

STRATEGIC MANAGEMENT OF KNOWLEDGE, STRATEGY LEARNING ORGANIZATIONS

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Abstract: The significance of knowledge wins over the last decades a more and more increasing role and a known organization process. It is therefore of crucial importance that both "human capital" and "knowledge" (related to learning and knowledge flows) to be accepted as the main component of any economic strategy. Thus, knowledge of an individual may be only partially attributed to a pure representation of information and the objective facts. Registration process, expansion, change and restructuring of the information is rather marked by an interpretive response to existing knowledge in processing an individual model and support the values and beliefs of knowledge.

Usefulness of collective intelligence in such cases is to create a new relationship, which can shorten out the existing ones, resulting in a significant benefit for both individual and group to which it belongs.

Knowledge is related to humans, however the information is stored in documents, databases or visual media. Rehaeuser / Kremar (1996, p. 16) go ahead with the delimitation of describing all the "objects, people or systems that are capable of storing knowledge" as knowledge support.

Due to multi-media knowledge they should be divided into homogeneous groups. However, those works that have been processed were reasonable and contextual link and can be described as knowledge stored documented (explicit).

The term "knowledge support" faces with a heterogeneous conception of individuals about potential sources of knowledge of organizational entities, business organization, network and all stakeholder.

Thus, knowledge of an individual may be only partially attributed to a pure representation of information and the objective facts. Registration process, expansion, change and restructuring of the information is rather marked by an interpretive response to existing knowledge in processing an individual model and supports the values and beliefs of knowledge.

Personal knowledge of the media features:

- The benefit of knowledge is marked by individual subjectivity, whereas the link between cause and effect by educating the individual varies from person to person;
- Using obtained or existing knowledge allows variants of action but also solving strategies. Factors such as motivation and emotions dictate the proportion of use;
- Competence is also a relevant feature of the personal media knowledge, for knowledge can be passed on, if possessed by the appropriate people;
- Competence to act to an individual's potential effect on the extent of use of knowledge;
- Qualification of the individual is of great importance within the company. Thus, for example, an individual qualification "all abilities, skills and individual knowledge in professional life", are applied to carry out the specific job.

Skills define here "relatively solid full potential of an individual to control their environment that is competent to handle all daily situations. Skills are acquired through exercise parts of the potential, driven automated, but not necessarily conscious control interruption. They can be supplemented by specific training measures (eg training and vocational training) and learning to work (Incoming by doing). Cognitive knowledge is knowledge gained through educational measures, about the individual and his

environment and to master its techniques.

Individual knowledge is characterized by several controversial factors such as learning processes based on experience inside and outside the company, specialized training or personality characteristics such as emotions, initiative, creativity and motivation.

1. COLLECTIVE KNOWLEDGE SUPPORTS

Collective knowledge supports ultimately lead to organizational learning, knowledge management which means the strategic management of knowledge and meaning.

The term collective knowledge is often identified with the term of organizational knowledge, but must be understood, however, compared with the level of learning as a set of personal sources of knowledge in all their own original collective knowledge, knowledge that transcends the sum of each member.

There are three types of collective knowledge sources:

- Knowledge as a collective group knowledge
- collective knowledge as "knowledge communities of knowledge "
- collective knowledge as "organizational" knowledge

Collective knowledge as knowledge of group

This type of collective knowledge support is the main feature of group identity. Thus arises the "feeling of us." It must be associated with emotional integrity and personal safety for the group to be defined .

Groups and is also characterized by a high proportion of social interactions and contacts "face-to-face" and direct communication. The theoretical reflections can be argued that groups go through learning processes that lead to the establishment of original groups of specific knowledge. This knowledge of the group presents both the explicit and implicit. Explicit group knowledge is knowledge acquired by all group members to work and relate directly to each problem.

Implicit knowledge refers instead "the social history of the community," group ", and includes example language and symbols of group-specific symbols interpretations (...), differentiation group roles, group cohesion and intensity of peer group pressure etc. (...) Although explicit knowledge of the group and reflect the history group, it is implicit knowledge group (necessarily) unique because of its emergence trial leading to automatic separation of groups, linked to knowledge. "

Relative persistence of function or the context makes all the group members to learn that explicit knowledge that you and external justification.

• collective knowledge as "knowledge communities of knowledge

The working group or project is sufficient as a method of propagation of knowledge, but not enough for the emergence of knowledge structures in companies (knowledge transferability it is specific groups (default)) who have equivalent knowledge to other members of the organization is not understandable.

Community characteristics are according to this definition of knowledge holding a common knowledge. The center is also an important delineation of groups of knowledge communities. Each group (of work) is a community of knowledge but not every community of knowledge is necessarily a group, as knowledge communities do not necessarily have a strong division of roles, the implicit rules and measures to sanction.

By a similar school, socialization, common interests, background or similar work near the space (interacting "face-to-face"), interdependent relationships, common knowledge arises in companies (for example in the work process). Driving forces plays a major role in the sense that interact with each other, thus providing a practical example of community knowledge for the entire company.

Wiegand developed the concept of knowledge communities - where the similarities with the concept discussed in Anglo-American space "Communities of Practice" 's Brown / Duguid (1991) - is important for us because it represents an essential starting point for explaining the areas of activity dissemination of knowledge transfer and intra-and inter-organizational knowledge.

• **collective knowledge as knowledge "organizational"**

The third of the concepts that appear in literature use the term knowledge in terms of a collective knowledge base "organizational." Organizational knowledge base is characterized as "the existence of all the knowledge shared among all members of a company." Adaptive approach to organizational intelligence (Manville, 1999; DeSouza, 2006) describes the evolution of organizational intelligence fueled by environmental stimuli, but adopting a non-linear model.

2. THE DIFFERENCE BETWEEN INFORMATION AND KNOWLEDGE

Strategic management based on knowledge can be regarded as a specific management tool "Strategic Management". It is a procedural perspective in literature.

The basic concept is understanding the classic strategy developed under the strategic management Harvard tradition. Within this understanding of strategic management was conceived as a process that includes at least four distinct tasks or phases: scope definition phase (development of company policy, vision and strategic objectives), stage of strategic analysis (analysis of enterprise and environment and forecast future developments of information and ignorance), strategy formulation stage (forms, assessment and selection strategies) and the phase of implementing the strategy. The concept of knowledge management can be derived directly from basic procedural model of strategic management.

Strategic Knowledge Management is integrated into strategic management and is derived from it. This action significantly influences dual strategy in the spectrum of knowledge-based company's strategy, which is characterized by an exchange of liaison "Follows knowledge strategy" and "Follows knowledge strategy." There is a strategic synergy, where knowledge management and strategic management complement each other.

3. CONCLUSIONS

The purpose of knowledge management as a initiative for potential existing knowledge, stretches to a corporate and integrated system. This knowledge is an efficient processing of knowledge to achieve the main goals of the company. One of its aims is develop organizational intelligence. Knowledge Management goal-oriented human capital refers to the process of learning and interacting individuals, the company's knowledge is not objective, but is obtained in the context, depending on the person. The purpose of this is the intellectual development of their employees.

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