prosper.” (Surah al-Jumuah: 9-10). In these two verses of Surah al-Jumuah Allah asked mankind not to be lazy but to work hard. He says during salat (prayer) time you go to masjid (mosque) and after you have finished your salat you go back to your work to earn livelihood. While working, remember Allah so that you can prosper.

The above three verses encourages people to work hard to bring socio-economic change and development in the country. Lawyers also need to work hard to earn adequate money, to pay income tax and thereby to contribute to the GDP growth of the country.

9.3 Mutual Consultation (Shura)

Shura is Arabic word which means consultation, sharing knowledge etc. It is important to consult with others and share knowledge for better performance in the business organization or industry. That's why Allah (s.w.t.) has encouraged people to practice *shura* among people who are in the position of decision making. Allah says in the Quran, "The believers conduct their affairs by mutual consultation." [Surah Ash-Shura (42): 38]. Consultation and sharing knowledge among the knowledge workers are very important as said above. The practice of *shura* is very important for the lawyers in 'Dr. Kabir & Associates' to get clear and adequate knowledge on specific case so that they can win the case. Therefore, the lawyers need to consult and share knowledge among themselves regularly to offer satisfactory legal service to their clients.

9.4 The principle of Usrah

'*Usrah*' means family, to live together, to work as a team. *Usrah* has four elements. they are: (i) *Taaruf*: which means to get to know each other, ice-breaking; (ii) *Tafahum*: which means to understand each other; (iii) *Takaful*: which means to protect others from misfortune or danger; and (iv) *Taaun*: which means to cooperate each other in good deeds. About cooperating each other in good deeds Allah (s.w.t.) says: "O believers, help and cooperate each other in good deeds and piety and do not help and cooperate in evil deeds and enmity." [Surah al-Ma-idah (5): 3]

So, the *usrah* principle encourages people to work as a team, to cooperate each other when needed and share knowledge. This *usrah* principle is relevant to practice in 'Dr. Kabir & Associates' especially to provide free legal service to poor victims.

9.5 Establishing justice in the society

It is the lawyers whose paramount duty is to establish justice in the society by knocking the judiciary. The lawyers must be honest at all times and will ensure the judiciary to remain honest to establish justice in the society at all costs. They need to criticize the judiciary and the government if they do injustice on people.

In the Quran, Allah (s.w.t.) says: "Allah commands you to give back the trusts to their rightful owners, and when you judge between people, judge with fairness. Surely, how excellent is the counsel which Allah gives you. Allah is He who hears and observes all." [Surah Nisa (4): 58].

In another verse of the same surah, Allah (s.w.t.) says, "O believers! Stand out firmly for justice and bear true witness for the sake of Allah, even though it is against yourselves, your parents or your relatives." It does not matter whether the

party is rich or poor. Allah is well protector for both of them. So, let not your selfishness swerves you from justice” [Surah Nisa (4): 135].

Surah Nisa verse 58 and 135 as quoted from the Quran above command the judiciary and lawyers to establish justice in the society even if the allegation goes against themselves, their parents and their relatives. Verse 135 of Surah Nisa requires the judiciary and lawyers not to discriminate between rich and poor and making fair judgment against all strata of people whether they are poor, rich, black or white.

In another verse in the holy Quran Allah (s.w.t.) says, “Allah commands you doing justice, doing good to others, and giving to near relatives (their rights), and He forbids indecency, wickedness, and rebellion. He admonishes you so that you may take heed.” [Surah an-Nahl: 90]. Based on this verse, lawyers and the judiciary have joint duty and responsibility to do justice on parties in disputes and lawyers have to work sincerely (without negligence) to win the client’s case.

Lawyers are accountable to their clients as well as to Allah (s.w.t.) in the hereafter for the legal work that they have undertaken. They have to take reasonable legal fees; they should not claim unreasonably high legal fees from parties. If poor victims come to lawyers or law firms, the law firms should be ready to provide free legal service to poor victims. In this regard Allah (s.w.t.) says: “To Allah belongs all that is in the heavens and in the earth. Whether you reveal what is in your minds or conceal it, Allah will call you to account for it. He, however, has full authority to pardon or punish anyone He pleases. Allah has complete power over everything.” [Surah Baqara (2): 284].

About accountability of people including lawyers, Prophet Muhammad (s.a.w.s.) says, “Everybody of you are leaders and you will be answerable to Allah for those who are under you if you commit injustice on them. Father is the leader of his family and he will be answerable to Allah for all family members under him whether he treated with them justly or unjustly. Similarly, the Head of the State (the President or the Prime Minister) will be accountable to Allah for all people under his/her rule if any injustice is caused to anybody of them.” (Sahih Muslim).

So, lawyers are leaders of their clients and they have responsibility to deal with their cases with full attention and sincerity as they (lawyers) are paid by their clients. If they deal any legal case with negligence, the lawyers will be accountable to their clients as well as to Allah (s.w.t.) in the hereafter for their negligence in performing legal duty.

10. CONCLUSION

Knowledge management is the key to success in any business company. So, all business organizations must gain relevant knowledge and manage the knowledge properly so that it is not lost and the knowledge can be utilized whenever needed. Research findings have so far proved that effective and efficient knowledge management strategy has impact on organizational performance and organizational performance has impact on financial performance of an organization which ultimately helps an organization to achieve its goal to be competitive in the market (Zamir, 2011). So, there is strong relation between organizational performance and financial performance as successful organizational performance brings profit for the organization.

Knowledge management enhances efficiency and innovation which are vital for a business organization to succeed in the long run (Becerra, 2004). So, to insure efficiency and innovation in an organization proper and effective knowledge management is a must.

Capturing and sharing knowledge in unit teams helps achieving the goals of units as well as the organization as a whole (Pelannyi, 1996; Davelport, 1999). Hence, the CEO of an organization has to put emphasize on capturing valuable knowledge and then he will order the employees to share knowledge. For this purpose a knowledge repository is very much necessary. A knowledge repository is a store of knowledge. This knowledge repository is built in the computer hard disk. Whenever any employee needs any specific knowledge about which he is not very sure, he can search the knowledge in the knowledge repository. As different types of knowledge are stored in the knowledge repository, the employee will get the required knowledge for his purpose.

Working as a team in the organization is the cornerstone of success in any business organization. If the employees fail to work together as a team, the performance of the employees would not be satisfactory and the organization will also fail to achieve its goals. Therefore, all the employees must work in teams. There may have more than one team in an organization. The members in a team will cooperate with each other and at the same time there should have cooperation between different teams in the organization. Thus, team building and cooperation within and between teams can ensure success in the organization.

There are different units in an organization. These units must be transformed in knowledge units and for the better performance of all units, the CEO should continuously communicate with all the knowledge units and ask them to submit the strengths and weaknesses of all units. When the CEO will receive the strengths and weaknesses from all the work units, he will evaluate the weaknesses and shall offer effective suggestions to overcome the weaknesses. Thus, an organization can achieve competitive advantage.

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