

इंटरनेट

मानक

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“जानने का अधिकार, जीने का अधिकार”

Mazdoor Kisan Shakti Sangathan

“The Right to Information, The Right to Live”

“पुराने को छोड़ नये के तरफ”

Jawaharlal Nehru

“Step Out From the Old to the New”

IS 15915 (2012): Knowledge Management - Glossary of terms
[MSD 4: Management and Productivity]



“ज्ञान से एक नये भारत का निर्माण”

Satyanarayan Gangaram Pitroda

“Invent a New India Using Knowledge”



“ज्ञान एक ऐसा खजाना है जो कभी चुराया नहीं जा सकता है”

Bhartrhari—Nitiśatakam

“Knowledge is such a treasure which cannot be stolen”

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भारतीय मानक
विषयज्ञान प्रबन्धन — पारिभाषिक शब्दावली

Indian Standard
KNOWLEDGE MANAGEMENT —
GLOSSARY OF TERMS

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BUREAU OF INDIAN STANDARDS
MANAK BHAVAN, 9 BAHADUR SHAH ZAFAR MARG
NEW DELHI 110002

FOREWORD

This Indian Standard was adopted by the Bureau of Indian Standards, after the draft finalized by the Management and Productivity Sectional Committee had been approved by the Management and Systems Division Council.

Knowledge is increasingly becoming a valuable asset which is fundamentally different from the physical assets. Knowledge is dynamic, interactive and can be accumulated over the period. However, due to its abstract and subjective nature, it is difficult to evaluate, store and retrieve effectively and efficiently. Some knowledge being tacit, though is passed on traditionally by the people from one generation to another but if not documented, might be lost in oblivion in the present changing socio-economic scenario.

Knowledge is commonly understood as capacity for effective action, which includes information useful for effective action. Knowledge management is enabling and enhancing capabilities to perform such processes, including sourcing and deployment of the right knowledge assets, in order to achieve the desired results. Knowledge assets include embodied knowledge in people; embedded knowledge in technology, systems and processes; embedded knowledge in work relationships, teams and networks; and actionable information and insights. The ultimate aim of knowledge management is to create value.

Knowledge management comprises a range of practices used by organizations to identify, create, represent, and distribute knowledge. As effectively managing information is a must for any business, it is essential that knowledge and information are intertwined. Knowledge management programmes are typically tied to organizational objectives and are intended to achieve specific outcomes, these can include, improved performance; competitive advantage; innovation; lessons learned transfer (for example between projects); and the general development of collaborate practices.

The measure of good knowledge management is effectiveness and efficiency of action or achievement of valuable end results. Productivity, quality of output, rate of innovation, and revenues are measures of knowledge management. However, in order to achieve these objectives, it is important to have effective networking for efficient knowledge sharing.

The term knowledge sharing includes all knowledge processes that enable two or more organizations to access, transfer, integrate or develop knowledge together. Inter-organizational knowledge sharing is conducive to network based innovation. However, the effectiveness of knowledge sharing may be hindered by lack of motivation to share, free-riding behaviour, obstacles to efficient knowledge sharing, and difficulties in crossing boundaries between network parties.

Managing knowledge is a multi-stage process. Knowledge management programmes attempt to manage the process of creation (or identification), accumulation and application of knowledge across an organization. As such knowledge management is frequently linked to the idea of the learning organization although neither practice encompasses the other. Knowledge management may be distinguished from organizational learning by a greater focus on specific knowledge assets and the development and cultivation of the channels through which knowledge flows.

Knowledge management is a new subject which is still developing. The word knowledge and related terms have different connotation for different people working in various spheres. Therefore, to arrive at a common understanding for some of the terms widely used in this field, it was decided to formulate this standard at the first instance. Considering the vast and diverse nature of the subject of knowledge management, was decided to limit the scope of the present standard to those terms having strong relation to knowledge management as applied in corporate and institutional setups. These terms are still evolving and are dynamic and they are not exhaustive.

The composition of the Committee responsible for the formulation of this standard is given in Annex A.

Indian Standard

KNOWLEDGE MANAGEMENT — GLOSSARY OF TERMS

1 SCOPE

This standard gives definitions of terms relating to knowledge management.

2 TERMS AND DEFINITIONS

2.1 Action — Operations for the accomplishments of some mental, social or physical activity as decision-making, communication or work.

2.2 After Action Review — Structured discussion after the commencement or completion of a task or project, to analyze what happened, why it happened and whether there could be a better way of doing it, without judging them as success or failure.

2.3 Appropriation — Signifies a person's ability to assert ownership rights over some asset, usually with the intent to extract economic rent (for example monetary payment) from it.

NOTE — In a broader sense, it refers to an authorization for individuals and organizations to consciously take both conceptual and operational control of an idea, a tool, a technology, etc.

2.4 Articulate Knowledge — A type of knowledge that can be described and transferred through various means like words, formulae, pictures, diagrams, computer programmes, audios, videos, etc.

2.5 Articulation — Method of describing and transferring knowledge through various means like words, formulae, pictures, diagrams, computer programmes, audios, videos, etc.

2.6 Artificial Intelligence — Human like decision making ability by an artificial entity on the basis of pre-defined set of rules and available information base.

2.7 Backcasting — A method of analyzing alternative futures through working backward from a desired future end-point or set of goals to the present to determine the physical feasibility of that particular future and the policy measures required to reach that end point.

NOTE — Backcasting uses a particular future as the starting point, in contrast to forecasting in which existing information is the starting point.

2.8 Balanced Score Card — An integrated framework for describing strategy through the use of linked performance measures in four balanced perspectives — financial, customer, internal process,

and employee learning and growth. It can act as one of the methods of measuring the impact of knowledge management on an organization's performance.

2.9 Benchmarking — Practice of identifying the best performance and processes in a given area and using the same as a standard for comparison.

2.10 Brainstorming — A group decision-making technique designed to spontaneously generate alternative ideas, regardless of the content, to be considered in making decisions about specific issues in a non-judgmental environment.

2.11 Business Process Re-engineering — The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of organization's performance.

2.12 Calculated Intangible Value — Computation of monetary value of intangible assets using a measure of the organization's ability to outperform an average competitor having similar tangible assets as the organization's value of intangible assets.

2.13 Capacity Building — A process of improving the knowledge capital of an organization.

NOTE — This could be done through value added instruction, training, networking, etc.

2.14 Change Agent — A change agent, or agent of change, is someone who intentionally or indirectly causes or accelerates social, cultural, or behavioural change.

2.15 Change Management — It is a structured approach to change in individuals, teams, organizations and societies that enables the transition from a current state to a desired future state.

NOTE — Change management is aimed at minimizing unintended effects connected with changes.

2.16 Chief Information Officer (CIO) — A senior position with strategic responsibility for information management and information technology.

2.17 Chief Knowledge Officer (CKO) — A senior position with strategic responsibility for knowledge management.

2.18 Collaborative Tools — It refers to tools such as groupware that enable both structured and free flow collaboration of knowledge and best practices.

2.19 Collective Thinking — A process in which people can influence each other's cognitive activities in such a way that these activities become coordinated and could be said to serve a joint goal, function or purpose.

2.20 Community of Interest — A sociological grouping of individuals that have an identifiable set of common social, political, economic, or ethnic interests for exchange of information in pursuit of their shared goals.

2.21 Compatibility — The ability of different systems to co-exist consistently without any conflict.

2.22 Competency Assessment — Competency assessment involves the measurement of an individual's competencies.

2.23 Competency Development — It is the process of acquiring the requisite knowledge and skills to become productive and develop core competency.

NOTE — Competency domains could be pro-social skills, moral reasoning skills, academic skills, workforce development skills, and independent living skills.

2.24 Competency Mapping — It is a process of identifying key competencies for a particular position in an organization, and then using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc.

NOTE — It is the process of identification of the competencies required to perform successfully a given job or role or a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge, an attitudes, skills, etc) needed to perform the same successfully.

2.25 Competency Profiling — It is a process that aims to identify the skills, knowledge, abilities, attitudes and judgment capability required for effectiveness in a specific job role within a specific organization.

2.26 Competency Trap — A situation in which an organization becomes considerably competent in some field, only to eventually find itself unable to develop one or more alternative competencies when required by either the management or an environmental shift.

2.27 Competitive Advantage — It refers to an organization's ability to deliver the same benefits as competitors but at a lower cost or deliver benefits that exceed those offered by competitors at same cost.

2.28 Competitive Potential — The extent to which a firm has the capability to attain competitive advantage.

2.29 Competitive Timing — A decision regarding timing, namely whether to attempt to lead or follow in the innovation process.

2.30 Complementary Innovations — Innovations that facilitate and support with other innovations to create new inventions. It is relevant where the impact of one invention will depend upon another invention which may not yet exist.

NOTE — In contrast to cumulative innovations, they do not occur sequentially and thus there is no time order between them.

2.31 Computational Modelling — Imitating or representing certain key characteristics or behaviours of a selected physical, social or abstract system, with the help of a computer programme, in order to study and predict its behaviour in different conditions and with varying parameters of the system.

2.32 Community of Practice — A group of people who share similar level of interest in a particular skill(s).

2.33 Community of Interest — A group of people with similar interests.

2.34 Content Management — The process of acquiring, collecting, authoring/editing, tracking, accessing, and often delivering both structured and unstructured digital information.

NOTE — Content management is about making sure that content is relevant, up-to-date, accurate, easily accessible and well organized.

2.35 Content Mapping — Identifying and organizing a high-level description of the meaning contained in a collection of electronically available document

2.36 Context — The background, environment or circumstances that surround a situation or event. It also refers to the part of a text or statement that surrounds a particular word or passage and determines its meaning.

NOTE — The same piece of data in one context could convey entirely different information in another context.

2.37 Core Capabilities — An individual or organization's set of differentiated skills, fundamental knowledge, ability or expertise in a specific subject area, which have been built over time, cannot be easily imitated and offer sustainable competitive advantage.

2.38 Core Competency — Fundamental knowledge, ability, or expertise in a specific subject area or skill sets that provides an economic advantage.

2.39 Core Rigidities — Those core capabilities that served the corporation well in the past, but are now,

inappropriate sets of knowledge for an evolved environment.

2.40 Corporate Amnesia — Organization's loss of knowledge and skills residing with individual after his departure from the organization which has not been captured by the replacement.

2.41 Creative Destruction — The dynamic process inherent in a free market economy in which existing products including services, production techniques, professions, companies and even entire industries become obsolete and die out as a result of technological advances.

NOTE — Technological advances could include the development of new or improved products, more efficient production techniques and better distribution methods.

2.42 Customer Capital — The value of an organisation's relationships with its customers including the uninfluenced loyalty of its customers to the company or a product, based on reputation, customers' needs, preferences, purchasing patterns, financial stability, size of customer base, or the customer's purchasing power.

2.43 Customer Relationship Management — A broad term that covers concepts and methodologies used by companies to manage their relationships with customers, including the capture, storage and analysis of each of its customer's identity, spending patterns and interests.

2.44 Data Mining — The process of extracting useful information or knowledge from large data stores or sets.

NOTE — For example, analysis of data can reveal trends and patterns and can be used to improve important business processes.

2.45 Data Warehouse — A repository of information collected from multiple sources, and stored under a unified schema at a single site.

2.46 Database Query — The use of interactive techniques for a user to extract desired subsets and summaries of data from a database.

2.47 Declarative Knowledge — The class of knowledge that is expressed as facts or assertions.

NOTE — This term is often used in contrast with procedural knowledge. It stresses on what, rather than how.

2.48 Development — Creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture, society, and the use of this stock of knowledge to devise new applications, to produce new material or system or processes to meet specific requirements.

2.49 Diagnosis — The process to determine or recognize the exact character or nature of a problem, by making an examination.

2.50 Discussion Board — A general term for any online bulletin board where you can leave and expect to see responses to messages you have left. It enables multiple, simultaneous or asynchronous textual conversations between geographically distributed participants.

2.51 Discussion Thread — A conversational topic which is unique, segmented, and labelled and associated with discussion boards, network news groups, and e-mail lists.

2.52 Document Repository — A computer based application for storing and retrieving documents in an organized way. It is generally equipped with a search engine that uses key word matching and similar techniques, to locate and retrieve documents of potential interest to users.

2.53 Double-Loop Learning — Solving problems, in addition to using knowledge and experience, by also questioning and transforming the fundamental values, norms and assumptions of the underlying theory as well as the strategy and actions.

NOTE — This is in contrast to single loop learning, as it goes a step further and questions existing assumptions in order to create new insights.

2.54 Effectiveness — The degree or extent to which an activity or initiative is successful in achieving a specified goal.

2.55 Efficiency — The degree to which outputs are achieved in terms of input and resources allocated.

2.56 Electronic Collaboration — It is a process in which people working together on an intellectual, academic, or practical endeavour contribute and interact via internet, emails, groupware, public networks, etc.

2.57 Ephemeral Competitive Advantage — It refers to non-sustainable competitive advantage that is temporary.

2.58 Ephemeral Knowledge — It refers to knowledge that can be created and acquired but not retained or preserved over time.

2.59 Expert System — It is a computer programme that simulates the judgment and behaviour of a human that has expert knowledge in a particular field, on the basis of a knowledge base containing accumulated experience and a set of rules for applying the knowledge base to each particular situation that is described to the programme.

2.60 Expert System Shell — It is a software suite that constructs a knowledge base and interacts with this knowledge base through use of an inference engine.

NOTE — The developer adds domain knowledge.

2.61 Expertise Directory Socialisation — A process by which tacit knowledge is shared. This is done by bringing people together to discuss things, share experiences or work together.

NOTE — It is also referred to as Skills directory.

2.62 Explicit Knowledge — It refers to knowledge that has been or can be articulated or codified and stored.

NOTE — It includes manuals, documents, databases, books, etc.

2.63 External Structure — It refers to all the assets that depend on relationships outside an organization, such as image, relationships with customers, vendors, and also competitors and other associations.

NOTE — In accounting term it refers to assets such as copyrights, acquired goodwill, patents, brands, etc.

2.64 Externalization — The process of making tacit knowledge explicit.

NOTE — For example, articulating thought through language or diagrams. One commonly used form is of developing case studies on the knowledge gained.

2.65 Extranet — It refers to an internet based access method that links an organization with other specific organizations or people. Extranets are only accessible to those specified organizations or people and are password protected.

2.66 Firewall — Combination of software and hardware which prevents unauthorized access to system software and data.

2.67 Gedanken Experiment — A test of a hypothesis that can be performed only in the mind.

NOTE — It is a German word meaning thought experiment. A thought experiment is the use of a hypothetical scenario of the way things are. Thought experiments different from physical experiments in the methodology that does not involve any observation or empirical data collection.

2.68 Human Capital — The stock of knowledge and skill, embodied in an individual as a result of education, training and experience such that economic benefits can be derived from it.

2.69 Indigenous Knowledge Systems — Traditional practices that are familiar to the individuals or social system.

2.70 Individual Competence — It refers to the

capacity of an individual to act in a wide variety of situations based on the relationships developed through education, skills, experience, energy and his attitude.

2.71 Informatics — Science of information and information technology comprising creation, recognition, representation, collection, organization, transformation, communication, evaluation and control of information in various contexts.

2.72 Information Audit — Systematic data gathering tool to help organizations discover information needs, gaps, and processes.

2.73 Information Communication Technology (ICT) — Technology that combines computing with high-speed communications links carrying data, sound and video.

NOTE — It is an umbrella term which combines all devices and applications relating to communication encompassing radio, television, computer networks, satellites and so on; as well as the technology providing the various services and applications associates with it like videoconferencing and distance learning. It explicitly includes the field of electronic communication.

2.74 Information Management — The branch of management that deals with the management of an organization's information resources in order to improve the performance of the organization.

2.75 Innovation — The creation, development and implementation of a new product, process or service is called innovation.

NOTE — It is different from invention as an invention is the first occurrence of an idea for a new product or process, while innovation is the first attempt to carry it out into practice

2.76 Innovation Process — The process of innovation, starting from the array of sources and leading to the benefits of innovation while taking into consideration the constraints.

2.77 Innovation Management — It refers to the set of systematic processes that organizations use to develop new and improved products, services and business processes. It involves harnessing the creative ideas of an organization's employees by creating the right culture for innovation, soliciting and encouraging employees' submission of ideas, and developing new products and solutions.

NOTE — Innovation management is the intermediate stage between the knowledge management and the intellectual property management stages, where the resources are processed into marketable products.

2.78 Intellectual Capital — It refers to the knowledge that is of value to an organization — made up of human capital, structural capital, and customer capital.

NOTE — The commercial value of trade-marks, licenses, brand names, formulations, and patents is called intellectual capital.

2.79 Intellectual Assets Management — It refers to the management of intellectual assets in order to improve performance. Intellectual assets management tends to focus on issues relating to intellectual property such as organizing and exploiting patents, copyrights, trade-marks and other intellectual property rights.

2.80 Internal Structure — It refers to patents, concepts, models, information systems and administrative systems, and is generally owned by the organization. It includes everything that is internal to the organization.

2.81 Intranet — Computer network within an organization, which uses world wide web conventions and accessible only to an authorized set of users.

2.82 Invisible Equity — The difference between the market value and book value.

2.83 Know-How — The combination of a person or organizations' skills, knowledge or ability to act and achieve desired results.

2.84 Knowledge Audit — The knowledge audit (K-Audit) is a systematic and scientific examination and evaluation of the explicit and tacit knowledge resources through analysis of knowledge needs, resources, flows, gaps, users and uses.

NOTE — A knowledge audit will generally include aspects of an information audit but is broader than the latter.

2.85 Knowledge Base — An organized collection of facts, experience and insights available for use that can be retrieved in a knowledge management process.

2.86 Knowledge Based Engineering — The technique used in product design to capture rules and knowledge, so that they can then be re-used.

2.87 Knowledge Broker — An entity which facilitates the creation, sharing and use of knowledge in or amongst the organizations.

NOTE — Knowledge broker also implies companies or individuals that operate commercially as knowledge traders who provide knowledge-related services.

2.88 Knowledge Clump — Knowledge that is collected at some isolated coordinates (that is in an individual or organization at a particular point in space or time).

2.89 Knowledge Economy — An economy in which knowledge plays a predominant part in the creation of wealth is called a knowledge economy.

2.90 Knowledge Industry — It refers to all those industries whose wealth creation is brought out predominantly by knowledge related activities and knowledge assets.

2.91 Knowledge Inventory — It is a kind of stock taking to identify and locate knowledge resources around the organization.

2.92 Knowledge Management (KM) — A systematic process of finding, selecting, organizing, distilling and presenting information which involves the design, review and implementation of both social and technological processes to improve the application of knowledge.

2.93 Knowledge Management Solution — Use of knowledge management techniques to solve an organizational problem.

NOTE — However, it does not refer to a piece of knowledge management technology or software.

2.94 Knowledge Management Strategy — A detailed approach outlining how an organization intends to implement knowledge management principles and practices in order to achieve organizational vision and mission.

2.95 Knowledge Mapping — A process of identifying and categorizing an organization's knowledge resources through survey, audit and synthesis with the aim to track the acquisition and loss of information and knowledge.

NOTE — This mapping enables an organization to:

- a) Evaluate its existing knowledge;
- b) Find knowledge stewards;
- c) Identify barriers, inter related dependencies and gaps; and
- d) Identify knowledge-sharing opportunities.

2.96 Knowledge Organization — An organization in which people use system or process to generate, transform, manage, use and transfer knowledge based products or services to achieve organizational goals.

NOTE — A knowledge organization also links past, present, and future by capturing and preserving knowledge in the past, sharing and mobilizing knowledge today, and learning and adapting to sustain itself in the future. Knowledge organizations can be viewed from a number of perspectives: their general nature, networks, behavior, human dimensions, communications, intelligence, functions, and services.

2.97 Knowledge-Centric Re-engineering (KCR) — The method of application of business process re-engineering and change enablement methodologies to support the enterprise wide Knowledge management, thereby effecting major cultural and

process change that are fundamental to the management of the enterprise's competitive position.

2.98 Knowledge Value Analysis — It is a measure of the return on investment (ROI) made in knowledge management process /system in order to understand how to increase the ROI.

2.99 Knowledge Worker — A person primarily engaged in knowledge-based work and not merely entailing output of physical products.

2.100 Learning — A process of acquisition of knowledge, competence and skills.

2.101 Learning Curves — The learning curve refers to a relationship between the duration of learning or experience and the resulting progress.

NOTE — Learning curve is an empirical technique that combines theory with practice to measure knowledge flows.

2.102 Leverage — The process or the means of realizing beyond what is currently being realized.

NOTE — The inherent value of an asset can be realized by this process.

2.103 Local Knowledge — The knowledge of proximal conditions, which is local to individual, society and region generally due to the matured long-standing traditions and practices of certain regional, indigenous, or local communities.

2.104 Market-to-Book Ratio — This is the ratio of the current market price of the share to the book value per share.

2.105 Mentoring — It is a relationship, relatively informal, though complex and multidimensional, between the mentor, a wise and trusted guide and advisor, and the person(s) guided by him or her.

2.106 Metadata — The data about the data in the database.

NOTE — A method of valuing knowledge intensive companies. Equal to (price per share × total number of shares outstanding) divided by book equity, which is the equity portion of a company's balance sheet.

2.107 National Innovation System — The range of institutions which contribute to innovation and the linkage is among them. Flows and relationships among industry, government, and academia in the development of innovations.

2.108 Neural Network — A form of artificial intelligence in which a computer simulates the way human brain processes information.

2.109 Open Source Development — It refers to the practice of making available for free, the source code of a software programme for anyone to work on, or modify, or learn from, or use in other projects.

NOTE — Linux is a result of open source development.

2.110 Organizational Memory — It is a knowledge and understanding of processes, products or services; along with traditions and values that an organization's people carry with them.

2.111 Paradigm — A model or pattern representing a set of values or concepts in an accepted way of doing things within an organization or community.

2.112 Peer Assist — Events which bring together individuals to share their experiences, insights and knowledge on an identified challenge or problem.

2.113 Portal — A single point interactive website offering a wide variety of resources, services and links in a unified way.

2.114 Records Management — A process which involves processes relating to the generation, receipt, processing, storage, retrieval, distribution, usage and retirement of an organization's records.

2.115 Return on Investment — It is an estimate of the financial benefit (the return) on money spent (the investment).

2.116 Single-Loop Learning (or Adaptive Learning) — Learning mechanism involving use of knowledge to solve specific problems based on existing assumptions, and often based on what has worked in the past.

2.117 Skill — Proficiency, facility, or dexterity that is acquired or developed through training or experience.

2.118 Structural Capital — The knowledge embedded in organizational structures and processes that can be patented, copyrighted, or shielded by trade-secret laws and strategy and culture, structures and systems, organizational routines and procedures — assets that are often far more extensive and valuable than the codified ones.

2.119 Tacit Knowledge — Knowledge residing in an individual acquired, assimilated and developed over a long period of time by experience, and interaction with people and which cannot be easily codified.

2.120 Taxonomy — A system of categorizing information or the study of the general principles of scientific classification.

2.121 Technological Capability — It is the capability of an organization to use technology encompassing the system of activities, physical systems, skills and knowledge bases, managerial systems of education and reward, and values that create a distinct advantage for an organization or line of business.

2.122 Technological Change — Improvements in the products, production processes, material and intermediate inputs, and management methods through invention, innovation and/or diffusion.

NOTES

1 Invention — the generation of new ideas.

2 Innovation — the development of new ideas into marketable products and processes.

3 Diffusion — the new products and processes spread across the potential market.

2.123 Value Proposition — Value added, or opportunity created for favourable return on investment, for a stakeholder through the use of knowledge management processes.

NOTE — Customer intimacy, product-to-market excellence, and operational excellence are some examples.

2.124 Work Process — The set of activities associated with a work flow and are mandatory to produce work.

2.125 Work Flow — A dynamic movement of work enabled by a systematic organization of resources, defined roles and knowledge flows, into a work process.

2.126 Web 2.0 — A set of principles and practices that hint at an improved form of the World Wide Web, from being an isolated collection of websites to an interlinked computing platform, which allows dynamic user participation and collaboration.

NOTE — Wikis, social networking sites, blogs can be seen examples of Web 2.0 services.

ANNEX A

(Foreword)

COMMITTEE COMPOSITION

Management and Productivity Sectional Committee, MSD 4

<i>Organization</i>	<i>Representative(s)</i>
Interglobe General Aviation, New Delhi	SHRI V. K. JAIN (<i>Chairman</i>)
All India Management Association, New Delhi	DR A. SAHAY
All India Manufacturers' Organization, Mumbai	SHRI BABULAL TODI
ASSOCHAM, New Delhi	SHRI ROHIT MITTAL PROF AMAN AGARWAL (<i>Alternate</i>)
Bharat Electronics Ltd, Bangalore	SHRI M. MALLARAJ URS SHRI BALRAJ SETH (<i>Alternate</i>)
Bharat Heavy Electricals Limited (BHEL), New Delhi	SHRI K. K. SETH SHRI J. K. PAJANI (<i>Alternate</i>)
Central Building Research Institute (CSIR), Roorkee	SHRI AJAY SINGH SHRI S. K. GUPTA (<i>Alternate</i>)
Confederation of Indian Industry, Bangalore	DR SARITA NAGPAL SHRI C. V. SUBRAHMANYAM (<i>Alternate</i>)
Defence Research & Development Organization, Ministry of Defence, New Delhi	SHRI RAJWANT B. SINGH DR RAJIO SINGH (<i>Alternate</i>)
DDG of Management Studies, New Delhi	SHRI J. R. BALOONI
Glaxo SmithKline Consumer Healthcare Ltd, Gurgaon	SHRI PRADEEP CHAUDHRY SHRI DEEPAK GUNVANTE (<i>Alternate</i>)
Hindustan Lever Ltd, Mumbai	SHRI A. K. MATHUR SHRI RAJIV BANGA (<i>Alternate</i>)
Indian Institute of Materials Management, New Delhi	SHRI M. K. BHARDWAJ
Indian Institute of Technology, Kanpur	PROF R. R. K. SHARMA PROF A. P. SINHA (<i>Alternate I</i>) DR P. MEHTA (<i>Alternate II</i>) DR R. N. SENGUPTA (<i>Alternate III</i>)

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<i>Organization</i>	<i>Representative(s)</i>
Indian Institute of Technology, New Delhi	PROF D. K. BANWET DR RAVI SHANKAR (<i>Alternate</i>)
Indian Statistical Institute, Kolkata	PROF S. S. HANDA MS RINA CHAKRAVORTY (<i>Alternate</i>)
Institute of Secretariat Training & Management, New Delhi	SHRI M. S. KASANA
Jaipuria Institute of Management, Lucknow	PROF S. CHAKRABORTY
Lal Bahadur Shastri Institute of Management, New Delhi	PROF R. K. SACHDEVA SHRI RAJAT SETHI (<i>Alternate</i>)
Management Development Institute, Gurgaon	DR B. A. METRI
Maruti Udyog Limited, Gurgaon	SHRI A. K. TOMER SHRI S. BOSE (<i>Alternate</i>)
National Productivity Council, New Delhi	SHRI M. J. PERVEZ
Naval Headquarters, New Delhi	REPRESENTATIVE
Ordnance Factory Board, Kolkata	SHRI V. GANDHI SHRI T. K. BANDOPADHYAY (<i>Alternate</i>)
Steel Authority of India Limited (SAIL), New Delhi	SHRI V. K. GULHATI SHRI RAJIV KHANNA (<i>Alternate</i>)
Tata Consultancy Services Ltd, New Delhi	DR SANJEEVAN BAJAJ
The Institute of Cost and Works Accountants of India, New Delhi	SHRI J. P. SINGH
Wipro Technologies, Bangalore	MS VIDYA SRIDHAR
BIS Directorate General	SHRI N. K. PAL, Scientist 'E' and Head (MSD) [Representing Director General (<i>Ex-officio</i>)]

Member Secretary
SHRIMATI RENU GUPTA
Scientist 'D' (MSD), BIS

Panel on Knowledge Management, MSD 4/P-21

National Productivity Council, New Delhi	SHRI G. S. KRISHNAN (<i>Convener</i>)
Bharat Heavy Electricals Limited, New Delhi	SHRI ALOK MATHUR
Indian Institute of Technology (IIT) Delhi, New Delhi	DR RAVI SHANKAR
International Management Institute (IMI), New Delhi	PROF M. K. KHANJO
Indian Institute of Technology (IIT), Roorkee	PROF V. K. NANGIA
Wipro Technologies, Bangalore	SHRI VED PRAKASH

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