

KNOWLEDGE MANAGEMENT MODEL FOR ROMANIAN COMPANIES¹²

Ph.D.S. Sebastian CEPTUREANU
The Bucharest Academy of Economic Studies,
E_mail: ceptureanu@yahoo.com

ABSTRACT

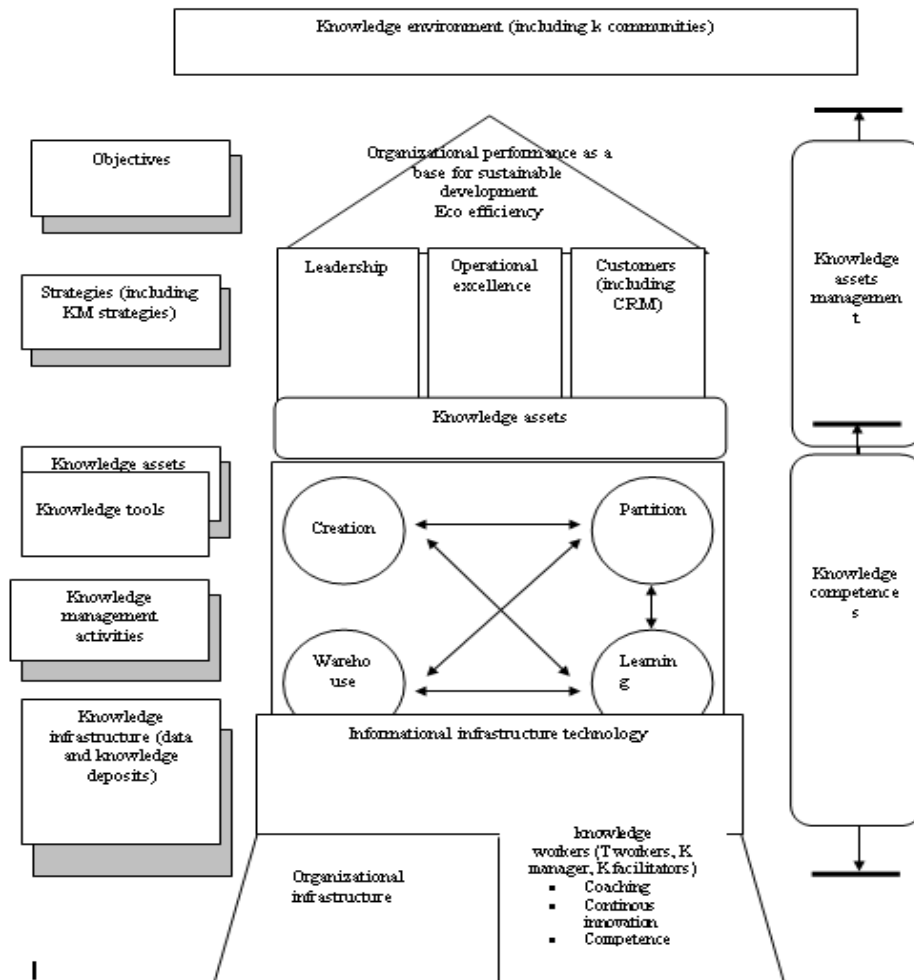
Knowledge¹ is essential in everyday work. Everyone knows how to carry out his work and this knowledge can be reused later in similar tasks by adopting this knowledge to new situations. The general purpose of Knowledge Management (KM) is to make knowledge usable for more than one individual, e.g. for an organisation as a whole; that is, to share it. New knowledge-based views on organisations suggest that it is knowledge that holds organisations together. KM has existed and has been used for a long time, although it was neither called by this name nor necessarily recognised as what it is until a few years ago. The way of making knowledge available for others has evolved with time. It once started with family clans, where knowledge was passed on from father to son by a long process of learning. With the coming up of teamwork, people were supposed to work closer together to benefit from the synergy of their joint knowledge. Today's efforts aim at knowledge being shared among large organisations which may be geographically spread over the world and active in different kinds of areas. First cases perform this sharing even among different organisations, e.g. use defined interfaces to mediate knowledge not only inside one specific organisation but to also share parts of it among partners. This paper presents a general model for Knowledge Management based on author experience in his Ph.D. studies.

KEYWORDS *Knowledge management, knowledge model³*

¹ I. Verboncu, E. Ceptureanu, S. Ceptureanu- *Mthodological contribution to organization managerial reengineering*, Proceedings of the 4th International Conference in Business Excellence, Brasov, 16-17 October 2009, vol 2, ISBN 978-973-1747-10-1 ISBN 978-973-1747-12-5 (VOL 2)

² Ceptureanu. S., Ceptureanu E.- *Knowledge Management Strategies for SMEs*, BAMDE - conference Entrepreneurship in United Europe- Challenges and Opportunities, 2007, ISBN- 954-9827-04-6, Sofia, Bulgaria

³ Popa, I., Dobrin, C., Ceptureanu, S., Ceptureanu, E.- *Romanian SME' Strategies, Policies and Competitive Advantages*, IACSIT 2009, ISBN: 978-0-7695-3521-0, listata IEEE Xplore, indexata EI (Compendex) si ISI Thomson (ISTP)IACSIT, Singapore



References

1. T. Hensen, B. von Otinger, "Introducing T. Shaped Managers, Knowledge Management's next Generations", in *Harvard Business Review*, nr. 2, 2001
2. D.Hurst, Crises&Renewal, *Boxes and Bubbles*, Prentice Hall, New York, p 53-61
3. T. Iggultden, "Knowledge Management – The Need to know" in *Management Information System*, Asia, march, 1999
4. Y. Ishiyama, *Reinventing the Organisation for the e-Age*, in xxx Capitalizing on Knowledge Workers, APO, Tokio, 2002
5. Amy Jessup, "Intellectual Capital Measuring Knowledge Assets", in *Knowledge Management Review*, vol. 5, nr. 2, 2002

6. D. Kelleher, S. Levene, *Knowledge Management: A Guide to Good Practice*, PWC, New York, 2001
7. Keong, F., Willett, R., Yap, K., "Building a Knowledge – Based Business School", in *Creativity and Innovation Management*, nr. 3, 2001
8. J. Kessels, "Learning in Organization: A Corporate Curriculum for the Knowledge Economy", in *Futures*, vol.33, nr.6, 2001
9. M. Kim, *A Knowledge Management Model for SMEs in the Knowledge Based Economy*, in x x x Entrepreneurship and Innovation in the Knowledge Based Economy Challenges and Strategies, APO, 2003, Tokio, p. 18-19
10. M. Kim, op. cit. p 22-26
11. C. Kim, R Manborgue, "Fair Process Managing" in Knowledge Economy, in *Motivation People*, nr. 1, 2003
12. D. Leonard, *Innovation and Knowledge Management*, Institute for Knowledge Management, Williamsburg, V.1, 1999
13. B.I. Mahaswani, *Managing Knowledge Worker*, in x x x Capitalizing on Knowledge, APO, Tokyo, 2002, p 85
14. G. Metzgas, "A Holistic Approach to Realizing the Full Value of your Knowledge Assets", in *Knowledge Management Review*, vol. 4, nr. 3, 2001
15. R. Miller, "Motivation and Managing Knowledge Workers", in *Knowledge Management Review*, vol.5, nr.1, 2001
16. G. Nataray, "Management Knowledge Workers", in *Productivity in The e-Age*, APO, Tokyo, 2002, p 82-84
17. I. Verboncu, E. Ceptureanu, S. Ceptureanu- "Mthodological contribution to organization managerial reengineering," Proceedings of the 4th International Conference in Business Excellence, Brasov, 16-17 October 2009, vol 2, ISBN 978-973-1747-10-1 ISBN 978-973-1747-12-5 (VOL 2)
18. Ceptureanu. S., Ceptureanu E.- *Knowledge Management Strategies for SMEs*, BAMDE - conference Entrepreneurship in United Europe- Challenges and Opportunities, 2007, ISBN- 954-9827-04-6, Sofia, Bulgaria
19. Ceptureanu, S., Ceptureanu, E.- Knowledge based economy in Romanian SMEs, The 7th International Symposium of the Romanian Regional Science Association, Baia Mare, ISBN 978-606-536-022-8
20. Popa, I., Dobrin, C., Ceptureanu, S., Ceptureanu, E.- *Romanian SME' Strategies, Policies and Competitive Advantages*, IACSIT 2009, ISBN: 978-0-7695-3521-0, listata IEEE Xplore, indexata EI (Compendex) si ISI Thomson (ISTP)IACSIT, Singapore

This work represents a dissemination of research results for contract PNII - IDEAS no. 1469/2009, entitled " Models of organizational change through, re-engineering in Romanian SMEs in the context of knowledge management", project director Professor PhD. Ion Verboncu.