

KNOWLEDGE AND INFORMATION IN SUPPORT OF BUSINESS

Ionica HOLBAN (ONCIOIU), Florin Razvan ONCIOIU
ACADEMY OF ECONOMIES STUDIES FROM BUCHAREST AND
UNIVERSITY OF AGRONOMIC SCIENCES AND VETERINARY MEDICINE OF BUCHAREST
UNIVERSITY ALEXANDRU IOAN CUZA IASI

Abstract:

Knowledge along with information is the nowadays competitive weapons and will be the main motor force. The superior rendering profitable of information and knowledge by the manager represents the main source of creating the value in the company which activates in a society based on knowledge. The world is literally crossed by a large number of economic, communicative, cultural, independence relations. Organizations based on knowledge are the organizational pattern of the 21st century.

Key words: *management, competitiveness, knowledge, vision.*

JEL classification: D83

The economy of the future will be totally different in its essentials from its present form. This new economy will find its reliance in the advancement of science and technique, the technologies of the future, which should work with priority according to the environment regulations. This trend is already noticeable especially in the IT industry.

On the other side, the economy of the future will have to be more efficient than the present one; the motivation is already known: the population is constantly increasing and the resources are, quite often, limited, even if there is an important transformation undergoing in the place and purpose of the factors of production.

It's all about the genesis of a new civilization (based especially on elements coming from science and technique), which comes in a constant conflict with the other civilizations today, the later trying as well to expand their influences.

The 21st century is the era of revolution of the performance in which only the visionary, innovative manager will find its place, and where the fundamental objective is to create a competitive vision, viable for the organization.

The essential dominant characteristic of this century is change. It applies to all the organizations, no matter what they do, all are systems undergoing change, and their self – regulation is done through management.

We will witness, in economy, a revolution of the information which is the base of the economical increasing significance of information, of the capacities and of the organization competences. An essential role in the starting of this revolution it's held by the mixing up between the new IT, the communication technology and acquisition means, making, dissemination and use of information.

In the future the need to have vast and inclusive information will trigger a very profound and broad process, with major changes in all the components of the economical activity.

We can say that we do not have to prepare for the organization of the future, we are already there and only those who will adjust quickly will be winners, otherwise chances and opportunities will be lost. There's no need to build an ideal company, but one shaped by goals, people and cultures. An organizational culture has to be developed, focused on the values of knowledge and communication. It takes a

remodeled company, which can permanently shift from one strategy to another. This is the flair and instinct of the manager anchored in the society based on knowledge.

In the society based on knowledge, the changes are more consistent and occur one after the other in a constantly increasing pace. These changes are oriented in some great ways, which even if they cannot be seen as exhaustive, give a rather clear image on the challenges of the future and of the impact these will have on the very existence and activities of the organizations.

In the informational society, the essential economical resource is no longer the fund, nor the land, nor physical labor. Knowledge is and will be.

Knowledge and information will soon become essential elements of the obtaining of competitive advantages by the organizations in the context of globalization.

At the core of the genesis and running of the informational system of the organization – just as the information management – there's a new paradigm. The one used until a few years back referred to the focusing of the informational system on the identification of the need of information and the ways of compliance, concomitant with the information usage approach, in a vision both strategic and economic, focused on efficiency.

This paradigm is a prediction of the evolution towards the company based on knowledge, being the kind of organization which develops the fastest in a significant part of the globe.

The approach of definition, running and designing of the company's informational system starting from a new paradigm represents the premise of its running and efficiency.

The information from within the organizations is extremely complex. To facilitate their description, there are classified according to several criteria, which allow the presentation of areas significant for the management of the organizations.

Therefore, information is raw material involved in all the activities of the organization. Every work process, no matter its nature, is based on information.

A common characteristic of managers is the fact some information contain a ruling aspect, shaping into decisions. Therefore, the decision can be defined as being that information through which is being ascertained, for other people, the obligation to do certain work processes with an exact outcome.

In light of the aspects mentioned earlier, information gives power to the holder.

The more information the person inside the organization holds – meaning raw material and finite informational product – and the more ability to use it efficiently, the more power he holds, formal or informal one. The relation information – power acquires new dimensions in the shifting environment to an economy based on knowledge.

Specialists believe information has value and generates efficiency at a level which depends on the complexity and the competitive aspect of the environment involved. In the context of the development of the organizations based on knowledge – the basis of birth, development and use of knowledge – is amplified.

On the informational – managing side this is reflected in the appearance of the so-called contextual scanning, which is the systematic activity of research of the informational environment of the company by the manager, based on the Internet connection of the company and other informational resources. Therefore, information starts moving intensively towards the ambient environment, through which a large quantity of exogenous information is absorbed.

In an increasing proportion, the ability of managers to ensure the access to the most recent and performing hardware and software limits the competitive capacity of the organization.

For the performance of each organization it is essential that the informational subsystem is not approached by itself, but related to the other systems which form the managerial system.

This is absolutely necessary because in each company there's the trend to ignore or underestimate the correlations with the other subsystems, which triggers multiple negative effects, on the functioning and economical level.

The managerial system of the company contains the shaping and exertion of the processes and managerial relations in a certain manner, as to determine the obtaining of high competitiveness.

In other words, the managerial system, can be defined as the total of the elements with a decisional, organized, informational, motivational aspect from within the organization, through which is exerted the management process and relation ensemble.

When it comes to them, the elements which compose the informational system greatly mark the running of the managerial instrument. The biggest impact is held by the quality of the information delivered, which, evidently, depend greatly of the characteristics of the procedures, circuits, transfer and informational means.

The data and information represent, accompanied by the decisions as well, the main inputs in the methodic – managing system, seriously limiting its effects generated directly and indirectly.

The relations between the informational system and the organization system are both functional and structural-constructive. The entire informational system is held by the organizational structure of the company. Working with the data and information, the operation of the moving of information and the informational procedures, the use of means to deal the information are the result of the tasks, competences and responsibilities exertion of certain managers. Their reasoning has a great impact over all the components of the informational system.

Simultaneously, there's a strong influence of the organizational culture over the informational elements. This influence is functional, and is exerted especially over the operational way of the components of the informational system.

By the correlative measuring of the performances, we call upon concepts of competitiveness and competitor advantage. Inevitably, the notion of performance brings to light the efficiency and efficacy, and the indicators of performance acquire a special diversity.

Therefore, the obtaining of performances at a company level assumes, directly or indirectly, the reevaluation of the concepts of competitiveness, competitor advantage, efficiency and efficacy.

Performance is not a simple ascertained fact of a result, but just the opposite, is the consequence of a comparison between result and objective.

The proportions the term “practice” of performance has achieved, led to outline of a new concept, the one of performance management, itself debatable, but justified by the orientations which the stating of performance in the center of the managerial concerns of the organization gives the present steps and especially to the future ones of it.

Also, performance cannot be defined as a great result obtained in the field of management, economics, commercial which gives characteristics of competitiveness, efficiency and efficacy to the organization and its procession and structural components.

Which is particularly interesting are the theory and managerial practice from Romania, the managerial performances, which are absolutely necessary to obtain economic and financial performances in the fields they run.

The unanimous recognized conditions by specialists in this area of scientific concerns are clear: only a performance management, exerted by professional managers,

is capable of managerial performances, generated by social, economic, financial performances.

For this it is necessary to know the accomplishments of other organizations in the reference fields in order to compare (volume indicators, quantity, as well as efficiency).

A performance organization, anchored in the economy based on knowledge, renders better the opportunities of the ambient environment, overcomes more easily the difficulties arisen, performs better from a quantity and quality point of view towards a segment of the social need, and obtains a competitive advantage on its specific market.

In fact, a performance organization from a managerial and economical point of view is capable to fully satisfy the economical interests of its main stakeholders – employees, managers, shareholder, state, local authorities, banks, contractors, clients – when the two fundamental trends are optimized and they mark its running: “the obtaining of value for the client” and “the obtaining of value for the shareholder”.

Mainly, the obtaining of managerial performances at a company level is limited by the competence of managers and employees, by the cultural context in which they act and, evidently, by the contextual influences exerted by the ambient, national and international environment.

One factor of limitation of the level of managerial performances is represented, without any doubt, the competence of those who exert management processes, meaning managers but also those who implement the decisions, the employees.

Evidently, the decisive role is held by the managers, proper education, no matter the position in the organization.

A competent manager, professional, takes quality decisions (proven scientifically, proper, complete), using modern leading instruments, increasingly sophisticated, in a cultural context as open as possible, to allow him to implement managing styles which involve others as well.

The managerial performances are, in conclusion, several and have great chances of implementation in the organization.

Very important in this context is the cultural management, which aims the same forms of manifestation, approached from the managers’ position, whose decisions and actions are seriously influenced.

In the modern economy and under the incidence of the contemporary technological progress, the reasons of the organizational communication are multiple:

- to ensure the cohesion of certain work groups with members having different qualifications giving them the information necessary to help them in their job and the evaluation of my own activity in comparison to others and with the company requirements;
- to connect more intensively and at a larger scale of the diversified activities of the organization, obliged to adequately respond to the challenges of an environment increasingly dynamic and very unpredictable;
- the establishment of fair and efficient relations between managers and employees, between the persons inside the organization and other outside the organization;
- the operation of managerial positions and the significant improvement of managers activity to assure the completion of all the roles assigned to him – interpersonal, informational and decisional – communications being determinant;
- the accomplishment of the managerial function of coordination which means to synchronize time and space of different actions which occur inside the organization, which today represents a group of people, equipment and capitals increasingly complex and dynamic;

- the accomplishment of the managerial function of training which consists of the influence the manager has on the employees as to make them participate efficiently to acquiring the targets of the company, which means to know in detail what the employees need and what motivation is appropriate to orientate them towards performance and satisfaction in their work;

Within the organization communication represents the process of transmitting information from one person to another through symbolic messages – sounds, letters, numbers, other signs, words, face expressions, gestures – which serve the mutual understanding in order to achieve their own targets but also the ones of the company.

An organization based on knowledge can inspire a new entrepreneur spirit in a company and can motivate top managers to be concerned to transform the organization as to make it captivate, apply and develop the value as a result of performant technology implementation. Advanced knowledge and technology can significantly transform the economy of a nation.

The assets of the organizations based on knowledge are, mainly, intangible. Dematerialization of the capital represents the actual process of modification of the capital structure in order to significantly grow the importance of the raw material capital.

Specialized literature considers specific human resources of these organizations are divided in 4 categories:

- The professionals – are those who work directly with the clients of the company. They like what they do, they like to be in competition with other employees just as competent as them, tend to become “obsessed” by their work. Also, they do not have the ability to lead other people and they are interested in their own professional development, being loyal to the company while this opportunity is given to them.

- Managers – are those who enjoy working with people, having team spirit, loyal to the company as long as they have a management position. They do not have the knowledge or the abilities of the professionals useful in the contact with the client but they are good in managing the business.

- Office workers – are those who support the professionals solving their routine and bureaucratic problems. They do not have the ability to lead nor the specific knowledge of the professionals.

- The leader(s) – is the leading force of the organization, based on knowledge. In most situations he participated in the making of the company being an ex-professional. His role is to ensure the equilibrium between the categories of human resources presented above, which can rapidly come to a conflict.

Specific to these organizations based on knowledge is the fact they promote not just strategies to attract clients but also strategies to attract and maintain personnel. That's why there are two major trends:

- The strategy of development of own human resources – from “junior” to the highest position;

- The strategy of attracting specialists (head-hunting) – targets to attract already formed specialists inside the organization.

- In this type of organizations there are two types of know-how: professional and organizational:

- The professional know-how – is represented by programs, manuals, regulations, concepts which the company professionals have created as a result of research - development work or in collaboration with clients. What is specific to this kind of knowledge is the fact they cannot be bought from external suppliers, belonging to the company.

- The organizational know-how – includes strategies, marketing activity, management etc, essential to every company based on knowledge.

Organizations based on knowledge are a subcategory of the tertiary sector of economy and of course, it borrows characteristics specific to each other. But, in the same time they come with their own problems which can no longer be solved in a standard manner, experimented in time in traditional companies.

Economy based on knowledge is an ideal model for the globalization of the economy.

Knowledge along with information is the nowadays competitive weapons and will be the main motor force.

REFERENCES

1. Berrien K. (2005) – *A General Systems Approach to Organization*, College Publishing Company, Chicago.
2. Drucker Peter (2004) – *Managementul viitorului*, Editura Asab, București.
3. Henry P. (2006) – *Creative Management*, Glenwiev Scott, Foresman.
4. K. Kalseth (2008) – *Re-inventing Information Management: Bridging the Gap between Information, Needs and Knowledge*Source, FID Bulletin, nr. 48.