

RESEARCH ARTICLE



MEDIA & KNOWLEDGE MANAGEMENT

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ABSTRACT

This paper “Media and Knowledge Management” deals with the terms ‘knowledge, Management and Media’. It also deals with the inter connectivity of Social Media and Knowledge management and synthesis of these through a case study from the objectivist perspective. Aarushi’s murder has been taken as a case study and the various aspects of tacit knowledge and explicit knowledge have been dealt upon briefly and precisely in relation with Media and Knowledge management. The paper concludes saying that media has converted the individual tacit knowledge of the motto of Aarushi’s murder into a group knowledge through its sundry means. Hence, the synthesis of Media with knowledge processes the management of explicit and tacit knowledge for better understanding, evaluation and adjudication of the case of Aarushi.

Key words: Media, Knowledge management, Explicit knowledge, Implicit knowledge, subjective, personal, objective, impersonal, context specific

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INTRODUCTION

It is essential to understand the terms “Knowledge, its management” and “media” before getting into the details of knowledge Management. Knowledge is a repository of facts, descriptions and skills. This repository forms the basis of information, experience, understanding and analysis of a given situation or data. The acquisition of knowledge is not a one day process. It accumulates over a period of time and involves various processes like perception, communication, association and reasoning which is very complex. Cook and Brown (1999) refer to knowledge as ‘epistemology of possession’ since knowledge is regarded as an entity that people or groups possess.

Knowledge Management is “the process of capturing, developing, sharing and effectively using organizational knowledge”(Davenport 1994).

Media: It is the main means of mass communication. There are sundry means through which this communication takes place. These include Print media, Broadcast media, Outdoor media and Digital media. Newspapers, books, pamphlets etc., fall under the category of print media. The Radio, TV and film are part of broadcast media. Billboards, placards that are exhibited at various places of shopping malls or on the roads all are part of outdoor media. Digital media comprises internet communication and mobile communication. Internet media facilitates several mass media services like email, websites, blogs, etc. Among all these types Internet and TV have emerged as the most powerful media of mass communication.

Understanding Media and Knowledge management is crucial before we get into the crux of the paper. These two terms appear to be similar as both involve technology and people. Social media

needs individuals to extract or create information and uses technology to disseminate or share it to the masses. Similarly Knowledge management too deals with people and technology but insists substantially on exchange of knowledge along with other principles like scalability, security, system up gradation, design, investments, etc.

MC Donald((2011) opines that Social media and Knowledge Management are different entities. For him Knowledge management, in practice reflects a hierarchical view of knowledge to match the hierarchical view of the organization. Knowledge may originate anywhere in the organization, but under knowledge management it is channeled and gathered together in a knowledge base where it is distributed based on a predefined set of channels, processes and protocols. On the other hand Social media looks chaotic in comparison. There is no predefined index, no prequalified knowledge creators, and no knowledge managers, ostensibly little to no structure.

But this paper discusses how social media contributes to knowledge management and helps in either resolving a problem or going ahead with action taking a case study from the objectivist perspective.

The objectivist considers knowledge as two types - explicit and tacit. Explicit knowledge is a collection of data, diagrams, charts etc. In short it is something tangible and explicable. While tacit knowledge is something which exists in the mind of the person and is inexpressible. It is personal and difficult to disembodify and codify. Tacit knowledge is difficult to articulate and it is sometimes subconscious. To put it in a nut shell explicit knowledge and tacit knowledge are binaries in opposition.

Case Study:

The case details of Aarushi’s murder.

May 16, 2008: Aarushi Talwar found dead with her throat slit in the bedroom of her home in Noida.

Domestic help Hemraj, a Nepali, suspected of murder.

May 17: Hemraj's body found on the terrace of Talwar's residence.

May 18: Police say murders done with surgical precision,(carotid cut) insider job suspected.

May 19: Talwar's former Nepali domestic help Vishnu Sharma named as suspect.

May 21: The Delhi police joins murder probe.

May 22: Family under suspicion, probe begins on honour killing angle, the police quiz Aarushi's close friend whom she spoke to 688 times in the 45 days preceding her murder.

May 23: Rajesh Talwar arrested for the twin murders.
 June 1: CBI takes over the probe in the case.
 June 13: Domestic help of Rajesh Talwar, Krishna, arrested by CBI.
 June 20: Lie detection test of Rajesh Talwar conducted at CFSL, Delhi.
 June 25: Second lie detection test conducted on Nupur Talwar. Her first lie detection test was found inconclusive.
 June 26: CBI declares the case to be a "blind case".
 Rajesh Talwar refused bail by the special magistrate in Ghaziabad.
 July 3: The Supreme Court rejects a PIL which challenged the conduct of narco-analysis test on the accused.
 July 12: Rajesh Talwar freed on bail from Dasna Jail in Ghaziabad.
 January 5, 2010: CBI moves court to conduct narco test on Talwar couple.
 December 29: CBI submits closure report. Clean chit to servants but points fingers at parents.
 January 25, 2011: Rajesh Talwar attacked in the Ghaziabad court premises.
 February 9: Court takes cognizance of CBI report, charges Aarushi's parents with murder and destruction of evidence.
 February 21: Couple approaches the Allahabad High Court for quashing trial court summons.
 March 18: High Court dismisses their plea to quash summons and orders initiation of proceedings against them.
 March 19, 2011: The couple approaches the Supreme Court which stays the trial against them.
 January 6, 2012: Supreme Court dismisses Talwar's plea and allows the trial to proceed.
 June 11, 2012: Trial starts before Special Judge S Lal.
 October 10, 2013: Final arguments begin.
 November 25, 2013: Talwar couple convicted by a special CBI court in Ghaziabad, sent to Dasna jail.

Looking into the case details two important things need to be observed and taken into consideration. The first thing is the suspicious death of Aarushi with a throat slit and no evidence found. The second important event in this case is the murder of Hemraj the domestic help. The explicit knowledge of the case is that, the only daughter of Rajesh and Nupur Talwar was murdered and initially the domestic help Hemraj was suspected of the murder. This is what we say the data of first hand information. Needless to say this is objective knowledge as it handles with the details of the case. But the mystery surrounded, when the body of Hemraj found on the terrace. Now it is the turn of the Police to find out who the culprit is with the **explicit knowledge** available. The **tacit knowledge** in this case is - to probe the motto behind the twin murders. The **tacit knowledge** that has to be found in this case is the intricate personal reasons that led to these murders. Based on the circumstantial evidence the CBI found the parents of Aarushi as murderers. Especially when the injuries were

examined two injuries were made of golf stick and two injuries were made with surgical tools. The cutting of the **carotid** nerve in the neck is just not possible for an ordinary person. It involves **surgical precision**. This is where the parents of Aarushi became prime suspects as both of them being doctors it is only possible for them to cut carotid with such precision. The fact that it is done with surgical precision is **explicit** but the **motto** remained **tacit**. Here the CBI dealt specifically with the entitative knowledge and proceeded ahead with the assumptions to unravel the **tacit**. What is more apparent from the details of the case is, the least compatibility of the knowledge-based views of the Talwars and their contradictory statements regarding the domestic help, usage of telephone and mobile. This is apparent in the procedure that has been adopted wherein the variables (like the persons accused at different stages of investigation) under investigation are **objectively** measured and they are put to lie detection or narco analysis test.

The **tacit knowledge** which is inexpressible in a codified form in this case is the honour of Talwar's family being at stake, with the girl being found in compromising position with their domestic help Hemraj. This is the most **subjective and personal** issue which the Talwars could not discuss with any one openly. The Talwars irrespective of their education, status and experience could not maintain equanimity when they encountered the situation. Though their reaction is so imbalanced, it is **context specific** wherein the animal spirit dominated their refined personality. The anguish, that the reputation of the girl and the family being tarnished by her behavior made them mad. This mad rage created havoc in the lives of the family of Talwar's as well as Hemraj's.

The investigation carried out by the CBI, though initially started based on its assumptions which are **tacit**, it slowly threaded the bits and pieces of information and unfolded the reasons behind the murder of Aarushi and Hemraj. Thus it has become **explicit knowledge** as it is **codifiable** in the sense that the murder is **context based**. Independent of the context the CBI could evaluate and adjudicate the prime suspects of this case. Since the CBI is a third party involved into this situation it has an **objective outlook** which is **impersonal** and this is the reason, why to assume and share the motto behind the murder has not become difficult for them unlike Dr.Rajesh and Nupur for whom the case is so tacit and personal.

Here comes the role of media, where in it has converted the **individual tacit knowledge** of the motto of Aarushi's murder into **group knowledge** through its sundry means. It has extracted the information regarding this case from various means and shared the information with public through different channels. It has augmented the understanding, interpretation and evaluation of the public. Thus media contradicts with Nonaka's idea that 'knowledge can only ever exist at the level of the individual'. Media proves that knowledge exists among groups as shared information. This is what Spender (1996) calls **tacit-explicit dichotomy**.

CONCLUSION

The synthesis of media with knowledge happens with the management of **explicit** and **tacit** information and this in turn unraveled the mystery of the murders. The tacit motto behind the murder of duo led to the **explicit statements** based on the knowledge that is available as **circumstantial evidence** in this case. All the ties of evidence are managed to gather and scrutinize the case where the proper tying of information led to the verdict. Thus Media and Knowledge management go hand in hand to understand, interpret and evaluate the pros and cons of a case.

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