

**KNOWLEDGE MANAGEMENT FRAMEWORK FOR  
MOBILE TELECOMMUNICATION SECTOR IN  
SRI LANKA**

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Degree of Master of Science

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Sri Lanka

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Thesis/Dissertation submitted in partial fulfilment of the requirements for the degree Master  
of Science

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## **Dedication**

I dedicate this dissertation work to my loving family, including my wife, son, parents, brother, and sister, for their valuable support and encouragement.

## **Acknowledgement**

My heartfelt gratitude is extended to the supervisor of my thesis, Eng. Kithsiri Samarasinghe, for the immense support and encouragement given throughout the project. With great respect, I acknowledge his perfect guidance and strength during the research period. A special thank goes to my MSc coordinator Dr. Chandika Wewagedara for his valuable guidance.

I take this opportunity to thank the engineers and technical officers in the mobile telecommunication industry who provided feedback for the circulated questionnaire, which made this thesis a success.

## **Abstract**

Sri Lankan mobile telecommunication industry is a fiercely competitive market space where five key mobile service companies operate. Most operators provide their services island wide; therefore the coverage footprint is no longer a differentiating factor. On the other hand, knowledge is a tool, which companies can use to provide a better service quality, which is now in demand with customers.

Due to globalization and increasing opportunities for individuals, companies face a challenge to retain best employees within the organization. Now the focus has shifted to keep the knowledge within the organization even with the movement of skilled labor. Therefore, knowledge management systems are necessary than ever before, but a most suitable knowledge management framework is yet to be identified.

The objective of this study was to determine a most appropriate Knowledge Management Framework for Mobile telecommunication sector in Sri Lanka. To realize this goal, initially, a literature survey was performed. The Author analyzed various knowledge management models available and best global practices of knowledge management aspects. It revealed six key concept variables, i.e. socialization, externalization, combination, internalization, knowledge sharing culture, and leadership. Next, an online survey tested these concepts to find the importance and current practices in the mobile telecommunication industry in Sri Lanka. This study identified that all the six concept variables were relevant to Sri Lankan context, while externalization, combination, and internalization practices were at a lower level. Finally, a knowledge management framework suitable for mobile telecommunication industry in Sri Lanka was developed.

Key words:

Knowledge management, Mobile telecommunication, Knowledge sharing culture, Leadership

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## List of Abbreviations

<b>Abbreviation</b>	<b>Description</b>
SPSS	Statistical Package for the Social Sciences
ICAS	Intelligent Complex Adaptive Systems
STC	Saudi Telecom Company
CMS	Configuration Management System
CMDB	Configuration Management Data Base
EMA	Enterprise Management Associates
NOC	Network Operating Center
IEEE	Institute of Electrical and Electronics Engineers
CTO	Chief Executive Officer
KM	Knowledge Management
KMS	Knowledge Management System

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