

Journal ISSN 2069 – 5934
ScientificPapers.org
of Knowledge Management, Economics
and Information Technology

<http://www.scientificpapers.org>

KNOWLEDGE MANAGEMENT - THE KEY RESOURCE FOR BECOME COMPETITIVE

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***Abstract:** Creation and exploitation of **knowledge management (KM)** has become key resource in the new economy. All advanced economies are technologically knowledge based economy.*

***Keywords:** competitive, knowledge management, evolution*

1. The basic components of knowledge management

The basic components of KM include people, processes, technology (or) culture, structure, technology, depending on the specific perspective (Spender & Scherer 2007). Different schools of thought KM includes different lens through which KM can be viewed and explained, to include:

- Community of Practice (Wenger, McDermott & Synder 2001);
- Social-network analysis;
- Intellectual capital (Bontis & Choo 2002);
- Information theory (McInerney 2002);
- Complexity science;
- Constructivism (Nanjappa & Grant 2003).

Most research suggested that a successful KM effort is needed to convert internalized tacit knowledge into explicit knowledge, so as to share, but the same effort must allow also for individuals to internalize and make any significant personnel Retrieved from codified knowledge KM effort. KM subsequent research has suggested that a distinction between tacit knowledge and explicit knowledge represented a simplification and that the notion of explicit knowledge is self-contradictory. Specifically, for knowledge to be made explicit, it must be translated into information (eg symbols out of our heads) (Serenko & Bontis, 2004). Later, Ikujiro Nonaka proposed a model (SECI socialization, externalization, combination, internationalization), which considers a spiral process of knowledge interaction between explicit knowledge and tacit knowledge (Nonaka and Takeuchi 1995).

In this model, knowledge is a cycle in which implicit knowledge is "extracted" to become explicit knowledge and explicit knowledge is re-internalized "the implicit knowledge.

More recently, together with Georg von Krogh, Nonaka returned to work earlier in an attempt to move the debate prior knowledge conversion (Nonaka & von Krogh 2009).

A second proposed framework for categorizing the dimensions of knowledge to distinguish between knowledge of a system built out of a human individual (eg an information system can be incorporated into the design knowledge) and knowledge embedded representing a capacity to learn from one human body nervous and endocrine systems (Sensky 2002).

A third proposed framework for categorizing the dimensions of knowledge creation distinguish between the exploration of "new knowledge" (innovation) vs. the transfer or use of "established

knowledge" within a group, organization or community. Collaboration environments, such as communities of practice or the use of social computing tools can be used for knowledge creation and transfer. Knowledge can be viewed in three stages: before, during or after KM-related activities. Different organizations have tried various knowledge capture incentives, including making content submission mandatory and incorporating rewards into performance measurement plans. There is considerable controversy over whether incentives work or not in this area and there has been a consensus.

A KM strategy involves active management of knowledge (push strategy). In one example, individuals strive to explicitly encode their knowledge common knowledge in a repository such as a database and recovery knowledge they need other people who provided deposit. This is also known as coding approach to KM.

Another KM strategy to involve people who are expert knowledge claims associated with a specific topic on an ad-hoc (pull strategy). In one example, an individual expert can offer their perspectives on some person or persons who need it (Snowden 2002). This is also known as Custom approach to KM.

Other knowledge management strategies and tools for companies include:

- Awards (as a means of motivation for knowledge sharing);
- Tell a story (as a means of transferring tacit knowledge);
- Transfer of best practices;
- Knowledge fairs
- Management skills (planning and systematic evaluation of individual skills organization members);
- Cross-learning project;
- After-action reviews;
- Knowledge-mapping (a map of knowledge within a company archives accessible to all;)
- Communities of practice;
- Guidelines-Expert (to allow the applicant to reach knowledge experts);
- Proximity and architecture (physical situation may be conducive or obstructive employees to share knowledge);
- Master-disciple relationship;
- Collaboration technologies (groupware, etc.);
- Archives-knowledge (databases, marking engines, etc.);
- Measuring and reporting intellectual capital (one way for companies to make explicit knowledge);
- Broker-knowledge (some members of the organization assume responsibility for a particular "field", and act primarily as a reference for someone to talk about a certain topic);
- Social-software (wikis, social bookmarking, blogs, etc.).

A number of applications exist as the main motivations of organizations to conduct a management considerations effort. Typical KM a KM effort includes:

- Making knowledge available content has increased in developing and delivering products and services;
- Making new shorter cycles of product development;

- Facilitating and managing innovation and organizational learning;
- Leverage the expertise of people throughout the organization;
- Increasing network connectivity between internal and external individuals;
- Managing business environments and allowing employees to obtain relevant insights and ideas appropriate for their work;
- Solving intractable problems or bad;
- Managing intellectual capital and intellectual assets in the workforce (such as expertise and know-how possessed by key individuals).

Debate if KM is more than a fad that passes, although increasing amount of research in this area could help, we hope to answer this question, and create a consensus on what factors help determine the success or failure of KM such efforts (Wilson 2002). Earlier KM technologies include online corporate yellow pages of expertise locators and document management systems. Combined with the early development of collaborative technologies (in particular Lotus Notes), KM technologies expanded in the mid 1990s. Subsequent efforts to leverage KM technologies semantic search and retrieval and the development of e-learning communities of practice (Capozzi 2007).

More recently, the development of social computing tools (such as bookmarks, blogs and wikis) have allowed more structured approach, ecosystem self-governance or transfer, capture and creation of knowledge, including the development of new forms of community networks, or matrixes organizations. However such tools for the most part still rely on text and code, and thus represent explicit knowledge transfer. These tools face challenges in distilling meaningful reusable knowledge and ensuring that their content is transmissible through diverse channels (Andrus 2005). Software tools in knowledge management are a collection of technologies and are not necessarily purchased as a single software solution. Moreover, this management software tools knowledge have the advantage of using the organization's existing information infrastructure technology. Organizations and business decision makers spend a great deal of resources and to make significant investments in the latest technologies, systems and infrastructure to support knowledge management. It is imperative that these investments are properly validated, made wisely and that the most appropriate technologies and software tools are selected or combined to facilitate knowledge management.

2. Evolution of knowledge management

Knowledge management has become a cornerstone in the emerging business strategies, such as Service Lifecycle Management (SLM), with companies increasingly turning to software vendors to enhance their effectiveness in industries including, but not limited to aviation. Knowledge has always operated, but not how to do today perhaps its management will improve in the near future, but must not be made at the individual level but at the corporate level.

Knowledge management can be defined as a strategically oriented, motivation and facilitation of employment of members of the organization in developing and using their cognitive capacities, by value, subject to its overall objectives, sources of information, experience and skills of each applicant.

Knowledge management as a new concept disciplined knowledge economy is a method, a new concept of management that aims to transform the intellectual qualities of organization staff in competitive power and new value (Shanhong, 2000, p. 1). Focusing on the intellect in activities which use individual and external knowledge management offers value to organizations, they customize. Going beyond simple data collection and manipulation to obtain information, process knowledge management refers to the acquisition, creation and application or reuse of knowledge, its fundamental goal of knowledge resources and knowledge of the organization's capacity to give it the opportunity to learn and adapt to environmental its changing (Auster, 1999, p. 75).

In management literature has been proposed and used several methods to identify, structure and knowledge so far, but remember the most important methods of assessing the classification proposed by Sveiby (2001):

1. Methods of market capitalization (Market Capitalization Methods-MCM) are those methods that calculate the difference between the market capitalization of the company and the book value of equity as the value of intangible assets of the company.

2. Estimation methods based on return on assets (Return on Assets Methods - ROA) are those that determine the value of intangible assets of the enterprise according to feature the industry average profitability. Thus, the average profit before tax of the company are reported on a company's tangible assets, determining the ROA (return on assets), which is comparable to the value the industry average. Profits that it obtains from holding company intangible assets are estimated by multiplying the difference between the two rates The average value of tangible assets of the enterprise. The present value of all future profits is the value of these intangible assets owned by it.

3. Estimation methods Scorecard (SC) and direct methods of estimating intellectual capital (Direct Intellectual Capital Methods - DIC). Given that both groups of methods involve assessing the enterprise's intangible assets by identifying each component, making their classification, we treat them together because often the boundaries between the two are not clearly defined. The former are used most often to identify the qualitative factors and calculation of performance indicators to measure them. These indicators are used more for medium-and long-term management of the undertaking, not estimating the value of intangible assets held by it. Direct methods directly assess intangible assets, individually or as an aggregated coefficient.

Functions undertaken by KMC:

- Transformation of local know-how accumulated in European or global information of interest;
- Promotion of improved standards of professional practice beyond the artificial borders and geographical;
- Identify converging interests profitable business relationships and the foundation of cooperation that will generate wider social support, increasing the enthusiasm of members and confirmation of personal expectations.
- Support more effective communication between organizations / companies for the origin of community members in their corporate strategies work and refining their professional skills;
- Reaction speed-increasing innovation and translation imposed by the new Western-style leadership and positioning on the European Single Market (European Single Market);

- Integration in a real network of value-chain activities and organizations inside the mother and the members themselves;

KMC is a synthetic defines the following special advantages:

- Its influence is felt fully in the process of budgeting and planning of projects / investments in ongoing or potential members;
- Becomes an official source of undoubted authority in institutions or companies who understand the power to base knowledge (KM) that creates and directs through its projects;
- Is perceived as a way of devotion entitled / asset allocation of time;
- Involves an unexpected number of people inspired by common values and objectives.

Conclusions

In organizational context, KM is the process of managerial organizational knowledge to create business value and generating competitive advantage. Creating knowledge in an organization is essential; it is actually the highest capability of a company, especially because it leads to innovation. (I. Nonaka - Knowledge Creation, 1996). The current trend of development is necessary to understand and control the change, but more important is to be one step ahead of change. (P. Drucker - Managing in the Next Society, 2002). Those who initiated this revolutionary range of creative business solutions together build a virtual platform and constantly updated in order to achieve the following key elements:

- Promote the exchange of ideas, programs and projects with the European predilection;
- Establishment of collaborations on projects or new business partnerships both nationally and on the five continents covered by the International KM Institute;
- Mutual learning face-to-face and virtual environments.

The new economy - the knowledge economy - requires new forms of measurement of the assets of a company, taking into account the fact that future benefits will be derived primarily from the sale of intangible assets such as knowledge, and not those tangible.

Knowledge management has always been an important part of management in general, even if it was not taken into account under that name. In fact, knowledge management is a very difficult area to study. Knowledge management its, ultimately, generate value for incorporable asset management organization. Most of these intangible assets are linked to a form of abstraction, structure and knowledge transfer.

It is a system of indicators of **intangible resources** and activities to enable providers of services and capital of the company to develop a firm estimate of future benefits and possible risks. Although it is a statement on intellectual capital in an organization, it is often used the term of knowledge resources, the concept of intellectual capital and intangible resources appearing very rarely in all document content. These knowledge resources are classified into four categories (**Figure 1**):

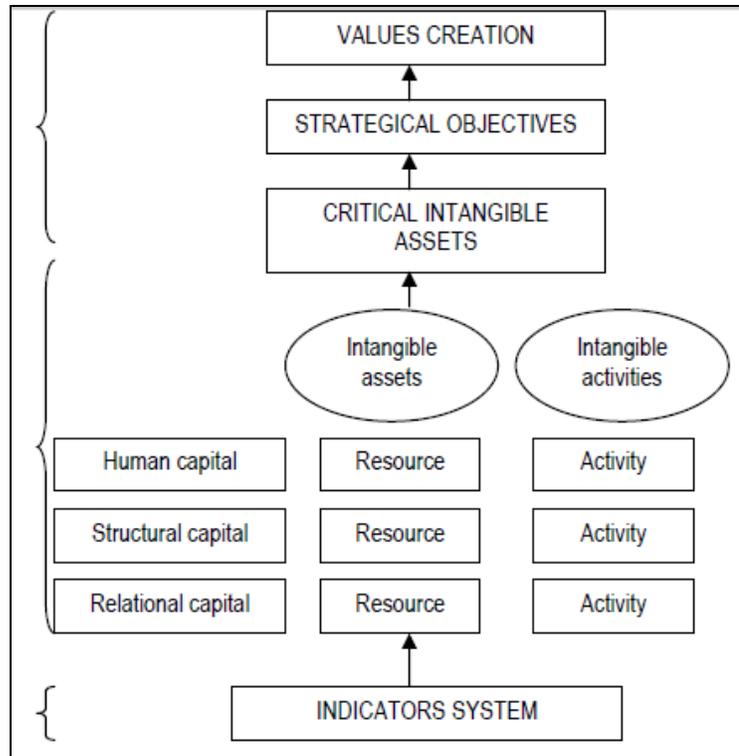


Fig. 1. *The scheme presentation of Knowledge resources report (Source: Viedma, 2003, p. 122)*

- Employees - this component includes the skills of employees, their experience, their motivation, commitment to the company, willingness to adapt.
- Customers - this component refers to relationships that an organization is developing with users and customers, satisfaction and loyalty, recommendations they make about the organization, ability to understand their needs and the level of cooperation between organization and client in order to develop products and processes.
- Processes - refers to knowledge that is explicit in the form of organizational procedures and routines.
- Technology - refers to technology support to other elements. Usually involve IT systems (software and hardware) and intranet, the degree of IT complexity, IT skills and utilization grade.

The central goal of KMC: the need and desire to gain new experiences and perspectives from within the problems seen professionals as well as best practices on a topic or a specific field, using common rules and processes. Naturally, the members have their own roadmaps within the projects and their expected results in their professional work.

Organizational learning process is the main instrument of knowledge management. Organizational learning, management measuring knowledge and intellectual capital are related and complementary concepts. In short, the underlying organizational learning knowledge management and knowledge management is the basis from which to generate intellectual capital.

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