

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

*Indexed & Listed at:*

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)].

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 1866 Cities in 152 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	MANAGEMENT OF NON-PERFORMING ASSETS: A STUDY ON RAS AL KHAIMAH BANK, UNITED ARAB EMIRATIES <i>DR. K. DURGA PRASAD &amp; BANDA RAJANI</i>	1
2.	INVESTIGATING THE KNOWLEDGE MANAGEMENT IMPLEMENTATION IN THE DISTANCE EDUCATION SYSTEM IN IRAN <i>MOHAMMAD LASHKARY, ESMAEIL KHODAI MATIN, BEHZAD HASSANNEZHAD KASHANI &amp; KOLONEL KASRAEI</i>	9
3.	REPORTING EDUCATION AND EDUCATIONAL MATTERS IN NIGERIAN MEDIA <i>IFEDAYO DARAMOLA</i>	15
4.	EMPLOYEE SELECTION IN ETHIOPIAN CIVIL SERVICE: PREDICTIVE AND CONTENT VALIDITY OF SELECTION INSTRUMENTS: A CASE STUDY IN BUREAU OF CIVIL SERVICE AND CAPACITY BUILDING <i>ABEBE KEBIE HUNENAW</i>	19
5.	CAUSES AND CONSEQUENCES OF HETEROSKEDASTICITY IN TIME SERIES <i>DR. FREDRICK ONYEBUCHI ASOGWA &amp; AMBROSE NNAEMEKA OMEJE</i>	24
6.	EFFECTS OF FRAUD AND FORGERY AND PERFORMANCE IN HOTELS IN NAIROBI, KENYA <i>MOSES MURAYA, JACQUELINE KORIR &amp; KIMELI KORIR</i>	29
7.	MEGHALAYA: SWITZERLAND OF THE EAST? <i>DR. BALWINDER NONGRUM BEDI</i>	34
8.	CORPORATE GOVERNANCE IN EMERGING ECONOMIES IN INDIA - A REVIEW <i>KAISSETTY. BALAJI &amp; DR. Y. VENU GOPALA RAO</i>	38
9.	STUDY OF STUDENTS' PERCEPTION TOWARDS SELECTION OF HOTEL MANAGEMENT STUDIES AND THEIR WILLINGNESS TO PURSUE THEIR CAREER IN THE HOSPITALITY INDUSTRY AFTER COMPLETION OF THEIR COURSE <i>MILIND A. PESHAVE &amp; DR. RAJASHREE GUJARATHI</i>	42
10.	WOMEN AWARENESS ON CONSUMER RIGHTS – A STUDY WITH REFERENCE TO VELLORE CITY <i>DR. N. SUNDARAM &amp; C. BALARAMALINGAM</i>	51
11.	DETERMINANTS OF DROPOUT OF TODA CHILDREN IN NILGIRIS DISTRICT-AN EMPIRICAL ANALYSIS <i>DR. R. ANNAPOORANI &amp; K. KRITHIGA</i>	55
12.	IRRIGATION WATER PRICING IN KARNATAKA: TRENDS AND ISSUES <i>GOWRISH P &amp; DR. B. K. TULASIMALA</i>	60
13.	INFLUENCE OF BANKS' DEMANDS FOR SECURITY ON PERCENTAGE OF LOAN SANCTIONED FOR FARMERS UNDER: SERVICE AREA APPROACH (SAA) <i>DR. C. VETHIRAJAN &amp; S. CHANDRASEKAR</i>	66
14.	BUDDING CHAIN OF CO OPERATIVE SOCIETIES IN INDIA-ITS REASONS AND IMPACT (WITH SPECIAL REFERENCE TO JODHPUR AND PALI DISTRICT) <i>DR. PUNITA SONI &amp; DIVYA SHARMA</i>	69
15.	OPEN DISTANCE EDUCATION AND SUSTAINABLE DEVELOPMENT <i>DR. SHIVAJI BORHADE</i>	72
16.	A STUDY ON HIGHER SECONDARY STUDENTS' FAMILY ENVIRONMENT AND ACHIEVEMENT IN ECONOMICS IN TIRUNELVELI DISTRICT <i>M. RAJAKUMAR &amp; DR. M. SOUNDARARAJAN</i>	77
17.	GROWTH IN STUDENTS ENROLMENT, NUMBER OF COLLEGES AND UNIVERSITIES IN INDIA <i>V. D. DHUMAL &amp; DR. A. J. RAJU</i>	81
18.	ANALYTICAL STUDY ON AWARENESS LEVEL OF ELECTRONIC BANKING IN KADAPA TOWN <i>DR. PADMASREE KARAMALA &amp; DR. BHARATHI DEVI ANCHULA</i>	84
19.	UPLIFTMENT OF WOMEN THROUGH SELF HELP GROUP ACTIVITIES: AN EMPIRICAL STUDY IN KANCHEEPURAM DISTRICT SHGs <i>J. SANKARI &amp; DR. R. NAGARAJAN</i>	89
20.	SOCIO ECONOMIC IMPACT OF CONFLICT: AN EMPIRICAL STUDY OF YOUTH IN KASHMIR <i>DR. ANISA JAN &amp; UNJUM BASHIR</i>	93
21.	EXTERNAL DEBT OF SRILANKA: GROWTH AND ECONOMIC GROWTH <i>DR. G. JAYACHANDRAN</i>	100
22.	FOOD SECURITY IN INDIA – CHALLENGES AHEAD <i>DARSHINI.J.S</i>	112
23.	THE PERFORMANCE OF SELF HELP GROUPS A STUDY OF DHAN FOUNDATION, JEWARGI TALUK, GULBARGA DIST, KARNATAKA <i>BHIMASHA K. B.</i>	121
24.	BLACK MONEY AND ITS IMPACT ON INDIAN ECONOMY AND COMPARATIVE STUDY OF INDIA AND CHINA <i>JATINDER KUMAR, VINAY KUMAR &amp; ANITA KUMARI</i>	126
25.	INCIDENCE OF POVERTY AND INTRAHOUSEHOLD ALLOCATION OF RESOURCES: A GENDER ANALYSIS <i>P.KANAKARANI</i>	129
26.	PROGRESS OF SHG's AND SOCIO-ECONOMIC CONDITIONS OF WOMEN BENEFICIARIES IN HAVERI DISTRICT (KARNATAK STATE) <i>DR. RAMESH.O.OLEKAR &amp; CHANABASAPPA TALAWAR</i>	139
27.	A STUDY ON ISSUES AND CHALLENGES OF CHILD LABOUR: WITH REFERENCE TO GARMENT INDUSTRIES IN BENGALURU <i>KRISHNA MURTHY.Y &amp; S.MANJUNATH</i>	143
28.	STRESS AND COPING BEHAVIOR AMONG HEARING IMPAIRED CHILDREN IN CHITTOOR DISTRICT <i>G. JANARDHANA &amp; V. RAMESH BABU</i>	150
29.	VOLATILITY TRANSMISSION BETWEEN CRUDE OIL PRICES AND INDIAN EQUITY SECTOR RETURNS <i>ANAND.B</i>	157
30.	NEED OF HOUR: ACTION TANKS NOT THINK TANKS <i>NAGURVALI SHAIK, PUJITHA VALLBHANENI &amp; VINOD ADAPALA</i>	161
	<b>REQUEST FOR FEEDBACK</b>	165

**CHIEF PATRON**

**PROF. K. K. AGGARWAL**

Chancellor, Lingaya's University, Delhi  
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi  
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

**FOUNDER PATRON**

**LATE SH. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana  
Former Vice-President, Dadri Education Society, Charkhi Dadri  
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

**CO-ORDINATOR**

**DR. BHAVET**

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

**ADVISORS**

**DR. PRIYA RANJAN TRIVEDI**

Chancellor, The Global Open University, Nagaland

**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

Chairman, M.B.A., HaryanaCollege of Technology & Management, Kaithal

**PROF. S. L. MAHANDRU**

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

**EDITOR**

**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

**CO-EDITOR**

**DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

**EDITORIAL ADVISORY BOARD**

**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**PROF. SIKANDER KUMAR**

Chairman, Department of Economics, HimachalPradeshUniversity, Shimla, Himachal Pradesh

**PROF. SANJIV MITTAL**

UniversitySchool of Management Studies, Guru Gobind Singh I. P. University, Delhi

**PROF. RAJENDER GUPTA**

Convener, Board of Studies in Economics, University of Jammu, Jammu

**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

**PROF. S. P. TIWARI**

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

**DR. ANIL CHANDHOK**

Professor, Faculty of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

**DR. ASHOK KUMAR CHAUHAN**

Reader, Department of Economics, Kurukshetra University, Kurukshetra

**DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P.J.L.N.Government College, Faridabad

**DR. VIVEK CHAWLA**

Associate Professor, Kurukshetra University, Kurukshetra

**DR. SHIVAKUMAR DEENE**

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

***ASSOCIATE EDITORS***

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

**PARVEEN KHURANA**

Associate Professor, Mukand Lal National College, Yamuna Nagar

**SHASHI KHURANA**

Associate Professor, S.M.S.Khalsa Lubana Girls College, Barara, Ambala

**SUNIL KUMAR KARWASRA**

Principal, Aakash College of Education, Chander Kalan, Tohana, Fatehabad

**DR. VIKAS CHOUDHARY**

Asst. Professor, N.I.T. (University), Kurukshetra

***TECHNICAL ADVISOR***

**AMITA**

Faculty, Government M. S., Mohali

***FINANCIAL ADVISORS***

**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

***LEGAL ADVISORS***

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

***SUPERINTENDENT***

**SURENDER KUMAR POONIA**

## CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

## GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**  
IJRCM

**Subject:** SUBMISSION OF MANUSCRIPT IN THE AREA OF.

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

**DEAR SIR/MADAM**

Please find my submission of manuscript entitled ' \_\_\_\_\_ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

**NAME OF CORRESPONDING AUTHOR:**

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

**NOTES:**

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:  
**New Manuscript for Review in the area of** (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
  - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parentheses.
  - The location of endnotes within the text should be indicated by superscript numbers.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:****BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITES**

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>



## INVESTIGATING THE KNOWLEDGE MANAGEMENT IMPLEMENTATION IN THE DISTANCE EDUCATION SYSTEM IN IRAN

**MOHAMMAD LASHKARY**  
**ASST. PROFESSOR**  
**DEPARTMENT OF ECONOMICS**  
**PAYAME NOOR UNIVERSITY**  
**MASHHAD**

**ESMAEIL KHODAI MATIN**  
**RESEARCH SCHOLAR**  
**DEPARTMENT OF BUSINESS MANAGEMENT**  
**ISLAMIC AZAD UNIVERSITY**  
**NEYSHABUR BRANCH**  
**NEYSHABUR**

**BEHZAD HASSANNEZHAD KASHANI**  
**RESEARCH SCHOLAR**  
**DEPARTMENT OF BUSINESS MANAGEMENT**  
**ISLAMIC AZAD UNIVERSITY**  
**NEYSHABUR BRANCH**  
**NEYSHABUR**

**KOLONEL KASRAEI**  
**RESEARCH SCHOLAR**  
**DEPARTMENT OF MANAGEMENT**  
**ISLAMIC AZAD UNIVERSITY**  
**QESHM BRANCH**  
**QESHM**

### ABSTRACT

*In this era, knowledge is the most fundamental and worthwhile capital for any organization. As a result of instantaneous changes and improvements, organizations have to do their best in accessing to knowledge management. Universities, which are considered as the pivotal centers of engendering and disseminating of knowledge, can gain great advantage of knowledge management. In the direction of the beneficial performance of knowledge management, rudimentary investigation of its implementation is of vital importance; therefore, this study intends to ascertain the amount of basic infrastructures' readiness to implement the knowledge management system (culture and human factors, structure and processes, technical infrastructure) and rank these elements based on their importance in Payame Noor University of Mashhad. It is a survey research and the technique which has been applied is descriptive. The statistical population of research is the faculty members of Payame Noor university of Mashhad. The whole faculty members' opinions have been studied and the required data has been assembled through questionnaires. The questions, which have been formed the questionnaire, have been designed on the basis of Hurbert Rampersad questionnaire. The findings of the research indicate that Payame Noor University of Mashhad is not ready for the application of knowledge management in different dimensions of 'culture and human factors', 'information technology infrastructure' and 'structure and processes'. The results of ranking test (Friedman test) also show that 'culture and human factors' is the most and 'structure and processes' is the least important element.*

### KEYWORDS

Culture and human factors, knowledge management, Payame Noor University of Mashhad, technical infrastructure, structure and processes.

### INTRODUCTION

Universities are today at their 'third stream' or 'third mission', This term refers to the various roles of universities such as economic improvement in addition to two traditional roles of educating and researching (Rossi, 2010). Therefore, universities try as hard as they can to improve and augment the intellectual capital through benefiting from the existing resources. Not only are these resources consisting of information resources, but also they include intellectual powers and human resources and it is required to recognize and gain advantage from them through the appropriate techniques of management (Hazeri and Sarafzadeh, 2006). Knowledge management, as a more apposite instrument and through managing the explicit and implicit properties of organizations' knowledge, is an indication of ample studying in this field and can get access to the novel objectives of universities in the knowledge era besides the traditional goals of educating and researching.

It should be noticed that universities are the pivotal centers of engendering and disseminating of knowledge and also the vital resources of social improvements (Tian et al., 2009). Therefore, if knowledge management is not applied in the universities, most founts of intellectual capital and scientific products will be dwindled away on a massive scale. Additionally, paucity of retaining the tacit knowledge and assembled information during the process of accomplishing scientific researches, projects and experiences has made this equipment inaccessible for others. If the existing knowledge cannot be gathered and retained, it is not manageable in other times and places and this deficiency will bring about economic losses for the university in consequence of the fact that the university have to purchase the existing knowledge just because of lack of awareness of having the same knowledge or inability of getting access to it. Time which is wasted to achieve the knowledge is also as valuable as the financial expenses. Besides, if knowledge cannot be assembled inside the universities, this chance may be left for the unethical opportunists and private publishers outside the universities area to publish the same work.

It is an axiom that globalization and the development of communications and exchange of information can facilitate the process of transferring data and knowledge and also help the universities in the direction of improving and entering the universal community (Yadegarzadeh et al., 2007). This innovation can be an auspicious beginning for the knowledge management and better performance of resources in the future to achieve more efficiency, competence and innovation in the universities.

Due to the present conditions, the available organizations have great dissimilarities with the past. The most fundamental feature of 21<sup>st</sup> organizations is their emphasis on knowledge and information. In opposition to the past organizations, the present ones possess the advanced technology, require conquest, management and follow up the infinite changes. Knowledge is a powerful instrument to make changes and innovations throughout the world in which the new organizations are more interested (Mohammadifateh et al., 2008).

Knowledge, as an organization's property and a competitive advantage, has made it possible for the organizations to compete with each other with aplomb and remain in this field with the help of this strategic resource. "The importance of knowledge and its applications have been discussed in different dimensions; for example it is considered as an instrument for the comprehensive implementation and fair distribution of income from the viewpoint of sociologists, it has been discussed as the key feature of stability, success and consistent competitive advantages from the perspective of organization and management, and in economics, it has been adverted as a strategic asset (Niaz Azary and Amuei, 2007), in the way that nowadays economics has been transformed into a knowledge-based economics in which 1) knowledge is considered in economics as the pivotal source prior to other elements of natural resources or capital in the industrial economics; 2) the implicit properties, services and brands are the factors more important than explicit properties for the modern organizations' success; 3) world is a network which is advocated by the advanced communicative technologies and makes it feasible for knowledge to be passed across the borders (Cantner et al., 2009).

Some resolutions have been proposed to gain more advantage of knowledge. In this direction, knowledge management has been introduced as the most beneficial duty of the organizations for management and the application of this vital resource, also a novel perspective for taking advantage and the improvement of implicit properties. Knowledge management's emphasis is mainly on some activities such as recognizing, gaining, engendering, retaining, sharing and applying the knowledge by people and groups in the organization (Sun, 2010). Considering what was mentioned, Wen (2009) defines "knowledge management as a collection of procedures for engendering, gaining, sharing and applying knowledge to promote the organizational performance".

Owing to the fact that measurement is the prerequisite for the performance improvement, an apposite scale framework is specifically required for measuring the organization's status from the viewpoint of its readiness in the field of knowledge management. The organization's readiness for knowledge management signifies its readiness in whole dimensions of recognizing, assembling, organizing, retaining, disseminating and sharing knowledge in the organization (Dastrang et al., 2011). Therefore, the assessment of organization's readiness for knowledge management includes the recognition of present status of knowledge management in the adverted dimensions and the recognition of required changes for the augmentation of organization's capabilities of knowledge management. Additionally, the assessment of a system prior to its establishment can be considerably helpful in diminishing the plan's risks and staffs' resistance against the changes.

Considering the experts' and researchers' studies and remarks in the field of knowledge management, it seems that among various important factors, three ones are more significant in getting success in executing knowledge management which are as follows: "technology", "organizational culture" and organizational structure". Mills and Smith (2011) say, "These infrastructures have principal effect on the organizational performance and innovation".

Information technology, as a main effective element in knowledge management, facilitates the process of engendering, sharing, retaining and applying knowledge in the organization (Lee and Lee, 2007). It also affects knowledge management in two following ways: 1) Appropriate technology should be applied to get access to an effective knowledge management. 2) Organizational structures should be simplified to enhance the effectiveness of knowledge management (Aujirapongpan et al., 2010).

Organizational culture is another main infrastructure in executing knowledge management. Organizational management is a collection of values, beliefs, norms, perceptions and procedures in which the organizations' people are analogous. An effective organizational culture has a great influence on producing a suitable condition of exchanging and advocating the knowledge activities in the organization (Allameh et al., 2011). Some other factors such as the organizations' capability of learning, organizational memory's improvement and sharing knowledge among them are all dependent upon culture (Mills and Smith, 2011).

Other fundamental element in applying knowledge management in the organizations is organizational structure. In various dimensions, organizational structure can assist knowledge management in accomplishing its objectives. Organizational structure affects the processes of both knowledge management and organizational management (Aujirapongpan et al., 2010) and makes communications more feasible, facilitates the dissemination of knowledge and creates the culture of disseminating knowledge inside the organization. Organizational structure is effectual in establishing knowledge management group; therefore, applying reasonable strategies in the direction of knowledge management purposes, and designing correspondent organizational structure can be very beneficial to succeed in accomplishing the knowledge management plan.

Due to the fact that universities, based on their size, scope and variety of intellectual capitals, are the most widespread and formal social institutions, knowledge management is required of them to achieve more impressive producing, sharing, organizing and using information resources, knowledge and intellectual capitals. These noteworthy capitals, regardless of whether they are from inside or outside or explicit or implicit, must be properly discovered, retained, upgraded, and given to the interested through using the newest technologies. It is obvious that gaining success in knowledge management plans is dependent upon collaborations between the various authorities of universities (Hazeri and Sarafzadeh, 2006).

## REVIEW OF LITERATURE

Notwithstanding the importance and necessity of knowledge management in the modern organizations, little studies have been done in the field of investigating the knowledge management infrastructures in the organizations especially in the universities.

In Malaysia, Abdullah et al. (2008) have done a research which is titled "An Empirical Study of Knowledge Management System Implementation in Public Higher Learning Institution". This study is a survey which has been done through distributing questionnaires in six state universities of Klang Valley. The findings have indicated that knowledge management has been executed in state institutes of higher education in Malaysia, although the culture of sharing knowledge is not still well institutionalized. Organizational structure of state institutes of higher education in Klang Valley of Malaysia is not yet appropriate to apply the knowledge management plan. But the results of institutes' readiness in the field of information technology for the application of knowledge management show the institutes' possession of this infrastructure

In another research, which is entitled "The Application of Knowledge Management in Enhancing the Performance of Malaysian Universities", Mohayidin et al. (2007) have investigated the effect of applying knowledge management in increasing Malaysia universities efficiency, and they have also studied the effects of other elements on achieving the knowledge management objectives. So, they have done a survey research in eight state and private universities of Malaysia. The findings have indicated that the effective factors in establishing the rudimentary innovations of knowledge management are as follows: infrastructural support, information culture, assembling, producing, retaining and disseminating of knowledge. Information culture has been averred as the most important factor. The results have shown that making changes in culture and human characteristics is seriously difficult, but if it can be feasible, very conspicuous effects can be achieved to succeed in the knowledge management projects.

Rowley (2000) has done a research titled "Is Higher Education Ready for Knowledge Management?" and studied the capability of applying knowledge management concepts in Canadian universities. In his study, He has stated that there are some adversities in making knowledge-based environment in the universities. He also proved that executing knowledge management system in Canadian universities is required to ameliorate organizational structures and rewarding system. Against two foregoing infrastructures, he regards information technology as the more necessary and appropriate factor to facilitate the activities of sharing knowledge.



Fathollahi et al. (2010) have accomplished a survey research entitled “Is the University of Isfahan Ready for Implementing Knowledge Management?” in which they have come to the conclusion that Isfahan University is ready from the dimension of culture for implementing knowledge management plan, but this readiness cannot be seen in other elements of ‘structure and processes’ and ‘information technology infrastructure’.

In another research which is titled “Looking upon the infrastructure of knowledge management in Educational and Psychology Faculty of Isfahan University and presenting solutions to improve it” and has been done by Hoseyni (2007) in a university environment, after studying three fundamental factors of knowledge management infrastructures (managerial factor, organizational culture and technical elements), the researcher has come to the conclusion that technical infrastructure is in a suitable status throughout the university, but two other ones- managerial factor and organizational culture- do not have apposite conditions.

The present study intends to investigate three mentioned factors’ status quo which are “human culture and elements, structure and processes, information technology infrastructure” and have been brought up in most of the implementation models of knowledge management as the main efficacious factors of the plan. Every element’s readiness for implementing the knowledge management system has been assessed before executing the plan. The findings of this research can provide an opportunity for the university to make some resolutions and programs for amending and organizing these infrastructures to avert possible damages resulting from plan’s failure due to existing deficiency in any of these elements.

**RESEARCH QUESTIONS**

The main question which has been discussed in the research is whether Payame Noor University of Mashhad of Mashhad is ready to implement the knowledge management system or not. This question has been asked in the form of three minor questions which are as follows:

- 1- Is the element of ‘culture and human factors’ in an appropriate status at Payame Noor University of Mashhad of Mashhad to implement the knowledge management system?
- 2- Is the element of ‘structure and processes’ in an appropriate status at Payame Noor University of Mashhad of Mashhad to implement the knowledge management system?
- 3- Is the element of ‘information technology’ in an appropriate status at Payame Noor University of Mashhad of Mashhad to implement the knowledge management system?

Owing to the fact that the faculty members’ specialization and scientific grade can affect their perspectives on the matter of knowledge management infrastructures’ status, two other minor questions have been proposed as following:

- 4- Is there any significant difference between the faculty members’ viewpoints of Payame Noor University of Mashhad in the fields of humanities, engineering, basic sciences and medical sciences about the university’s readiness for the implementation of knowledge management system?
- 5- Is there any significant difference between the faculty members’ viewpoints of Payame Noor University of Mashhad in various scientific grades (professor, associate professor, assistant professor and instructor)?

**RESEARCH METHODOLOGY**

The present research is applied and the method which has been chosen, considering the research nature and objectives, is descriptive-survey. Data has been assembled through a reviewed questionnaire which is originally designed by Hubert Rampersad (2002) for different kinds of organizations. The questionnaire is consisting of two parts. Demographic questions have been asked in the first part which includes age, marital status, gender, degree, scientific grade and department. Second part of the questionnaire is consisting of 50 questions (in buoy form) in different fields of “culture and human factors” (25 questions), “structure and processes” (15 questions) and “information technology” (10 questions). A rudimentary sample has been used to appraise the reliability of the research. This rudimentary questionnaire has been distributed between 20 people and its validity, which has been calculated by SPSS software and Cronbach’s Alpha formula, is 0.94 that indicates the high validity of the questionnaire. Due to the fact that the questionnaire consists of three parts, Alpha’s coefficient has been considered for all three different parts. Alpha’s coefficient of “culture and human factors” is 0.94, “structure and processes” is 0.92 and “information technology infrastructure” is 0.84. Statistical universe of the research is consisting of the whole faculty members of Payame Noor University of Mashhad which are 52 people. Considering the limited number of research’s statistical universe, the whole faculty members have been regarded as the samples. The following table shows the statistical sample’s features:

**TABLE 1: THE RESPONDENTS’ CHARACTERISTICS**

Respondents’ characteristics	Scientific Grade				Marital status		Gender		Degree		Department		
	Professor	Associate Prof.	Assistant Prof.	Instructor	S.	M.	F.	M.	MA.	PhD.	Hum.	Sci.	Eng.
Frequency	4	7	29	12	9	43	19	33	16	36	18	12	22
Percent	7.7	13.5	55.8	23	17.3	82.7	36.5	63.5	30.8	69.2	34.6	23.1	42.3

**RESEARCH RESULTS**

**The first minor question:** Is the element of ‘culture and human factors’ in an appropriate status at Payame Noor University of Mashhad to implement the knowledge management system?

T test has been used to answer this question conforming to table 2.

**TABLE 2: T TEST PREMISES APROPOS OF THE FIRST MINOR QUESTION OF THE RESEARCH**

Element	Sample Size	Mean of Degrees	Mean of comments	SD	SE	T-value	P-value
culture and organizational factors	52	3	2.47	0.73	0.102	-5.57	0.000

The results of table 2 in which calculated T-value (-5.57) is more than t of the table (2.015) indicates that calculated t-value is at the confidence level of 95%. But, considering the fact the mean of comments (2.47) is less than average level; therefore, Payame Noor University of Mashhad is not at the average level of readiness to implement the knowledge management plan in the dimension of ‘culture and human factors’.

**The second minor question:** Is the element of ‘structure and processes’ in an appropriate status at Payame Noor University of Mashhad to implement the knowledge management system?

T test has been used to answer this question matching with table 3.

**TABLE 3: T TEST PREMISES APROPOS OF THE SECOND MINOR QUESTION OF THE RESEARCH**

Element	Sample Size	Mean of Degrees	Mean of comments	SD	SE	T-value	P-value
Structure and processes	52	3	2.17	0.93	0.129	-6.363	0.000

The achieved findings of table 3 shows that the absolute calculated T-value (- 6.363) is more than t of the table (2.015) and its confidence level is 95%. But regarding the issue that mean of comments (2.17) is less than average level, so Payame Noor University of Mashhad is not at the average level of readiness to implement the knowledge management system in the dimension of ‘structure and processes’.

**The third minor question:** Is the element of ‘information technology’ in an appropriate status at Payame Noor University of Mashhad to implement the knowledge management system?

**TABLE 4: T TEST PREMISES APROPOS OF THE THIRD MINOR QUESTION OF THE RESEARCH**

Element	Sample Size	Mean of Degrees	Mean of comments	SD	SE	T-value	P-value
Information technology infrastructure	52	3	2.51	0.78	0.108	-4.470	0.000

Results of table 4 indicate that the absolute calculated T-value (- 4.470) is more than t of the table (2.015). It is at the confidence level of 95% and considering the fact that mean of comments (2.15) is less than average level; therefore, Payame Noor University of Mashhad is not at the average level of readiness to implement the knowledge management system in the dimension of 'information technology infrastructure'.

**The forth minor question:** Is there any significant difference between the faculty members' viewpoints of Payame Noor University of Mashhad in the fields of humanities, engineering and basic sciences about the university's readiness for the implementation of knowledge management system?

Variance analysis test (F-test) has been applied to answer this question, according to table 5.

**TABLE 5: THE COMPARISON OF AVERAGE NUMBER OF ELEMENTS' READINESS OF PAYAME NOOR UNIVERSITY OF MASHHAD FROM THE VIEWPOINT OF FACULTY MEMBERS OF DIFFERENT DEPARTMENTS**

Elements' statistical indices	Humanities		Engineering		Basic sciences		Variance analysis (F)	Significance level (P)
	Mean	Variance	Mean	Variance	Mean	Variance		
Culture and human factors	2.34	0.65	2.61	0.79	2.52	0.78	0.559	0.575
Structure and processes	1.92	0.69	3.21	1.07	2.18	1.00	1.602	0.212
Information technology infrastructure	2.37	0.82	2.79	0.71	2.49	0.78	1.094	0.343

The results of table 5 indicates that the amounts of different elements (F) such as 'culture and organizational factors', 'structure and processes' and 'information technology infrastructure' is less than 0.05 which is not significant; therefore, from the above dimensions, there is no significant difference between the viewpoints of faculty members of various departments.

**The fifth minor question:** Is there any significant difference between the faculty members' viewpoints of Payame Noor University of Mashhad in various scientific positions (professor, associate professor, assistant professor and instructor)?

Variance analysis test (F-test) has been applied to answer this question, according to table 6.

**TABLE 6: THE COMPARISON OF AVERAGE NUMBER OF ELEMENTS' READINESS OF PAYAME NOOR UNIVERSITY OF MASHHAD FROM THE VIEWPOINT OF FACULTY MEMBERS OF DIFFERENT SCIENTIFIC POSITIONS**

Elements	Professor		Associate Prof.		Assistant Prof.		Instructor		(F)	(P)
	Mean	Variance	Mean	Variance	Mean	Variance	Mean	Variance		
Culture and human factors	3.16	0.31	3.18	0.71	3.39	0.78	3.62	0.52	2.061	0.118
Structure and processes	3.60	1.22	3.14	0.66	3.32	0.90	3.65	0.64	1.157	0.336
Information technology infrastructure	3.67	1.15	2.86	0.85	3.21	0.83	3.44	0.70	0.61	0.611

The results of above table indicates that the amounts of different elements (f) such as 'culture and organizational factors', 'structure and processes' and 'information technology infrastructure' is less than 0.05 which is not significant; therefore, from the above dimensions, there is no significant difference between the viewpoints of faculty members of various scientific positions.

**The main question:** Is Payame Noor University of Mashhad ready to implement the knowledge management system?

**TABLE 7: T TEST PREMISES OF THE MAIN QUESTION OF THE RESEARCH**

Element	Sample Size	Mean of Degrees	Mean of comments	SD	SE	T-value	P-value
Knowledge management	52	3	2.39	0.72	0.10	-6.034	0.000

The results of table 7 show that the absolute calculated T-value (-6.034) is more than t of the table (2.015) and its confidence level is 95%. Considering the fact that mean of comments (2.39) is less than average level, so the readiness of Payame Noor University of Mashhad to implement the knowledge management system is not at the average level in different dimensions of 'culture and human factors', 'structure and processes' and 'information technology infrastructure'.

Freidman test has been applied to rank the fundamental infrastructures of knowledge management system in Payame Noor University of Mashhad and its results can be seen in table 8. As it is indicated in table 8, there is a significant difference between the indexes since p-value is less than 0.05, so the differences are not accidental. The most important and effective index is "culture and human factors" and least one is "structure and organizational processes".

**TABLE 8: RANKING THE ELEMENTS ON THE BASIS OF FREIDMAN TEST**

Freidman Test	Element	Mean of ranks	
Total Number	52	Culture and human factors	2.21
Chi square test	13.174	Structure and processes	1.60
Degree of freedom	2	Information technology infrastructure	2.19
P-value of the test	0.01		

**RESULTS**

Considering the achieved findings of the present study and comparing them with the effective elements in implementing knowledge management system which have been mentioned in the foregoing studies at review of literature section and can be ascertained in table 9, we can come to a conclusion in accordance with the findings of this study.

**TABLE 9: THE COMPARISON OF EFFECTIVE ELEMENTS IN IMPLEMENTING KNOWLEDGE MANAGEMENT SYSTEM BETWEEN DIFFERENT UNIVERSITIES THROUGHOUT THE WORLD**

University name	Effective elements in implementing knowledge management system		
Payame Noor University of Mashhad	Culture and human factors	Structure and processes	Technical infrastructures
Isfahan University	Culture and human factors	Structure and processes	Information technology
Educational faculty of Isfahan University	Information technology	Technical factors	Information systems
Case study (Canadian Universities)	Organizational culture	Disseminating knowledge systems	Information systems
Case study (state Universities of Malaysia)	Human capitals	Informing	Technology
Case study (Malaysia Universities)	Information culture	Human factors	Technical infrastructures

As it can be noticed, the mentioned prerequisites in the above table, which are effective in implementing knowledge management system, are mostly in common with each other.

Regarding the accomplished researches in the field of knowledge management, "culture and human factors" is the most principal challenge which knowledge management system faces. Culture is the most challenging element which affects knowledge management in the universities too. The findings of this research indicate that "culture and human factors" is the most considerable infrastructure of knowledge management. Additionally, the data analysis shows that this dimension is not at the average level of readiness in Payame Noor University of Mashhad to implement knowledge management. The research results about the amount of readiness in the dimension of "culture and human factors" to implement knowledge management at Payame Noor University of Mashhad are

analogous with the findings of most of the researches except those which have been done by Fathollahi et al. (2010). The examples which can be adverted are as follows: Hoseyni (2007), Rowley (2000), Abdullah et al. (2008) and Mohayidin et al. (2007).

In the second question of the research, another significant element in implementing knowledge management which is "structure and processes" has been investigated. The findings of the research indicate that this element is the least important one at Payame Noor University of Mashhad. The readiness of this dimension for executing knowledge management system is less than the average and inappropriate level. The achieved results of following studies have been in the direction of the findings of the present study: Rowley (2000), Abdullah et al. (2008), Fathollahi et al. (2010) and Hoseyni (2007).

The last question of the research has been devoted to another noteworthy element in implementing knowledge management which is "information technology infrastructure". The statistical analysis shows that the element of "information technology infrastructure" is not still at the average level of readiness to execute knowledge management but it is in a better status than two other infrastructures of "culture and human factors" and "structure and processes" at Payame Noor University of Mashhad. Paying heed to other infrastructures, besides the information technology infrastructure, is of considerable importance due to the fact that the only element of information technology infrastructure cannot exclusively make success for the knowledge management system. It is probable for the knowledge management system to end in failure in spite of possessing a proper information technology infrastructure, just because of inappropriate culture to share knowledge or limiting rules and structures to improve and disseminate knowledge or even inability of people to encounter and use the equipment and facilities of information technology and knowledge management system. The findings of this part of the research are akin to the results of done researches by Fathollahi et al. (2010) which shows that information technology infrastructure is not in an acceptable status at Isfahan University, while other researches which have been accomplished by Hoseyni (2007), Rowley (2000) and Abdullah et al. (2008) are an indication of suitable information technology infrastructure to implement knowledge management system in the organizations in which they had studied.

## RECOMMENDATIONS

Considering the studied significant infrastructures and owing to the fact that suggestions should be in accordance with the findings of the research, the following suggestions has been proposed to achieve the suitable level of readiness to implement knowledge management system. It is worthy of attention that the suggestions are the results of a research project and we hope that they can be useful for the interested people, researchers, professors and programmers at the universities especially Payame Noor University as the biggest state university of Iran.

### INSTITUTIONALIZING OF CULTURE

Organizational culture has been known as pivotal element in most of the researches which has been accomplished apropos of knowledge management. A proper organizational culture can bring about ample individual and organizational opportunities. The universities' presidents should make the culture of sharing knowledge and team works to facilitate the implementation of knowledge management system.

### AMELIORATION OF THE APPRAISAL CRITERIA OF PERFORMANCES AND OPTIMIZATION OF SALARIES AND REWARDS SYSTEM

Regarding the great importance of knowledge, managers should consider this factor in their appraisal of the individuals' performance. The staffs of the organizations should be aware of the fact that their performance has to be in the direction of improving the processes of engendering, transferring and applying knowledge. The universities must amend their system of giving salary and rewarding to the staffs under a new knowledge-based system of assessment.

### PAYING HEED TO INFORMATION TECHNOLOGY

Information technology is one of the significant infrastructural factors which help to the knowledge management success. The universities' presidents should provide the required programs to obviate the need of education with regard to effective usage of information technology equipment and actuate the researchers to apply this technology in the activities of sharing knowledge.

### ADVOCATE OF UNIVERSITIES PRESIDENTS

It is approved by the experts that presidents' advocacy of knowledge management is an important element of its success. If they do not support, no activity can get started and even if it gets started, it will never prove a success. The presidents' support of knowledge management can be appeared in different forms such as: employing the knowledge-based prospects, objectives and resolutions for the university, employments, holding training courses of knowledge management and amending the system of giving salary and rewarding in the direction of knowledge management system

### THE NECESSITY OF EMPLOYING KNOWLEDGE MANAGERS

Employing knowledge managers in the universities (it should be adverted that such an organizational post does not exist in the university at the present time) is of considerable importance and facilitates and accelerates the process of sharing knowledge. Knowledge manager should put emphasis on the assembling knowledge and delivering it in an organized way. This knowledge can be retained and used through computers at the libraries.

### AMENDING THE ORGANIZATIONAL STRUCTURE AND CHART

The university should simplify the organizational structure and chart to facilitate the process of sharing knowledge and communications. People should communicate with each other through the least number of go-betweens and be able to gain advantage from each others' knowledge at a minimum time. In this direction, reviewing and ameliorating the limiting rules and procedures are effective in improving people's communications at the university, sharing knowledge and discovering the knowledgeable people.

## REFERENCES

1. Abdullah R., Selamat M., Jaafar A., Abdullah S. and Sura S. (2008), "An Empirical Study of Knowledge Management System Implementation in Public Higher Learning Institution". *IJCSNS International Journal of Computer Science and Network Security*, 8(1): 281-290.
2. Allameh M., Zare M. and Davoodi M. (2011). "Examining the Impact of KM Enablers on Knowledge Management Processes", *Procedia Computer Science*, 3: 1211-1223.
3. Aujirapongpan S., Vadhanasindhu P., Chandrachai A. and Cooparat P. (2010), "Indicators of knowledge management capability for KM effectiveness", *Journal of Information and Knowledge Management Systems*, 40(2): 183-203.
4. Cantner U., Joel K. and Schmidt T. (2009). The use of knowledge management by German innovators. *Journal of Knowledge Management*, 13(4): 187-203.
5. Dastranj Mamaghani N., Akhavan P. and Saghafi F. (2011). "Investigating Organizational Readiness of Knowledge Management Implementation by Considering Knowledge Management Effective Success Factors", *Iranian Research Institute for Science and Technology*, 26(3): 493-517.
6. Fathollahi B., Afshar Zanjani E. and Nozari D. (2010). "Is the University of Isfahan Ready for Implementing Knowledge Management?", *FASLNAME-National Library*, 21(3): 6-20.
7. Hazeri A. and Sarafzadeh M. (2006). "Knowledge management in libraries and the role of university libraries", Available at [http://eprints.rclis.org/bitstream/10760/8257/1/Knowledge\\_management.pdf](http://eprints.rclis.org/bitstream/10760/8257/1/Knowledge_management.pdf). Accessed on 9 April 2011.
8. Hoseyni M. (2007). "Looking upon the infrastructure of knowledge management in Educational and Psychology Faculty of Isfahan University and presenting solutions to improve it", Available at [http://www.civilica.com/Paper-IKMC01-IKMC01\\_005.htm](http://www.civilica.com/Paper-IKMC01-IKMC01_005.htm). Accessed on 2 May 2011.
9. Lee Y.C. and Lee S.K. (2007). "Capabilities, Processes, and Performance of Knowledge Management: A Structural Approach", *Human Factors and Ergonomics in Manufacturing*, 17 (1): 21-41.
10. Mills A.M. and Trevor A.S. (2011). "Knowledge management and organizational performance: A decomposed view". *Journal of Knowledge Management*, 15(1): 156-171.
11. Mohammadi Fateh A., Sobhani M.S. and Mohammadi D. (2008). "Knowledge Management". Jabari press, Tehran. Iran
12. Mohayidin M.G., Azirawani N., Kamaruddin M.N. and Margono M.L. (2007). "The Application of Knowledge Management in Enhancing the Performance of Malaysian Universities", *Electronic Journal of Knowledge Management*, 5(3): 301- 312.
13. Niaz Azary K. and Amuei F. (2007). "The Study Effective Factors on Settlement Knowledge Management in Payame Noor University of Mashhad of Mazandaran Province", *Knowledge and research in Educational Sciences*, 1(14): 93-106.

14. Rampersad H. (2002). "Increasing organizational learning ability based on a knowledge management quick scan", *Journal of Knowledge Management Practice*, Vol. 3, Available at <http://www.tlinc.com/articl97.htm>. Accessed on 2 March 2011.
15. Rossi R. (2010). "The governance of university-industry knowledge transfer", *European Journal of Innovation Management*, 13(2): 155-171.
16. Rowley J. (2000). "Is Higher education ready for knowledge Management?", *The International Journal of Educational Management*, 14(7): 325-333.
17. Sun P. (2010). "Five critical knowledge management organizational themes", *Journal of Knowledge Management*, 14(4): 507-523.
18. Tian J., Nakamori Y. and Wierzbicki A.P. (2009). "Knowledge management and knowledge creation in academia: A study based on surveys in a Japanese research university". *Journal of Knowledge Management*, 13(2): 76-92.
19. Wen Y. (2009). "An effectiveness measurement model for knowledge management". *Knowledge-Based Systems*, 22: 363-367.
20. Yadegarzadeh G., Bahrami A. and Parand K. (2007). "The presence of Iranian universities in information community". *Tadbir*, 18: 44-48 (in Persian).



## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce, Economics and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail [info@ijrcm.org.in](mailto:info@ijrcm.org.in) for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**



## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

