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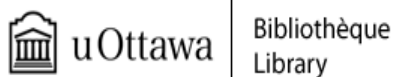
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**MEASURING THE READINESS OF THE UNIVERSITY OF BABYLON TO IMPLEMENT
THE KNOWLEDGE MANAGEMENT PROGRAM IN ITS INSTITUTIONAL WORK**

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Abstract

The study aims to demonstrate the readiness of the University of Babylon to enter the knowledge management program. The questionnaire was used by a scale developed by the American Association for Training and Development (ASTD) to measure the readiness of the organizations to enter the knowledge management program with a sample of (90) of department head and a division in the presidency of the University of Babylon and the colleges affiliated with it under the curriculum of the case study, The study found that the university is close to this and needs to consider some of its institutional issues.

Keywords

Knowledge Management – Program – Knowledge Management

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Introduction

Universities in general and the University of Babylon in particular need to access the knowledge management program and then study their institutional possibilities. It is absurd to implement the knowledge management program without a scientific study that measures it, so that it can know its actual feasibility. Which made us stand and wonder:

- The extent to which Babylon University is able to access the knowledge management program.
- What are the most important weaknesses in the University of Babylon to enter the knowledge management program.

The goals of the study

- Measuring the feasibility of the University of Babylon to enter the knowledge management program.
- Identify the obstacles of the University of Babylon to enter the knowledge management program.

The importance of the study

The importance of the study in the following points:

A- The need of the University of Babylon to know the scientific frameworks for the implementation of the program of knowledge management in its institutions, because without it, knowledge management will become a sterile random process collide with many of the obstacles and problems not calculated in advance.

B- Is a step towards excellence and competitiveness with other universities through the investment of capital knowledge.

C- Its transition to a knowledge-based economy and thus self-sufficiency.

Data collection tools

The questionnaire was used to measure the responses of the selected sample.

The sample and the study community

The society of the study included officials of sections and divisions in the presidency of the University of Babylon and its colleges agencies:

- 1-The human resources
- 2- Continuing education.
- 3-Studies and planning.
- 4-Calculator Center.
- 5- Quality assurance.

The study sample

Intentional sample, (5) heads of department for the presidency of the university as well as (85) head of department for the remaining (17) colleges, so that the total sample selected (90) department manager and a section.

Methodology

The study of the case where the researcher chose the University of Babylon to study in particular from the rest of the Iraqi universities.

The Study Boundaries

- Objective boundaries: the extent to which the University of Babylon is capable of implementing the knowledge management program.
- Spatial boundaries: University of Babylon and scientific and humanitarian colleges affiliated with its agencies as follows:

1. Presidency of the University of Babylon.
2. Scientific Colleges (Engineering, Materials Engineering, Science, Girls' Science, Information Technology, Medicine, Dentistry, Pharmacy, Nursing).
3. Humanities Colleges (Law, Academy of Fine Arts, Education for Human Sciences, Education for Pure Sciences, Quranic Studies, Arts, Basic Education, Management and Economics).

- The study excluded the College of Graduate Studies, Hamorabi Faculty of Medicine and the Faculty of Engineering of Musayyib for the recent establishment of the first and second in 2017, while the third was in 2013.

- Time limits: school year (2019-2020).

Introduction

Higher education institutions need to demonstrate their willingness to implement their knowledge management program for their important role in establishing and developing knowledge of all kinds, because we are in the era of knowledge and universities are the ones that made the knowledge. Therefore, the first is to adopt this approach by building the foundations for its success elements. Knowledge, so that we can benefit from innovation, innovation, ideas and knowledge (knowledge capital) to move to a knowledge-which based on economy where knowledge has become the world's alternative wealth in the world. The researcher dealt with the topic within the first two topics: theoretical (knowledge management definition - the importance of knowledge management - measuring knowledge management - the application of knowledge management), while the second: The course deals with the management of knowledge through the questions of questionnaires, then the recommendations of the study and finally a list of sources as they appear in the text (margins).

Theoretical

Knowledge Management (Definition)

It is the planning, organization, coordination, control and synthesis of knowledge and principles associated with intellectual capital, processes and personal and organizational capabilities so as to promote the greatest possible competitive advantage of organizations¹. As well as knowledge of what individuals (staff, experts or beneficiaries) have of a variety of knowledge in their minds, or the collection and creation of explicit

¹ K. Wig, knowledge management. foundation: thinking about thinking (Arlington: Schima pres, 2002).

knowledge in the documents, collecting and organize them in a scientific manner that is easy to use and participate among the members of the organization to achieve outstanding performance and successful work in the best way and low cost². Or it's the process of extracting and investing the intellectual capital of the organization to reach efficient and innovative decisions that give the organizations a competitive feature in which to win the loyalty of customers and their commitment³.

We can define this as a specialized scientific management that takes upon itself the management of the intellectual capital of the organizations in all its forms and in a way that makes it ready for investment from the beneficiaries from inside and outside the organizations, so that it transfers them to competitiveness and excellence.

The importance of knowledge management

The importance of knowledge management can be determined by the following points⁴:

- 1- Reduce costs and increase internal efficiency, thus generate new revenue .
- 2- Coordinating the activities of the various organizations, it is an integrated system in the achievement of its objectives
- 3- Identify, document, develop, apply and evaluate the required knowledge .
- 4- Easy and possible access to the knowledge within organizations
- 5- Encourage creativity, create innovative knowledge, and uncover non-knowledge relationships and knowledge gaps .
- 6- Stimulate organizations to innovate and face unstable environmental conditions.
- 7- Enable organizations to adopt more innovations of introducing new goods.
- 8- Provide good frameworks to benefit from organizational knowledge by supporting efforts to utilize the assets of tangible and intangible organizations.
- 9-Maximize the knowledge of organizations by focusing on their content.

Knowledge management is a scientific step towards a knowledge-based economy. It is an integrated system of elements that work in an integrated manner towards the achievement of excellence and benefit to organizations in light of the great competitiveness among them in different countries of the world as well as the need to rely on themselves in achieving profits and money. To support their scientific and development projects as in (universities), which are in need a lot of human and material accessories.

Measuring of knowledge management

The problem of measuring knowledge management has been rooted since ancient times, so some specialists have denied that there is a (knowledge management), where the difficulty comes from the fact that we are dealing with intangible assets⁵. We believe that there is a confusion in which some specialists have taken the difference between the

² A. T. Al-Aslabi, Knowledge Management in Libraries and Information Centers. Riyadh. 2008.

³ Y. M. C. Yeh, "The Implementation of Knowledge Management System in Taiwans Higher Education", Journal of College Teaching & Learning (TLC) num 2 num 9 (2005).

⁴ M. A. Al-Zyadat, Contemporary Trends in Knowledge Management (Amman: Dar Safa, 2008).

⁵ M. S. Darling, "Building the knowledge organization", Business Quarterly, Vol: 61 num 2 (1996): 61-66.

(measurement of knowledge management) and the (measurement of knowledge). They combined the two under a single name (measuring the management of knowledge). The first was to separate the two categories because the first refers to (measuring the efficiency of an administrative system) The second concept refers to (the material return of knowledge). We can classify them as follows:

First: Standards of knowledge in organizations: Some of them are:

1- Intangible Asset Control (IAM): Is the first researcher who is devise a method to measure intangible assets in organizations in the 1980s in an attempt to explain the difference between the market value of the company and its book value⁶. In 1987, more than 40 Swedish companies used the theory of "conforming" and "konrad" theory on a large scale in the measurement of their intangible assets, which were developed and renamed (Intangible Assets Index). In this context, three categories of measurement have been identified (knowledge and experience of individuals, the internal structure of the Organization's assets and private property, external structure and external relations and agents)⁷.

2- Scandia's classification of intellectual capital: This classification is a combination of Sveiby's conceptual framework with BS reaching to the term (intellectual capital) and an alternative to the use of intangible assets in circulation⁸.

Second: Standards of knowledge management in organizations: Some of which are:

Foundation's readiness to access the Knowledge Management Program:

The American foundation for Training and Development (ASTD) developed a tool for measuring and determining the intellectual capital under the name of (info line) consisting of (10) questions in which the respondent is asked to choose one of three options (yes _ sometimes _ no) Where it corresponds to the values of numbers in the previous sequence (3.2.1) where the scoring points are calculated to determine the degree of readiness of the organization, the results are as follows⁹:

- The organization that is well prepared to enter the knowledge management program collect (25_30) points.
- Organization that is close and needs to consider some of its organizational issues collect (20_24) points.
- An organization that is not in the preparation stage and suffers from significant weaknesses should review the ideas put forward in the knowledge management collect (10_19) points.

The Scale of knowledge management level in organizations:

⁶ M. A. Al-Zyadat, Contemporary Trends in Knowledge Management...

⁷ E. F. Al-Arbeed, Measurement of Knowledge Capital between Theory and Practice. Conference on Knowledge Economy and Economic Development. Amman: Faculty of Economics and Administrative Sciences: Zaytoonah University. 2005.

⁸ M. De Jager, "The KMAT: benchmarking knowledge management", Library management, Vol: 20 num 7 (1999): 367-372.

⁹ A. Newman, Knowledge management. American Society for Training and Development. 1999.

Arthur Andersen, in collaboration with the US Center for Productivity and Quality (10), devised a tool to test the ability of organizations to manage knowledge called the Knowledge Management Assessment Tool (KMAT) so it contains out of (10) questions, the answers would be in one of five choices each choice has a certain level: entirely (0), rarely (1), sometimes (2), most of the time (3), all times (4). The total number of points collected by each organization is measured within the following knowledge management levels:

- The Organization needs to significantly improve (1-9) points.
- The Organization is moving in the right direction (10-19) points.
- The Organization is in the lead (20-30) points.
- Organization excellence in knowledge management (31-40) points.

It is clear from the above that the first measure is to measure the readiness of organizations to enter the knowledge management program, that is, they do not use that program. The second measure is for the organizations that used the knowledge management program.

Knowledge management application

Knowledge management needs a set of basic elements to be applied. They represent the experts, creators and processes necessary for their success as knowledge maps. They also need information technology to ensure the transfer and exchange of knowledge, as well as content such as data, information, patents and skills, as well as the necessary capabilities for the knowledge industry, as well as the motivations of individuals for creativity and innovation. Represented by a culture of the Organization, so knowledge management goes through a series of steps to be applied by agencies as follows¹⁰.

- 1- Forming a specialized knowledge management team.
- 2-To promote a culture of awareness of the importance of knowledge in the institution as a whole.
- 3- Prepare a list of knowledge assets by identifying and analyzing available knowledge.
- 4-Detect the knowledge gap to overcome it, and identify the knowledge required to perform outstanding performance.
- 5-Limiting the effect of subconscious knowledge assets.
- 6-Building and developing a strong knowledge management strategy that fits the university strategy.
 - 1-Determine the appropriate means to transfer and disseminate knowledge within and outside the institution.
 - 2-Develop the knowledge strategy with its constant review and evaluation.
 - 3-Developing the knowledge management system in an effective manner as well as the mechanism of using the knowledge capital available in the organization.

We believe that all of the above needs the material and moral support from the top, without it becomes a dull and vague need lasting permanence can only be so.

¹⁰ A. Al-Khatib & M. Adel Salem, Modern Management: Modern theories. strategies and models. T1 (Amman: World Book Wall, 2009).

Practical research

Analysis of the questionnaire

The study used a scale developed by the American Society for Training & Development (ASTD) to measure the readiness of organizations or institutions to enter the knowledge management program. Which is about (10) items, The researcher decided to sort out and define his questions according to the study and sample to be more specific and directed in the answer from the sample of the selected study. The ten questions divided into five axes (university planning, competitive advantage, training and development, media and communication, university culture) Each axis consists of two questions, as in the following table:

Axis	phrase	yes	to some extent	no	weighted mean
University Planning	The strategy of the University of Babylon for the next year and the next three years is clear, because we understand the critical goals and concretes.	56	28	6	2.6
	Our employment and retention of staff is closely linked to our business strategy, customer needs, market and development, and the University's needs for knowledge.	61	22	7	2.6
Competitive advantage	The most important knowledge that Babylon University needs to acquire, participate in and invest in has been identified and known throughout the university. Because we know that knowledge capital is our competitive advantage.	26	58	6	2.2
	We have teamed up with other universities and know the best solutions to knowledge management at the university.	27	52	11	2.2
training and development	The experts and competencies of importance to the work of the university have been identified, evaluated and cared for efficiently.	30	57	3	2.3
	University staff and their initiatives in training programs support the emergence of a knowledge management system, including the following programs: (competency identification, learning activities, career development, succession planning, behavior-based interview, performance management system).	63	27	0	2.7
media and Communication	We have a communication strategy list that fits the university culture including diverse media (e-management, e-mail, flyers, newsletters, internet ... etc).	65	23	2	2.7

	The training programs at the university provide appropriate training to the right people when they need it, where the various media are used to connect it (such as internet, video, documentation, classes, etc.).	52	23	15	2.3
University culture	The university culture supports learning and sharing information and ideas, rewards creators and encourages learning from mistakes.	59	21	10	2.4
	Leaders at Babylon University support the developed and innovative owners and believe in investing knowledge capital inside and outside the university to develop future education.	50	25	15	2.4
Total		489	336	75	24.4

Table 1
Readiness of the University of Babylon to enter the knowledge management program

It is evident from the table that the University of Babylon collected 24.4 points through the weighted average of sample repetitions on the 10 questions within the organization readiness scale to enter the knowledge management program, so it is very close to entering this program and needs to consider some of its organizational issues.

As the previous table shows the readiness of the University of Babylon for each axis of the previous axes agencies:

1- Strategic Planning: We find that the University of Babylon is ready for strategic planning and a weighted average (2.6). As well as its operational strategy and a weighted average (2.6).

2- Competitive advantage: The University of Babylon is close to achieving competitive advantage through its knowledge that knowledge capital is its competitive advantage as well as competition with other universities and a (2.2) weighted average.

3- Training and development: The University of Babylon is closed to the intensive care of knowledge capital and a weighted average of 2.3, as well as the initiatives of university cadres support the emergence of knowledge management program and a weighted average of (2.7).

4-Media and Communication: The University of Babylon has a good communications strategy and a diverse media with a weighted average of (2.7). It is also close to readiness in its training programs by providing the appropriate training to the right individuals and a weighted average of (2.3).

5-Culture of the University: The University of Babylon is very close to the satisfaction of university cadres through the material and moral support and a weighted average of (2.4) for both.

6-The University of Babylon is distinguished by its university cadres and creative initiatives as well as a good communication and media strategy, weighted by both (2.7). The lowest indicator was within its competitive advantage with a weighted average of (2.2).

Recommendations

1. Babylon University needs to compete more with other universities by investing knowledge capital in development.
2. Working to raise awareness within the university that knowledge capital is the competitive advantage of it and that its motto and goal at all times.

3. The need for advanced care in knowledge capital and to overcome all obstacles that prevent the development of R & D
4. Provide appropriate training to the right people in an optimal and positive manner
Increase material and moral support for university cadres through material rewards and books of thanks and appreciation.

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