

THE KNOWLEDGE ROLE IN TRANSFORMING THE INDUSTRIAL SOCIETY AND RE-LAUNCHING OF THE ECONOMICAL PROGRESS

Prof. Ion Pirgaru, PhD. “TITU MAIORESCU” University Bucharest (Tg. Jiu branch)

Lecturer Ioana Catrina, PhD “TITU MAIORESCU” University Bucharest (Tg. Jiu branch)

Abstract:

After the events from 1989, the evolution of Romanian economy is continuing to be confronted with the jump from one command economy to a market functional one and the alteration of industrial society, developed until then on socialist – centered principals, in a cognitive society.

The adaptation to radical alterations that are producing in national economy is very difficult, beside the natural endurance to changes, this greeting endurance because baseless perceptions of the concepts that generate the new society, that of knowledge.

Within this paper are presented new elements regarding the organization as a model of knowledge system and its role in industrial society transformation and economical progress restarting.

THE ORGANIZATION AS A MODEL BASED ON THE KNOWLEDGE MANAGEMENT

From the actual economical medium survival point of view, which is extremely competitive and quick variable, the organization is subdued to an active forces field on which it must face to (fig. 1.)

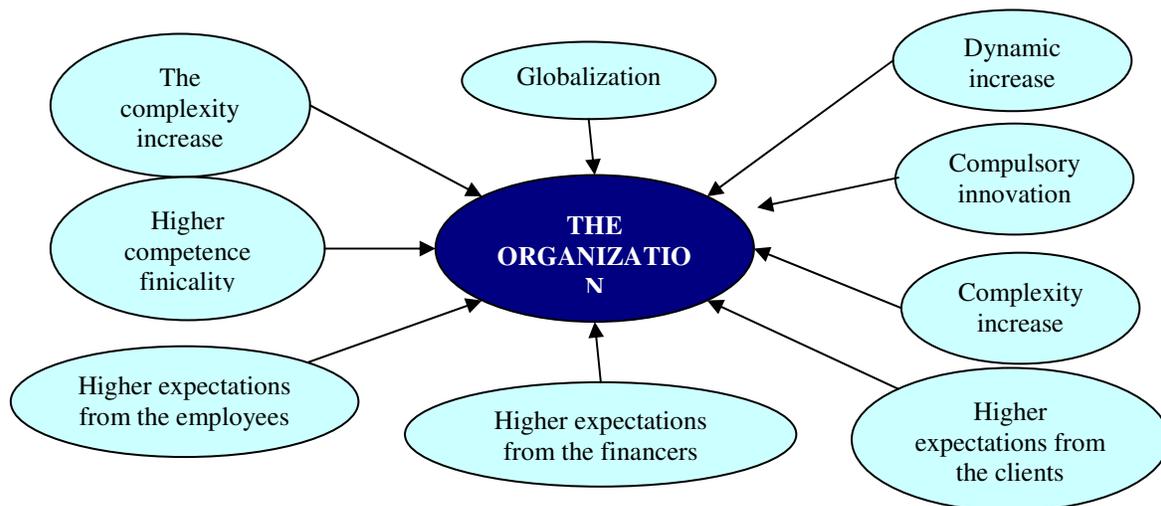


Fig. 1. The active force camp to which is exposed the organization

The new requirements asked to the organizations, about being pointed to a efficient management, has generated the creation and implementation of a integrated system which corresponds to the relevance of the business environment, so the repertory of their behavior to be found, in the most situations, in the environment' privilege, by its own accomplished products and services variety and by improving of its variety.

Concomitantly, the continuous variation of the business environment, being in a continuous transformation and development, involves a new approach of organization regarding the using of knowledge as a resource. As a result, for an efficient operation of an organization it must be considered that besides the aspect of minimize the transaction costs, the production of performances which be laid on knowledge, meaning that the organization must produce services in which different knowledge bearers integrate its own (individual) knowledge and together to produce the performance.

Due to this management model, the limits of an organization results from mixing the knowledge system with the goal one (fig. 2).

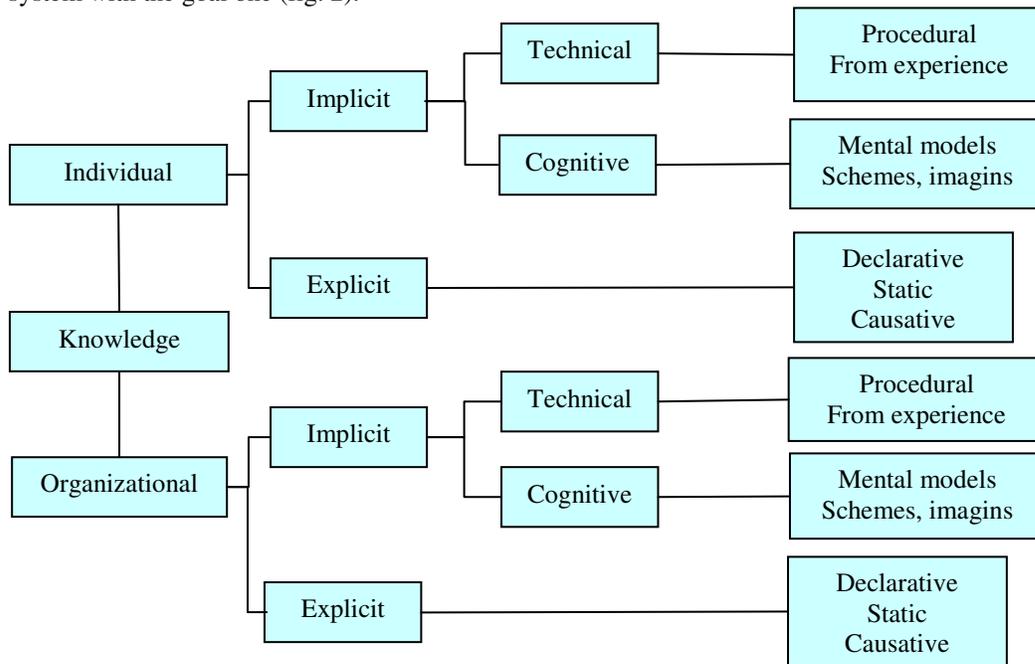


Fig. 2. Knowledge types which consists the knowledge basis

In this case, the success of an organization/enterprise in obtaining the performances required by the market economy is imperative to be based on knowledge transfer as a organization' resource, having to be a component of the leading system, as theme and accountability domain.

A system based on knowledge has a series of definite characteristics, as follows:

- Accomplishes trades with its environment, limited by its perception, reception , accumulation and development capacities, being a system relatively open or close;
- Is manifested by the learning process in a dynamic way, changing its internal structure as a succession of outside perceptions;
- Can be determinist and probabilistic;
- Can be self-organized, but only to a certain rate, determined by knowledge.

The optimization of the surviving process of the organization depends of the success of the learning process in entire organization, by processing and settling the received data, resulting new knowledge, useful for creating and developing of new processes, products and logistics. The following elements are at the base of data perception, learning and develop:

- New ideas and the employees experience;
- Reception of new knowledge in the collective "reservoir" of knowledge;
- Translation of the new knowledge in an adaptable working form;
- Institutionalization of the new knowledge in the internal base of organizational knowledge;
- Involving of the new knowledge within the shape of new knowledge of action in the future;
- Practical verification of the new knowledge by every worker in the new improvement process, within the frame of continuous function of the rule circle.

On the whole, a system model based on knowledge is an adaptive system with possibilities for the organization which intercepts and processes the information to capitalize its survival possibilities.

KNOWLEDGE CONSTRUCTION, DEVELOPMENT AND IMPLEMENTING INSTRUMENTS

The knowledge management have as an objective, in a first stage, to remove the barriers which intercourse in the life cycle of the products/logistics, and in a next stage, to build a utilization base of the existent knowledge [3]. This construction can be accomplished with the help of three instruments, namely:

- Mind Mapping;
- Proposal' existence;
- The knowledge circulation.

Mind Mapping, represents the instrument with is improved the presentation of the knowledge in the organization. Its objective is drawing a knowledge situation plan for entire organization and bringing the existent knowledge (collective and organizational knowledge) into the accessible knowledge base. (fig.3).



Fig.3.Organizational knowledge base

In the next stages of the Mind Mapping is developed the particularization rate for the organization domain, on groups to the working place.

The existence of proposals has as objective the stimulation of participation of the organization/enterprise members to improve its performances. This form is generally know, although could be called as classic. In the new form it is associated with the process of analyzing the data (learning), searching the outrunning of the egoism and stimulation of the collective process.

The knowledge circulation is a modality applied generally in organizations, having the role to apply a component of retribution the knowledge, due to its usage and development of its own knowledge potential. In the next organization operation period, this will form a “knowledge market”. In this case, every worker will be able to make a relevant knowledge offer which could be capitalized. Results a stimulant that the worker will want the using in the organization of a big part of his knowledge.

As a component of solving complex problems which the organization is confronting with from the point of view of his participation in creating products and/or competitive logistics for re-launching the economic progress, the “developing of new knowledge” can be generated from inside the organization, in the base of the established structures and of what is disposed as individual, collective and organizational knowledge [3,4].

As right as in any development domain, in this case exists a series of barriers in developing new knowledge. The knowledge management removes those barriers and develops the process of generating the knowledge, referring to instruments as: learning projects, learning workshops and learning laboratories. To not loose or diminish its capacities, the generated knowledge must be memorized, being known that,

generally, the organizations have limited memory capacity. The criteria that are the base of knowledge memorization in an organization are:

- The type of the organizational knowledge;
- The dimension of the required stability;
- Time availability;
- The standard rate;
- Loosing risk;
- The desired dimension for a continuous organization development;
- The knowledge usage intensity.

The knowledge memorization in an organization can be made by using three systems:

- Natural systems (people, groups, communities);
- Artificial systems (data banks, expert systems, neuronal systems);
- Cultural systems (archetype routines, organizational culture).

Once assimilated/memorized, the knowledge will be used / implemented in the organization by transferring the knowledge to the users, the organization members.

The implementing of a knowledge transfer can be make directly (continuous training, quality circles, partnership) or indirectly (jobs rotation, job's redesign, socialization).

The last step in the knowledge life cycle is represented by its transformation into action. That can be done in three forms: communication, actions/deeds and decisions.

A process model, as functions of the knowledge management (accumulation/memorization, generate, transfer and using of the knowledge) which close the rule circle, is presented in fig. 4.

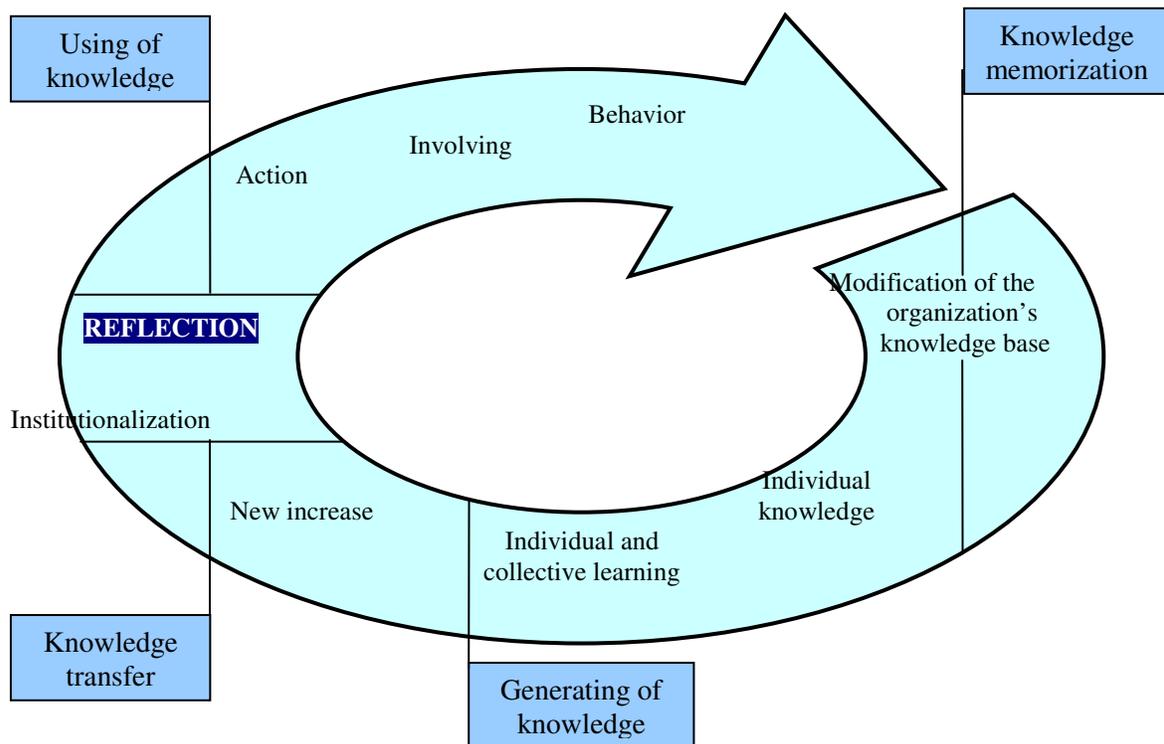


Fig. 4. Knowledge process – knowledge learning and assimilation at organization level

As a effect of the organizational behavior, the organization' knowledge is finalized in processes/logistics, which transforms in "financial resources", and the expenses for the organizational knowledge must be found in "innovative products and markets" [3, 4].

Finally, the usage of knowledge in an organization is materialized through a good economic situation, as a result of some action knowledge.

CONCLUSIONS

- In a market economy, the organization is conceived and understands as a learning organization, which is based system model based on knowledge, and this system is made to operate by intelligent technologies which are meant to ensure an organizational intelligence at a higher level.
- As a objective of increasing the organizational intelligence, the knowledge management cannot be implemented at a organization level by a fixed scheme, being possible only to develop a model structured on four sustaining floors: generating, memorizing/accumulating, transfer and using the knowledge. This construction requires a lot of models, which consists in methods and instruments.
- Even that in present the transition to enterprises, institutes, commercial societies, centers in organizations based on knowledge transformation is maintaining as scarcity, the global context is transforming very quick. This should be a problem, signaling that the reflection, understanding, effort and improving time already became short.

BIBLIOGRAPHY

1. Frank, D. – *The importance of knowledge management for BMW. ICED 99, vol.I, Munchen, 1999*
2. Hasler, R., Androschin, C. – *Restrukturierung von Entwicklungs und Konstruktionsprozessen. VDI-Jahrbuch, 1998.*
3. Ruger, M., Ohehausen, P. – *Wissenmanagement-der Erfolgsfaktor der Zukunft. VDI Konstruktion, nr.3,2000*
4. x x x – *Managementul Cunoașterii, al Proiectului Științific și al Inovării. Suport de instruire, Ed. Sudura, Timișoara, 2003.*