KNOWLEDGE CREATION AND TRANSFER AMONG POSTGRADUATE STUDENTS: A REVIEW OF LITERATURE

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Abstract :

Every academic institution contributes to knowledge. The generated information and knowledge are to be compiled at central place and disseminated among the society for further growth. It is observed that the generated knowledge in the academic institute is not stored or captured properly it is also observed that many a times generated information or knowledge in the academic institute is not known to any one and remains as grey literature, which might be useful if proper recoding is maintained in the organization. In fact, academic environment is treasure of knowledge but it is not organized properly and hence utility is also lacking and cause for the repetitions of the activity.

The skill shortages, hyper-competitive economic environments and untapped economies have created a great deal of focus on knowledge. Thus, continuously creating and transferring knowledge is critical for every organization.

This paper is deals with the study of literature on Knowledge Creation, and transfer among Postgraduate Students from 2007-2025.

Keywords : Knowledge Creation, Knowledge Transfer, Knowledge Management, Small and Medium-size Enterprises (SMEs), Post Graduate Students, India exploratory research.

Introduction :

Knowledge is an important source for value creation in an organization and needs to be managed. The information generated is captured in various documents and databases and made it available to use which gets searched by researchers using information technology Systems, and information retrieval systems. The reason behind this is unless information is Used and applied with an experience then adds value in to it, till then it does not become Knowledge. Knowledge includes insight and wisdom of post graduate student and could be used for decision making. It is also embedded in work processes, teams and exists in all core functions of an organization as well as its systems and infrastructure. With reference to the educational institute, input by teacher is the data for the student, when he understands the things given by data that is information for the student when he analyses the information it becomes knowledge aspired by him and when he applies in the field it becomes his wisdom.

Knowledge transfer is a new immerging field in the academic environment. Many

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upcoming conferences and seminars at national and international level are on Knowledge Transfer. Many Universities are actively participating in Knowledge transfer related activities And doing research. It is now becoming popular in Education field due to need to disclose the Intellectual power available in institution for sharing experiences. It has great potential andShould have equal and even greater significance for education sector. Knowledge builds on Knowledge and past events help in generating new knowledge.

The main source of generation of knowledge is posting graduate student efforts which are developed through conducting good educational activities, research activities and generating innovative concepts in the area of interest. All knowledge generating organizations and higher education academics from colleges to universities are in search of new concepts in their subject of interest and also contribute to knowledge through various means.

Definitional Analysis :

Knowledge :

"Knowledge refers to the understanding. awareness, or familiarity gained through experience, education, or information. It encompasses facts, skills, and insight that individuals acquire over time, enabling them to make informed decisions and perform tasks effectively."

Knowledge creation : **"**Knowledge creation is defined as the act of making knowledge created by individuals available, amplifying it in social contexts, and selectively connecting it to the existing knowledge in the organization" **Nonaka & von Krogh, (2009).**

Knowledge Management : "Knowledge management is the deliberate and systematic coordination of people, technology, processes, and organizational structure to add value through reuse and innovation." **Dalkir (2017).**

"Knowledge management refers to the process of creating, sharing, using and managing the knowledge and information of an organization." **Nonaka & Takeuchi (1995).**

Transfer : "To officially arrange for something to belong to, or be controlled by, somebody else."

Postgraduate Student : "a student who has already received one degree and is studying at a university for a more advanced degree." **Dictionary, Cambridge**

University : "One made up of an undergraduate division which confers bachelor's degrees and a graduate division which comprises a graduate school and professional schools each of which may confer master's degrees and doctorates."

Library Users : "People who seek and use the information to meet their information needs are referred to as library users."

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Functions of Review of Literature :

- Provides background and context for the research problem.
- Identifies gaps or inconsistencies in existing research.
- prevents duplication of previous studies.
- Establishes a theoretical or conceptual framework.
- Supports the choice of research design and methodology.
- Justifies the need and relevance of the current study.
- Synthesizes and critically evaluates previous work.
- Helps in interpreting and comparing the study's findings.
- Highlights relationships among key concepts and variables.
- Suggest directions for future research.

This research includes literature of review to understand the background and subject of the research. The tried to cover almost all importance points related to the topic. The review includes information from both Indian and International studies, arranged in chronological order by year.

1. Knowledge Creation :

M. Begona Lloria, (2007). He conducted a study on "Differentiation in knowledge-Creating organizations" this study is to focus on the analysis of the influence of organizational design variables on the creation of knowledge within the organization. The impact that enablers have on knowledge creation has been widely demonstrated and established in the relevant literature. In their study they found confirm both the impact of enablers on knowledge creation, as defined in the literature, and the fact that vertical specialization is shown to be suitable design variable for creating knowledge through the autonomy enabler.

Jose Mathews, (2012). conducted study on Knowledge Creation in Organizations: A Social-Cognitive View observed that it can be seen that four knowledge conversion processes of SECI model can be subsumed under managerial cognition and organisational or social processes which are the paths of knowledge creation meaning that greater elaboration and explanation of these processes bring out more clearly the mechanisms of knowledge creation. The SECI model variables of socialization and externalization are organizational processes whereas combination and internalization are cognitive activities. It may be pointed out that the use of the variables, organizational processes, and managerial cognition greatly simplifies the understanding of the mechanisms of knowledge creation. In their study they found Knowledge creation in organizational processes cannot be understood in the simple classification scheme of knowledge prevalent now. The understanding of knowledge creation involves analyses of knowledge from different perspectives. It involves the consideration of complex cognitive processing of information and differential. learning modes. The cognitive processes and the behavioural organizational processes add, multiply, subtract, and divide the knowledge creation process in astonishing ways such that knowledge creation becomes a highly sophisticated activity in the hands of key and non-key organizational participants. As

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organizations show different learning modes, they are bound to show different levels of knowledge creation.

Kreeson Naicker, Krisha K. Govender, (2014). Conducted study on "Knowledge creation and transfer amongst Postgraduate students". They have used a methodology quantitative method. After reviewing relevant literature, a personally administered standardised questionnaire was used to collect data from a convenience sample of Postgraduate students in the School of Management, IT and Governance at the University of KwaZulu-Natal, South Africa. The data was analysed to determine if it fit the model based on the four modes of knowledge conversion. In their study they found that, although the School of Management, IT and Governance have mechanisms in place to facilitate knowledge creation and transfer, it nevertheless tends to focus on the four modes of knowledge conversion to varying degrees. and they article the study confirmed that PG students utilise the 'socialisation' and 'externalisation' modes of knowledge conversion comprehensively; internalisation' plays a significant role in their knowledge creation and transfer activities and whist 'combination is utilised to a lesser extent, it still plays a role in PG students' knowledge creation and transfer activities. PG students also have 'space' that allows them to bring hunches, thoughts, notions, intuition or tacit knowledge into reality. Trust and dedication are common amongst PG students. With socialisation and externalisation so high, PG students are aware of each other's capabilities and competencies, and trust each other enough to share knowledge.

Amitabh Anand, Aniko Csepregr, (2018). They author study on Knowledge Creation and its Barriers in SMEs: An Exploratory Analysis. Observe that Prior research on knowledge creation has mainly been addressed to larger organizations by exploring both the determinants and barriers. However, the importance of knowledge creation in small and medium- sized enterprises (SMEs) remains largely unexplored with only a few authors attempting to study the enablers and barriers. Thus, this paper will investigate the specifically the barriers to knowledge creation in SMEs and at the levels at which these barriers exist. In their study they found that several publications have dealt with knowledge creation in larger organizations but creating knowledge is unexplored in SMEs. Especially the barriers to knowledge creation in an Indian perspective. Thus, the objective of this paper was to study the barriers to knowledge creation in SMEs in India and to understand the barriers to knowledge. The findings of this study are specific to SMEs in India and are based on limited sampling.

2. Knowledge Transfer :

Aries Susanty, Noniek Utami Handayani, Mahardian Yugi Henrawan, (2012). In this article Through an effectiveness of knowledge transfer, organizations can improve their performance and gain competitive advantage. It is believed there are several factors influencing the knowledge transfer effectiveness, including optimum budget allocation, culture, leadership, etc and also, there are various frameworks, models, and analytical tools that can be used to study the causal relationships between some key success factor and effectiveness of knowledge transfer.

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Andrea Cardoni, John Dumay, (2018). observed that this paper is to explore the role of the entrepreneur in the knowledge transfer (KT) process of a start-up enterprise and the ways that role should change during the development phase to ensure mid-term business survival and growth. They have used a methodology qualitative method. Is presented and analysed using Liyanage et al.'s (2009) framework to identify the key components of the KT process, including relevant knowledge, key actors, transfer steps and the criteria for assessing its effectiveness and success.

Bongekile Mpungose, Malefetjane Phinesas Phaladi, Collence Takaingenhamo Chisita, (2025). They conducted a study on "Exploring knowledge transfer and retention strategies for postgraduate supervisors in higher education institutions: a global perspective" they have used a methodology to rationally explore knowledge transfer and retention in higher education, the preferred reporting items for Systematic Reviews and Meta-Analysis technique was used as a methodology. The research findings of the study point to limited verified research in the global. literature linking knowledge transfer.

Bongekile Mpungose, Malefetjane Phineas Phaladi, (2025). In this article study aims to systematically review extant global literature on knowledge transfer and retention in the context of postgraduate supervision in the higher education institutions (Hels) sector. In their study they found that the study points to limited verified research in the global literature linking knowledge transfer, retention and postgraduate supervision in Hels.

3. Knowledge Management :

Anand Amitabh, Csepregi, Aniko Bogdany, (2018). They conducted study on "European Conference on Knowledge Management "in their study they found that knowledge creation in firms gives competitive advantage, increases innovation, offers novel ideas, and makes companies more robust during dubious times. Although literature on knowledge creation has mainly been addressed to larger organizations, its importance in small and medium-size enterprises (SMSs) remains largely unexplored with only a few authors attempting to study the barriers to knowledge creation Even less studies exist studying Indian perspectives. thus, this paper will investigate the barriers to knowledge creation by looking at the barriers existing towards knowledge creating in Indian SMEs and at the levels at which these barriers to knowledge creation exist.

Bohm, Karsten. Durst Susanne, (2025). In this article study Generative Artificial Intelligence (GenAl) Models are now able not only to recognize complex patterns from large amounts of input data but also to display them in context. This fact invites a critical analysis of the SECI model and its further applicability as an analytical framework for knowledge generation and transfer organizations. To the authors 'knowledge' this paper is the first to systematically and comprehensively examine the established SECI framework and its wider applicability in terms of the potential impact of GenAI model's framework is seen as a relevant contribution to the further development of knowledge Management theory.

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4. Postgraduate Students :

Jancey Jonine, Burns Sharyn, (2013). In these articles is to determine postgraduate coursework students' service expectations in regard academic course quality. university services and industry links. postgraduate taught students come from a variety of career backgrounds. They place a great deal of importance on their educational experience, especially in regard to academic factors reputable degree; skilled engaging teachers; access to online resources; ready contact with academics; and supportive enrolment processes.

Gisela Hildegard van Rensburg, (2016). They study on knowledge transfer is an inevitable process in higher education where research outputs are largely associated with the production of Masters' and Doctoral graduates. The supervision of postgraduate students at universities is therefore one of the core responsibilities of academics and is considered a measure of academic output. supervision not only transfers research and related skills, but is also an intensive and interconnected form of educator- student engagement. The role of the supervisor in providing a supportive, constructive and engaged supervision process is important in the development of next generation practitioners who have the correct educational and skills mix to fulfil the future needs of the profession. The underlying principle of student support during supervision is that an experienced supervisor will be able to move through the learning processes with the student as this becomes appropriate. As the student gains competence in the basic skills of conducting research in a particular field of study, he or she will move to a deeper understanding of the nature and reality of that field, Research and, ultimately high-quality supervision of students.

Research Gap :

Every academic institution contributes to knowledge. The generated information and Knowledge are to be compiled at central place and disseminated among the society for further Growth. It is observed that the generated knowledge in the academic institute is not stored or captured properly it is also observed that many a times generated information. In fact, academic environment is treasure of knowledge but it is not organized properly and hence utility is also lacking and Cause for the repetitions of the activity.

Conclusion :

Creative Knowledge involves the innate and the acquired components of innovating something new that has lasting value to the organization and to the society. The purpose of this study is to assess how knowledge is created and transferred amongst Post graduate students. The study confirmed that PG students utilise the 'socialisation' and 'externalisation' modes of knowledge conversion comprehensively, 'internalisation' plays a significant role in their knowledge creation and transfer activities too, whilst 'combination' is less utilised but still plays a role in their knowledge creation and transfer activities. PG students are aware of each other's capabilities and competencies, and trust each other enough to share the knowledge. PG students have space that allows them to bring hunches, thoughts, notions, intuition or tacit knowledge into reality, Trust and dedication are common

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amongst Postgraduate students.

Knowledge is created and transferred in organizations. It also discusses conditions required in promoting knowledge creation, the techniques used to capture knowledge in organizations, the nature of learning organizations and how it can influence knowledge creation and transfer. By utilizing previous studies, the researchers present an integrated view of how learning organization affects knowledge creation and transfer.

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