

MANAGEMENTUL CUNOȘTINȚELOR ÎN AFACERI

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***Abstract: Knowledge Management (KM)** comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences. Such insights and experiences comprise knowledge, either embodied in individuals or embedded in organizational processes or practice.*

Recently, other fields have started contributing to KM research; these include information and media, computer science, public health, and public policy.

Many large companies and non-profit organizations have resources dedicated to internal KM efforts, often as a part of their 'business strategy', 'information technology', or 'human resource management' departments. Several consulting companies also exist that provide strategy and advice regarding KM to these organizations.

Knowledge Management efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization. KM efforts overlap with organizational learning, and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge.

Key words: *Knowledge management, information management, organizations strategies*

INTRODUCTION

Knowledge may be accessed at 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. Considerable controversy exists over whether incentives work or not in this field and no consensus has emerged.

One strategy to KM involves actively managing knowledge (push strategy). In such an instance, individuals strive to explicitly encode their knowledge into a shared knowledge repository, such as a database, as well as retrieving knowledge they need that other individuals have provided to the repository. This is also commonly known as the Codification approach to KM. Another strategy to KM involves individuals making knowledge requests of experts associated with a particular subject on an ad hoc basis (pull strategy). In such an instance, expert individual(s) can provide their insights to the particular person or people needing this. This is also commonly known as the Personalization approach to KM.

RESULTS AND DISCUSSIONS

Knowledge Management vs. Information Management

Knowledge has the greater value than information, but that additional context which adds value is difficult to manage. Some writers on the subject have argued that true knowledge only arises when human beings interpret information and add their own knowledge. Most views of knowledge management distinguish two types of knowledge: explicit and tacit (or implicit) knowledge. Explicit knowledge can be represented in rules and other structured forms, and lends itself to management using computer based systems. Systems often take the form of repositories of frequently asked questions for help desks and similar, so that once an answer to a commonly asked support enquiry is established it can be stored and be given to the next user who has the same problem.

Implicit knowledge has greater value, but is much more difficult to represent in structured forms on computer based knowledge management systems. As a result most knowledge management systems deal only with explicit knowledge and companies focus upon the management of explicit knowledge. The techniques for explicit knowledge management are similar to those developed for information management. There are many barriers to managing tacit knowledge: it is difficult to codify; people are less willing to share it since its greater value brings them personal prestige and often better remuneration.

The Influence of Technology on Knowledge Management vs. Information Management

The influence of technology has tended to emphasize the management of explicit knowledge using techniques adapted from

information management. There is a more balanced, alternative “inclusive” view of knowledge management, which acknowledges the distinctive characteristics of knowledge including the high value of tacit knowledge. From this perspective, a KM system is a socio-technical system which has as its objective the management and sharing of knowledge to support the achievement of organizational goals, recognizing the importance of human and cultural aspects of KM and the enabling role of technology in partnership.

How can knowledge management help a corporation? Every corporation generates a wealth of information that often goes unrecognized for its value. Every sale, every technical support call, every customer service interaction, and every inquiry has value because they together paint a picture that represents the performance of the company and its products.

By failing to collect, manage and utilize knowledge assets, corporations lose important information that would otherwise help them improve their products and resolve customer service and technical support issues faster and with better customer satisfaction. Internally, corporations have a vast amount of knowledge that - if managed properly - could lead to greater efficiencies in procedures, projects, and production.

Knowledge management helps convert all the knowledge assets of a company into profits by directing the company toward the provision of better products, better services, and better profits. Here we take a look at how knowledge management can help a corporation.

Knowledge Management and Corporate Management

How can knowledge management help a corporation? Knowledge is an intangible asset that can be leveraged if it is actively applied to business operations. For many corporations, the question is not just one of collecting knowledge properly in useable formats, but how to analyze and control that knowledge in ways that will give management better control over the company so it can become more efficient and profitable. Without effective leadership in knowledge management, precious and vital corporate resources go to waste.

How can knowledge management help a corporation?

Simply put, knowledge management helps a corporation by converting the ultra-valuable intangible asset of employee knowledge into a competitive advantage that drives business development and fuels profits.

CONCLUSIONS

The challenge of Knowledge Management is to determine what information within an organization qualifies as "valuable." All information is not knowledge, and all knowledge is not valuable. The key is to find the worthwhile knowledge within a vast sea of information.

1. Knowledge Management is about people. It is directly linked to what people know, and how what they know can support business and organizational objectives. It draws on human competency, intuition, ideas, and motivations. It is not a technology-based concept. Although technology can support a Knowledge Management effort, it shouldn't begin there.

2. Knowledge Management is orderly and goal-directed. It is inextricably tied to the strategic objectives of the organization. It uses only the information that is the most meaningful, practical, and purposeful.

3. Knowledge Management is ever-changing. There is no such thing as an immutable law in Knowledge Management. Knowledge is constantly tested, updated, revised, and sometimes even "obsoleted" when it is no longer practicable. It is a fluid, ongoing process.

4. Knowledge Management is value-added. It draws upon pooled expertise, relationships, and alliances. Organizations can further the two-way exchange of ideas by bringing in experts from the field to advise or educate managers on recent trends and developments. Forums, councils, and boards can be instrumental in creating common ground and organizational cohesiveness.

5. Knowledge Management is visionary. This vision is expressed in strategic business terms rather than technical terms, and in a manner that generates enthusiasm, buy-in, and motivates managers to work together toward reaching common goals.

6. Knowledge Management is complementary. It can be integrated with other organizational learning initiatives such as Total Quality Management (TQM). It is important for knowledge managers to show interim successes along with progress made on more protracted efforts such as multiyear systems developments infrastructure, or enterprise architecture projects.

REFERENCES

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