

**Exploring the Dark Side of Knowledge Management (KM) Tactics:
A Study from Pakistan**

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ABSTRACT

The field of knowledge management is being approached from variety of levels in which the dark side of knowledge management is almost neglected area, particularly in the context of Pakistan. This study, however, provides a fresh inquiry never taken before. Evidences are provided from all walks of life: social, economic, political, government, media, as well as corporate. Utilizing the authentic print media reports along with the model of tactics on dark side of knowledge management given by Alter (2006), this paper focuses upon the distortion, suppression, and misappropriation of knowledge during creating, acquisition, refining, storing, retrieving, distributing, and presenting knowledge. Content analysis of these reports has been administered to present the dark side of knowledge management tactics within Pakistani context in systematic and logical progression. This study also provides insights for those optimistic knowledge managers and scholars who are ever used to looking at the bright side of knowledge management and ignore the dark sides at the cost of bright sides. Through this study, one can take a contrast while looking at the gloomy and dark side of KM when he confronted with the stark realities of KM facets.

Keywords: KM; dark side; Pakistan; distortion, suppression, and misappropriation of knowledge

INTRODUCTION

It is quite obvious in the world of politics that politics itself play its influential role in knowledge manipulation which is the very dark side of knowledge management. And due to its poisonous nature, the exploration of dark side of knowledge management becomes the focus of the study. This study comes at a time of stock taking in Pakistani context when there are number of concrete evidences of recently publicized government and corporate scandals. Government scandals like the cases of *Reko Diq* (Anonymous, Pakistan Rich in Natural Resources but Poor in their Management, 2011; Correspondent, Reko Diq case: Centre refuses to pay Rs450m fee for legal experts, 2011; Anonymous, Reko Diq's penalty, 2012), Pakistan Steel Mill (Khan A. , 2012), Pakistan Railways (Bajwa, 2012), Pakistan International Airlines (PIA; (Reporter S. , 2012)), Pakistan Post (Mengal, 2012), WAPDA / PEPCO (The corrupt Wapda, 2012), Rental Power Plants (Iqbal, 2012), Abbotabad Search Operation for Osama Bin Laden (Butt, 2011), 9-11 Fire in Karachi (Memon S. , 2012), Contempt of Court by Ex-Prime Minister (Iqbal, Down but not out, 2012), Corruption in Cricket at International level (AFP, Cricket in better shape to fight corruption: Lorgat, 2012), etc. can be viewed as extreme examples of knowledge management gone astray.

Moreover, from corporate world collapse of Lahore Knitwear Industrial Cluster; Textile Industrial Clusters in Faisalabad, Lahore, and Gujranwala ; Lahore Pharmaceutical Industry Cluster; Light Engineering Industrial Clusters in Lahore, Faisalabad, Gujranwala, and Gujrat; Readymade Garments Industrial Clusters in Lahore and Faisalabad; Leather and Leather Products Manufacturing Clusters in Kasur and Sialkot; Soccer Ball and Sports Goods, Gloves, Sports Garments, Surgical Instruments Clusters in Sialkot (5, 2010); and the country-wide base of cottage industry are few examples showing the dark side of KM. In fact, all these examples undoubtedly show the dark side of KM on the ground that they selectively disclose the information and do not represent the real picture in order to avoid embarrassment and bad impressions.

REVIEW OF RELATED LITERATURE

Using different articles for identifying the dark side of KM tactics that purely motivated by personal, political, and economic goals. The paper also covers to some extent the grey areas (light side) along the dark side. According to Wilson (32), it is assumed that anything that is made explicit to manage in the appropriate form of information such as images, concepts, beliefs, messages, formulae, and procedures. The domain of KM consists of five components:

1. Information and knowledge which is the core
2. People who perform certain acts and involve in different activities
3. Culture is the context of different activities
4. Processes, and
5. Technology that is used

All these five components reflect different essential facets of KM. The dark side of KM looms when motives are not pure. By adopting this line of thinking, we define dark side of KM as KM activities that directly reflect unethical motives which fall into three groups of actors:

1. Knowledge providers
2. KM decision makers
3. KM recipients

Knowledge providers represent such activities that are related to the creation and dissemination of knowledge. They include knowledge creators, knowledge refiners, knowledge maintainers, and knowledge communicators. Unethical motives can be understood in the light of goals at the time of decision making with reference to capturing and using knowledge. There are at least three types of goals in such decisions, namely:

1. Distortion of knowledge
2. Suppression of knowledge
3. Misappropriation of knowledge

The main focus of this study revolves around exploring the live examples of the tactics on the dark side of KM, and showing its impact in the domain of KM which will be presented below, for this purpose the examples are being organized using the framework given by Steven Alter (2006):

Table 1: Tactics on dark side of knowledge management (Alter, 2006)

	Distortion of knowledge	Suppression of knowledge	Misappropriation of knowledge
Creation, acquisition, and refinement of knowledge	1.Purposeful failure to collect relevant knowledge 2.Coding of knowledge with the intention of misleading 3.Analysis performed in a way that purposefully introduces bias	1.Failure to allocate funds or personnel needed to collect relevant knowledge 2.Coercion by implying or threatening personal consequences if an analyst or other individual’s work does not represent specific biases	1.Theft of knowledge as it is being created or refined 2.Modification or sabotage of a knowledge refinement process
Storage and retrieval of knowledge	1.Storage of knowledge in a way that is likely to cause distortion 2.Retrieval of knowledge using methods that distort the knowledge	1.Destruction of existing knowledge 2.Refusal to allow access to existing knowledge 3.Storage of knowledge in a form or location that purposefully impedes legitimate access 4.Failure to retrieve knowledge that should be possible to retrieve	1.Modification or sabotage of existing knowledge 2.Insertion of inappropriate content into knowledge that is being retrieved
Distributio	1.Use of euphemisms or	1.Suppression of distribution	1.Failure to distribute

<p>n and presentati on of knowledge</p>	<p>inaccurate characterizations that misrepresent the essence of specific knowledge</p> <p>2. Distribution of knowledge biased by omission or overemphasis of less relevant knowledge</p> <p>3. Misrepresentation of facts, motivated by personal, economic, or political benefits</p>	<p>by declaring existing knowledge a secret</p> <p>2. Coercion by implying or threatening personal consequences if specific knowledge is divulged</p> <p>3. Establishing deniability for decision makers by making sure they never learn about details that might be embarrassing or illegal</p> <p>4. Failure to present relevant facts, motivated by personal, economic, or political benefits</p>	<p>important knowledge that is needed</p> <p>2. Inappropriate, unethical, or illegal distribution of information, thereby harming individuals, groups, or organizations.</p> <p>3. Fraudulent or otherwise inappropriate sale or transfer of knowledge</p>
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DISTORTION DURING CREATION, ACQUISITION, AND REFINEMENT

This includes a purposeful failure to collect relevant knowledge. It also shows the miscoding of knowledge or information purposefully that is created, acquired, or refined as it becomes evident from the examples given below:

1.1 Purposeful failure to collect relevant knowledge

In Pakistan, most of trauma centers and emergency rooms do not report about blood alcohol and tox-screens of patients only because such patients may require extra care and attention in performing trauma procedures. In this way drug related problems are not reported (Ara & Khan, 2010).

1.2 Coding of knowledge with the intention of misleading

Manipulations in clinical information are part of common practices in Pakistan (Reporter, 2011) (Najam, 2011) (Ashraf, 2011) (Aqeel, 2009) (Saleem, 2009). A few examples of such manipulations have been illustrated below:

- Extended duty hours of medical staff
- Mismanagement of appointment schedules by clerks to strengthen the acquaintances with patients for personal benefits
- Delay / refusal in registration of serious patients
- Registration of patients even the hospital is full
- Assignments of expensive private rooms to patients even when the (cheaper) wards have capacity
- Negligence / inappropriate behavior of hospital staff with the patients who do not give them tip, and vice versa
- Overcharging
- Prescription of expensive brands of medicine while cheaper and equally effective brands of same formula are available

- Prescription of excessive medicines and equipments, which are neither accounted nor returned to the patient, and are later sent back to the market for reselling by the staff
- Prescription of irrelevant medical tests for minting money
- Prescription of pathological laboratories for tests
- Upcode diagnosis to increase the bill
- Upcode patient risk factors to make medical results seem more impressive
- Transfer patients to reduce hospital deaths
- Upcode the type of operation

1.3 Analysis performed in a way that purposefully introduces bias

Hard water has become a permanent problem for the people of Faisalabad and its vicinity (Illyas, Gilani, & Bhatti, 2008). Water logging, salinity, and digestive problems have almost ruined the entire human life in Faisalabad (Faisalabad, 2012). There is no proper arrangement of water treatment for citizens as far as the hygienic conditions are concerned (Kahlowan, Ashraf, Hussain, & Bhatti, 2006) (Nosheen, Nawaz, & Rehman, 2000). Particularly the chemical wastage from Sitara Chemical is severely spoiling the fertility of land and causing the extinction of marine life in the rivers.

Poisonous smoke from LCM (Lyallpur Cotton Mills), Crescent Textile, Sitara Textile, and Nishat Textile causing different types of respiratory diseases, and there is no monitoring and check and balance on the part of the government for the rectification of these harmful industrial toxic creators (Sahi, 2007).

At *Kala-Shah-Kaku*, Ittehad Chemicals industry, as well as small and medium leather tanneries in Sialkot and Kasur are depicting the same miserable conditions similar to the Faisalabad region (Ahmad, Ahmad, Kamran, & Habib, 2012) (Habib, 2011).

The management of Saga Sports (Sialkot) primarily focused on their efficiency after the death of their visionary leader Mr. Sufi Khursheed. Since the Saga was the prime vendor of the hand-stitched soccer balls of the global sports goods giant the Nike, their management

in their trial to win the trust of the brand primarily focused on the efficiency to report the social compliance and entertain the orders. But they neglected the Nike's social code of conduct, which severely affected the image of the brand as well as the Sialkot Soccer Ball Cluster at International level.

The study of Farzad Rafi Khan (2006) helps in understanding the tricks behind the representation approaches which he labels: No-speak, Same-speak, Us-speak, Other-speak. In his discussion of world view of too much local, and too little local; and the dichotomy of local and foreign representers, Farzad (2006) explains his conceptual framework of representation approaches and find out the good conversation points in the figure below:

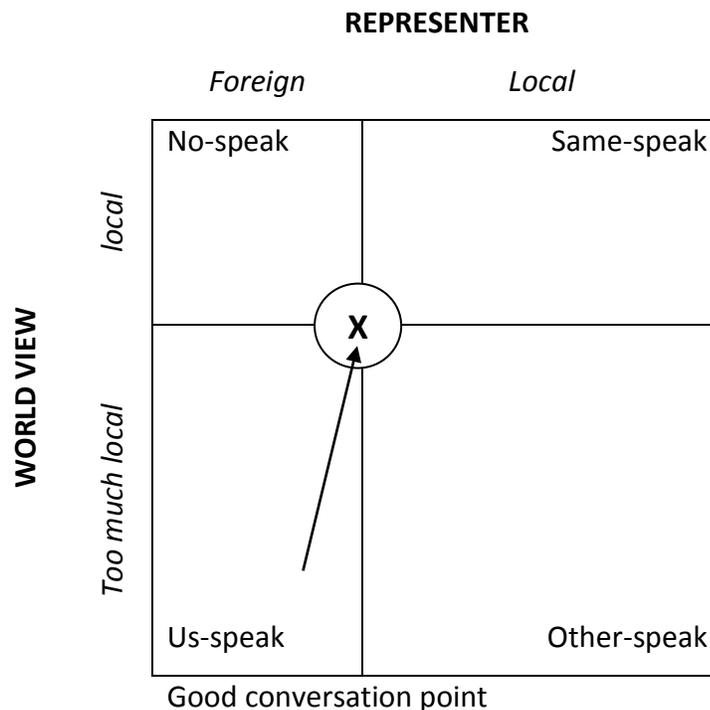


Figure: Conceptual framework of representation approaches (Farzad Rafi Khan, 2006)

According to one employee of Punjab Small Industries Corporation, the Industrial Survey conducted during 2004-05 represented the worst example of quick but inaccurate field

service reports. The surveyors reported concocted data by just counting the signboards and furnishing the questionnaire fields by their personal intuitions (Sahib, 2012).

Biased Reporting by Media

The case of Pakistan Television (PTV; the state owned International Media Agency) News and sitcoms clearly shows the biases towards promoting the agenda of government and establishment, and reporting only the dictated side of the events to the public. Their inclination for promoting government agendas and all kind of propagandas depicting the positive side of government activities are the clear signs of government patronage.

On the other hand, the cases of corrupt anchors and journalists working for the private TV channels are also stigmatizing the fair name of journalism.

Embezzlement in Distribution of Zakat and Bait-UL-Maal Funds

There is entire misrepresentation on the part of management regulators and high officials regarding the distribution of money, especially *zakat* and *bait-ul-maal* funds among the poor and needy people. There is no single report found on the reliable statistics with real statistics of the poor segment of community. Perhaps this is the one cause of extreme crime rate among Pakistani society on one side; and on the other side the cases of theft, street crime, murder, country-wide gambling, and wide-spread networks of prostitution also represent the gloomy side of so-called effective management. All these examples not only represent the shadow economy but also the dark side of KM.

Fabrication of information regarding disasters and military operations

The death tolls reported by media in tragic events and natural disasters like Factory on Fire in Karachi on 9-11-2012, Karachi Target Killings, Floods, Earthquakes, etc.; as well as military operations against terrorism like incident of Laal Masjid, Islamabad (); US Drone Attacks in FATA; Swat Operation (); missing persons supposedly arrested by intelligencia and other encounters with terrorists; can be quoted as the worst examples of fabrication of knowledge in Pakistani context.

2. DISTORTION DURING STORAGE AND RETRIEVAL

2.1 Storage of knowledge in a way that is likely to cause distortion

The record kept by government departments and institutions related to land, revenue, and crime follows a highly complex format and storage by default in Pakistan (Punjab Government, 1968) (Government of the Punjab, 1967). Retrieval of the relevant information from any of these departments is next to impossible. The officials and clerks take full advantage of this system to mint illegal money, therefore are also the strongest opposition to the change of the existing system (National Reconstruction Bureau; Commonwealth Local Government Forum; Commonwealth Secretariat , 2006).

2.2 Retrieval of knowledge using methods that distort the knowledge

Fear of sever torture on the part of Punjab Police frequently distort the knowledge on the part of the criminals and culprits. Real knowledge can never come to the surface. For example, the case of Raymond Davis (2011) – the US marine who killed number of people during his undercover service in Lahore, Pakistan can never ever be retrieved in its true form.

3. DISTORTION DURING DISTRIBUTION AND PRESENTATION

3.1 Use of euphemisms or inaccurate characterizations that misrepresent the essence of specific knowledge

The police, in Pakistan, present the worst example of distortion of knowledge during distribution and presentation. The information is distorted either to misrepresent the crime figures to the higher ups or to make personal illegal benefits by providing the safe doors to the culprits. Even the registration of fake First Investigation Reports (FIR) is the most common practice in *Thana* (Police Station) Culture. Sometime the policemen themselves are involved in crimes and they frighten the public by extorting money from them (Danyal & Najam, 2012) (Hussain, 2012) (Correspondent, 2012).

3.2 Distortion of knowledge biased by omission or overemphasize of less relevant knowledge

The current affairs sitcoms are prime choice of viewers in Pakistan. Almost all government owned and private, national and international TV channels operating from the country compete for their current affairs telecasts. Most of the 'sitcom celebrity anchors and journalists' are found overemphasizing on the 'non-issues' or trivial discussions in order to divert public attention. They exaggerate the cock and bull stories for making relevant knowledge less important for the viewers (Kharal, 2012).

3.3 Misrepresentation of facts, motivated by personal, economic, or political benefits

Frequent military quos in Pakistan and number of government topple-overs are the results of misrepresentation of facts on the part of advisors and consultants which ultimately affects badly political, economic, and social orientations of Pakistan (Cordesman & Vira, 2011) (Hashimi, 2011) (Sonpar, 2008)(Framework for Economic Growth Pakistan, 2011).

4. Suppression During Creation, Acquisition, and Refinement of Knowledge

4.1 Failure to allocate funds or personnel needed to collect relevant knowledge

The disbursement of donations ends in waste due to the shortage of highly skilled workers as well as the misappropriation / misallocation of funds along with the iron hands of nepotism, self-interest, and corruption (AFP, Pakistan's flood aid 'unspent and mismanaged', 2010; Anonymous, 2012).

There are numerous examples that can be quoted in this regard. For example, low qualified staff in Pakistan Censor Board; no research grants for high education research projects; no association of management professors. Similar scarcity of human and financial resources can be observed in the critical departments like Pakistan Bureau of Statistics, Pakistan Bureau of Population Census, and even National Parliament. The decision makers with irrelevant background knowledge are unable to estimate the importance of relevant knowledge, therefore they fail to allocate funds and deploy human resource for the

creation, acquisition, and refinement of relevant knowledge. Resultantly they apply their irrelevant knowledge by force which represent their myopic thoughts and biased mentality only and only for their personal gains.

The cases of denial of funds allocation to Dr. Samar Mubarakmand's *Thar* Coal Project (Jatt, 2012; Anonymous, *Thar coal project in danger*, 2012; Munir, 2012), *Reko Diq* case (Anonymous, *Pakistan Rich in Natural Resources but Poor in their Management*, 2011; Correspondent, *Reko Diq case: Centre refuses to pay Rs450m fee for legal experts*, 2011; Anonymous, *Reko Diq's penalty*, 2012), and *Kalabagh Dam* case (Taseer, 2011; *Kalabagh Dam and prosperity*, 2012; Sarwar, 2012) are quite enough to explain the stark realities of failure to allocate funds and personnel needed to collect relevant knowledge.

4.2 Coercion by implying or threatening personal consequences if an analyst or other individual's work does not represent specific biases

In the current scenario the best example quoted can be the movie uploaded on Youtube.com by American film producer, in which he showed his biases and sick mentality on the backing of American political agenda to win the election campaign shows the narrow-mindedness of the film producer and lack of understanding of the character of Prophet Muhammad (S.A.W.W) (Hayes, 2012) (Bradshaw, 2012). Film producer shows his inner biases and morbid thoughts irrespective of humanity and disregard of human feelings. He tries to show those dimensions of Prophet's character on the basis of his sheer biases which are quite irrelevant and worst example of character assassination (Bond, 2012). The motives behind all this dirty practice are just to gain personal gains by spreading their disgusting mindset by using the electronic medium of Youtube. It seems as if under unholy practices one tends to lose his dignity and finds pleasure in the crude form of ill-creation to show his degraded mentality (Meyssan, 2012) (Szalai, 2012).

5. SUPPRESSION DURING STORAGE AND RETRIEVAL OF KNOWLEDGE

5.1 Destruction of Existing Knowledge

The insights quoted by the *Production Manager* of the Rupafab Textile industry about the adaptation of the Japanese idea of lean production can be quoted here as an appropriate example, where the information about the injured fingers and other parts of body is not reported due to the fear of job loss. Even the burnt out cases is not reported at all due to the fear of layoff. Fear of losing jobs and sense of insecurity is never ever been reported in the history of Rupafab. Reporting of unauthorized workers entangled in Stenter machines and events of injuries have not been reported at all, particularly in the case of Rupafab, as described by one of the finishing officer (Manager, 2012).

5.2 Refusal to Allow Access to Existing Knowledge

In his book, *In the Line of Fire* (2006), Pervez Musharaf (ex-Pakistani President) has mentioned million dollars bounties given through CIA to Pakistani government, which was not transparently distributed yet. Moreover, there is no record to evaluate the efficacy of these funds (Musharraf, 2006).

Land records in *Patwarkhana* on the part of *Patwaris*, *Tehsildar*, and DDOR can provide rich insights, which are not easy duck and represent the crude form of unaccessible existing knowledge even at the heavy payment of the deserving incumbent (Office of the Chief Minister of Punjab, 2012) (Report, 2011). CSPs become owners of luxurious SUV vehicles and villas even after a short tenure of service. From where they get money becomes the weighty question which is difficult to answer. Tax collectors are not easy to handle when they demand monthly payments on the name of tax collection (Aziz, 2012) (Klasra, 2010) (Adeeb, 2010) (List of NRO Beneficiaries, 2010).

5.3 Storage of knowledge in a form or location that purposefully impedes legitimate access

Valuable research databases like 'EBSCO Host' have been purposefully closed in Pakistan. Elsevier (Science Direct) demands for heavy amounts in dollars so the researchers have very limited access to the rich databases. They cannot easily retrieve the information for the research work. This is a kind of monopoly in the information economy.

Research center of Lahore School of Economics, Lahore; Rice Research Institute, Kala Shah Kaku; Guard Rice Research Center, Lahore; Atomic Energy Center, Islamabad; and Geological Survey of Pakistan Research Laboratory; and AC Nielson does not allow easy access to their information.

5.4 Failure to retrieve knowledge that should be possible to retrieve

The correct information about the assassination of three state heads including Liaquat Ali Khan (Ex-Prime Minister) (Saeed, 2011; Zaidi, 2010) (Liaquat Ali Khan, 2004), Zia UL Haq (Ex-President) (Hanif, 2009; ANI, 2009; Death of Muhammad Zia-ul-Haq, 2008), and Benezir Bhutto (Ex-Prime Minister) (UN, 2010; Gishkori, 2012) has become the mystery of time.

The details of deposits of Pakistani politicians in Swiss Bank and other foreign banks have become the enigmatic question for all times to come (Pakistan has 97 billion dollars in Swiss Banks: Director Swiss Bank, 2011; Muh12; Daheem, 2012).

6. SUPPRESSION DURING DISTRIBUTION AND PRESENTATION OF KNOWLEDGE

6.1 Suppression of distribution by declaring existing knowledge a secret

The details of assets of Pakistani politicians and public representatives are kept secret and are not disclosed publicly (How rich are Pakistani MNAs?, 2010; Memon, 2012).

6.2 Coercion by implying or threatening personal consequences if specific knowledge is divulged

Saleem Shahzad Murder Case (2011) can be quoted as an example of coercion by implying personal consequences for divulging the specific knowledge. He was working as a journalist

for an international media channel in Pakistan when was mysteriously murdered. The investigation reports revealed that his life was taken to stop him from bringing the insights of terrorist networks and their operations in Pakistan before the public (Agencies, 2011; Nangiana, 2011; Walsh, 2011).

6.3 Establishing deniability for decision makers by making sure they never learn about details that might be embarrassing or illegal

The Wood Seasoning Plant installed as Common Facility Center (CFC) by a provincial government department in Chiniot has been operated only once since its installation in 1998. The insights gained from a technocrat working for the same department revealed that the decision makers of the department knowingly fabricated the information to draft its feasibility, and later used their influence for its approval and release of funds to ‘show’ the ‘progress’ of the department so that the proposal for deletion of that department could be falsified (CDA, 2012).

6.4 Failure to present relevant facts, motivated by personal, economic, or political benefits

The video clips recorded during the live current affairs sitcom of a Pakistani international TV channel when telecasted by its rival channel in Aug, 2012 revealed the real faces of Mubashar Luqman and Mahar Bukhari – the two presenters known and publically liked for their ‘blunt’ attitude. That program had already been live telecasted a few days before. The clips revealed that the anchors were deliberately misrepresenting the information as they had received personal, economic, and political benefits from the interviewee (Riaz Malik – the top ranked real estate developer, and Syed Mosa Gillani – the son of the Prime Minister of that time Mr. Yousaf Raza Gillani) (Mubashar Lucman - Mehar Bukhari interview of Malik Riaz Scandal, 2012) (Khan, 2012) (Malik Riaz Planted Interview with Mehar Bukhari and Mubashir Lukman on Dunya TV Part-I, 2012) (Malik Riaz Planted Interview with Mehar Bukhari and Mubashir Lukman on Dunya TV Part-II, 212).

Later a huge wave of information on social media revealed the faces of many anchors who had taken personal, economic, or political benefits from different individuals and

institutions for their 'deliberate failure' to present the relevant facts (Shabbir, 2012) (Pakistani Media Gate: List of 19 Anchors and Journalists, 2012).

7. Misappropriation During Creation, Acquisition, and Distribution of Knowledge

7.1 Theft of knowledge as it is being created or refined

Mobile phone service provider companies in Pakistan segregate different combinations of numbers out of the series being issued. These numbers, named as Golden Numbers, are sold out at exceptionally higher prices than ordinary numbers in the market (Golden Numbers Pakistan, 2011) (Altaf, 2010).

7.2 Modification or sabotage of a knowledge refinement process

The department dealing in doctoral studies of the largest public sector university in Pakistan is known for the sabotage of the knowledge refinement process. The supervisors on the basis of their political biases and gains change the process whenever the scholar completes his significant research milestone. One of the affected students of that department, who has excellent grades throughout his educational career, was held for seven and a half year to complete his M. Phil research (Scholar, 2012).

8. MISAPPROPRIATION DURING STORAGE AND RETRIEVAL OF KNOWLEDGE

8.1 Modification or sabotage of existing knowledge

The majority of authors of English and Computer Sciences books published by local publishing houses in Urdu Bazar, Lahore, Pakistan effectively use the technique of modification of existing knowledge, authored by International subject experts (Siddiqui, 2011).

During the Kargal Operation (2007) near Siachin – the disputed territory between Pakistan and India, as well as during Lal Masjid Operation (2007) in Islamabad, Pakistan, the ISPR sabotaged the existing knowledge and reported modified information especially the death toll figures.

8.2 Insertion of inappropriate content into knowledge that is being retrieved

The keen observation of the teachings of religious sect leaders reveals that they usually insert inappropriate contents into the knowledge during its retrieval, therefore to promote their own school of thought which eventually result in their political, social, and economic benefits and agendas.

9. Misappropriation During Distribution and Presentation of Knowledge

9.1 Failure to distribute important knowledge that is needed

Hariharan (2002) (Hariharan, 2002) defines knowledge management in the terms of right knowledge to the right people at the right time. Seeing from the eyes of Davenport, it becomes imperative to find out the right knowledge and to present it at right time to the right person. But surprisingly enough, this definition of knowledge seem inclined to its natural death when the crucial information about incoming events and forecasted natural calamities and disasters do not distributed and presented for the planning in advance. In Pakistan, the case of country-wide floods in 2010 which made mass destruction in every inch all over the four provinces resulted due to the failure to distribute important knowledge in advance to the right people on the part of the government which is the worst example of the sheer negligence and apathy, and needs to be cut down in drastic measures (Khwaja, 1988; A.A.Quraishy, 2011; AFP, 2011).

9.2 Inappropriate, unethical, or illegal distribution of information, thereby harming individuals, groups, or organizations

The Lays Chips *Haram* Ingredient Case (2010) can be quoted as the example of inappropriate or unethical distribution of information which harmed the multinational giant in the industry of soft-drinks and beverages – The Pepsi Cola International. The viral information propagated through social and national media raised the suspects over the source of E351 being used as taste enhancer in Lays Chips. This ingredient, as per experts' opinion, can be extracted through various sources including animals and plants. The company had not mentioned the source of this ingredient, which according to the religious

leaders must be avoided due to the suspicious sources of E351. Later, the company had to carry out a massive campaign to wash the doubts away (Khan D. A., 2009; Javaid, 2009; Lakhani, 2009; Guy, 2009).

Similarly the scandal of presence of pesticides in the soft-drinks in neighboring country India (2011) affected the sales of Pepsi Cola in Pakistan as well. The soft-drink giants, Pepsi and Coca Cola cooperated to launch a campaign that their products are safe and completely free of toxins (Kannan, 2006; Coke's Crimes in India, 2004).

9.3 Fraudulent or otherwise inappropriate sale or transfer of knowledge

A representative of a famous courier company in Sialkot was found involved in selling the buyers contact information of different companies to their competitors in 2008.

A banker during an interview revealed a few clearing agents involved in sale of buyer's information to the competitors of the firms.

CONCLUSION

This paper highlights the significance of discussing the dark side of KM tactics while exposing the different dangerous faces of distortion, suppression, and misappropriation of knowledge through the live core examples in the context of Pakistan. This is almost neglected area in the domain of KM. This paper, exploring the dark side of KM, emphasizes upon the need of incorporating rich insights gained from dark and gloomy picture of knowledge management. In this way, it sets the way forward for opening up the new grounds, giving the sharp contrast of dark and bright sides in order to delve deep the harsh realities prevailing in Pakistani scenario especially with KM focus.

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