Concepts and the foundations of knowledge management and application requirements

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Abstract: This research aims to know the management of knowledge represents one of the concepts and developments in the field of administrative thought. Its role has become more crucial in the organizations to achieve competitive advantage. This study is an attempts to cast a light on the main concepts and fundamentals of management of knowledge and its applications. The study showed that the knowledge is cumulative integrated series of requirements made during long periods of time used to tackle specific problems and conditions encountered the organizations while achieving their goals. It also seeks to obtain and use knowledge in order to attract the intellectual capital and to create effective regulatory environment in organizations. The study also showed the types of knowledge, characteristics and elements required to be provided for its application and how the knowledge is managed through the identification of the benefits, and management of knowledge to achieve these benefits. [Mohamednour Eltahir Ahmed Abdelgadir, . **Concepts and the foundations of knowledge management and application requirements**. *N Y Sci J* 2013;6(4):10-17]. (ISSN: 1554-0200). http://www.sciencepub.net/newyork. 3

Introduction: -

The end of the last century witnessed the emergence of many variables such as globalization and the digital revolution, electronic commerce and the financial crisis ... etc.. Affected by these management changes it imposed on the many organizations of local and global challenges.

As a result of these changes appeared in the new concepts such as management of total quality management, restructuring and re-engineering etc .... This has helped in the emergence of new patterns of management such as management team, crisis management, change management and management excellence and knowledge management ... etc..

Knowledge management is one of these styles, and intellectual developments in the field of management and benefited organizations in achieving competitive advantage. Valley and follow the concept of knowledge management to create new jobs and organizational structures.

Problem of the study: -

The problem with the study in the following questions: -

What is knowledge management? What is the concept? What are the goals that seek to achieve? What are the types of knowledge? And how can it benefit me? What are their characteristics? What are the requirements to be applied? How does knowledge management?.

The importance and objectives of the study: -

The importance and objectives of the study in the following: -

1 / definition of the concepts of knowledge and knowledge management.

2 / show the importance and objectives of knowledge management.

3 / statement types and characteristics of knowledge management.

4 / statement of the elements that need to process the application of knowledge.

5 / statement of how it works and the benefits accrued.

Knowledge management: -

Because the onset of the concept of knowledge management to without Marchand in the early eighties of the last century as the final stage of the evolution of information systems. Drucker also predicted that the work model will be based on knowledge and organizations will be knowledge makers. Some, to knowledge management in 1985 when the company Hewlet Packard U.S. application. But in this period was not convinced many knowledge management and its impact on business, so that the Wall Street ignored at first particularly the attempts to determine the monetary value of knowledge, and that was interested in it after that. Since the early nineties began to interest the practical and academic concept of management of organizational knowledge. This interest in an increasingly in recent years, after the adoption of many organizations at the global level. In 1999, the World Bank has earmarked 4% of the budget for the development of knowledge management systems. (Wahab, 1426)

Definition of knowledge management: -

Defined as a cumulative process integrated formed during long periods of time and then become available for the application and use to address problems and certain conditions are then used to interpret the information available about a particular situation and decide on the management and resolution. (Stettner, 2000)

And defines it as an invisible assets of the organization, which includes both extensive experience and unique approach to management and the accumulated culture of the organization. (Darling, 1996)

According to the knowledge that there is an integrated part of a series begins with references to the data range and then to the information and then to knowledge and wisdom. ((Harris and Henderson, 1999

From the above it can be said that knowledge is a set of experiences, skills, values, concepts and information that is organized and processed, whether knowledge of a phenomenon or a phenomenon, so that they can be used in solving the problems and circumstances, the positions facing the Organization through the formulation of plans, implementation and control.

Importance and objectives of knowledge management: -

The importance and objectives in the following: - (Tayeb, 2009)

1 / knowledge management is a great opportunity for organizations to reduce costs and increase internal assets to generate new revenue.

/ 2 is a systematic process for the coordination of complementary activities of the organization towards achieving its objectives.

3 / is a knowledge management tool of effective institutions to invest in intellectual capital, by making access to knowledge generated by others for people who need it and easy as possible.

4 / provides the opportunity for a permanent competitive advantage for organizations, through their contribution to enable the institution to adopt more innovations in the launch of new goods and services.

5 / contributed to the transformation of knowledge institutions to communities of knowledge occurs radical change in the organization, to adapt to accelerating change in the environmental business, and the increasing complexity facing them.

Knowledge management also aims to achieve the following:

1 / families of the knowledge of the sources, storage and reuse.

2 / attract greater intellectual capital to develop the solutions to the problems facing the organization.

3 / create a regulatory environment that encourages everyone to participate in the organization with the knowledge to raise the level of knowledge of others.

4 / identify the core knowledge and how to obtain them and protect them.

5 / reuse of knowledge and optimize.

6 / transformation of the traditional institutions of the economy to the new global economy (knowledge economy) and working as a network of activities, which contribute to the shift towards broad economic networks and electronic commerce.

Types of knowledge management -

Says (Abovarh and Alian, 2009) Department of the ancient Greeks to the knowledge of four main sections, as noted by the researcher (Prusak, 2000:27), namely:

1 / cognitive knowledge:

knowledge about the principles and general laws theory, principles and basic rules of science and scientific laws and rules.

2 / technical knowledge (technical):

These relate to the skill and knowledge of technical dexterity and the ability to complete the work and the things and possess adequate training and exercises to accomplish tasks, and to achieve uniformity and consistency in working practices for employees who perform the same tasks.

3 / applied **knowledge** and practical **wisdom,**

which appear in the social practices are essential.

4 / hybrid knowledge:

they express a mixture of tendencies and trends and capacities and that are required in a field and lead to success and excellence in that field.

According to researcher finds Allen (2003), there are two main types of knowledge are:

1 / knowledge virtual:

means the knowledge that can be shared with others, and relate this knowledge to data and information virtual which can be obtained and stored in files and records of the organization, as well as existing and stored in the files and records of the organization, which regarding its policies, procedures, programs and budgets and documents, and principles and criteria of evaluation and operating and communication and the various functional operations, and others.

2 / tacit knowledge:

what are those of the individual lies in the same know-how and knowledge of cognitive and behavioral knowledge, which is not easily shared with others or move them easily. It can be said that there are distinct individuals have tacit knowledge in their minds, and the organization can increase its effectiveness and to strengthen their competitive advantage if it can include any of these individuals to

the crew when the tacit knowledge of these individuals about the nature of the work of the organization.

And divides the researcher (Stewart, 1997) to the knowledge: knowledge automatic, knowledge synthesis, and substantive knowledge, and tacit knowledge, knowledge of the underlying and explicit knowledge.

Classified Novins and Armstrong (2001) knowledge to: local knowledge (this knowledge is being adopted under specific circumstances, and depends on the physical conditions and geography, and this knowledge is the detailed knowledge), and the global knowledge) this knowledge is being adopted on a global scale, especially in the areas of business, and this knowledge is not limited to specific operations or industry specific, and penetrate the geographical boundaries, a general knowledge).

Characteristics of knowledge: -

Different views held by researchers in this area and for the benefit expected from them, Zakaria has pointed out (1998:17-55) to several properties characteristic of knowledge about other manifestations of human intellectual activity, are:

1.   **Cumulative:**

Knowledge remains valid and competitive at the moment, but not necessarily remain so in the coming stage, and this means that knowledge is variable, but the form to add new knowledge to old knowledge.

2.   **Organization:**

Knowledge generated resulted in a way that allows access to the beneficiary and the selection of the intended.

3.   **Search for causes:**

Causation and reasoning designed to satisfy the human desire to research and explanation for everything, and to know the causes of phenomena, because it enables us to where we control better.

4.   **Comprehensiveness and certainty:**

Comprehensive knowledge do not apply to the apparent that consideration, but also on the minds receive, truth imposes itself on everyone as soon as they appear, are subject to transfer to all people, and certainty does not mean that knowledge is fixed, but rather rely on the evidence convincing and compelling, but it does not mean they are superior to the change.

5.   **Accuracy and Abstraction:**

precision imply the expression of mathematical facts. (Tayeb, 2009)

Knowledge elements: -

And that the theory of knowledge "Abestmologi" is the foundation of knowledge in determining the meaning of the past and according to

the specific elements of control in this meaning as follows:
- Information (knowledge)
- Branching concepts for information
- Release the information
- The characteristics of information
- Types of information available to know
- The degree of credibility of information
- The relationship between the subject of the information (knowledge) and the educated person (Mr., 2009)

Knowledge management processes: -

Pursuing knowledge management processes sequentially and integrated with each other, since it depends on each other and are integrated with and supported, and there is a set of processes for knowledge management are:

1 / diagnostic knowledge:

That the process of diagnosis is imperative because the goal is to discover knowledge of the organization and to identify people living with them and their sites, as well as determine the place of this knowledge in the rules. The diagnosis of the most important challenges facing business organizations, and the success of knowledge management project depends on the accuracy of diagnosis, and are used in the diagnostic process and mechanisms of discovery research and access mechanisms. The diagnostic process knowledge is key to any program for knowledge management, and the President of the substantial contribution directly to the launch and other processes determine the shape and depth. (Kubaisi, 2005)

2 / Planning knowledge:

These relate to the process draw different plans that are relevant to knowledge management, and support the objectives of knowledge management and organizational and individual activities, and strive to provide the capabilities necessary to conduct business efficiently and effectively, and provide expert specialized staff, and determine the necessary technological facilities.

3 / dissemination of knowledge:

The intended transfer of knowledge, the first step in the process of sharing knowledge, and means the process of knowledge transfer appropriate knowledge delivery to the person at the right time and in the appropriate form and the appropriate cost. (Hijazi, 2005)

4 / generation and acquisition of knowledge:

Knowledge can be generated through a number of processes that extend between the challenge of creativity and serious research, and the only individuals who are born with the knowledge or the organization can generate knowledge without individuals. And focus the process of generating

knowledge to expand the organizational knowledge that is generated by individuals and then elaborated on the group level through dialogue, conversation, sharing of experience or community practice. (Hijazi, 2005)

There are four principles for the generation and acquisition of knowledge are:

• Enhance the ability of individuals to solve problems.

• Overcome the opposition of individual professionals to share information.

• Shift from hierarchical structures to organizations or organizations inverted retina.

• Encourage intellectual diversity of knowledge within organizations. (Quinn, 1996)

5 / store knowledge:

Indicate the process of storing the knowledge of the importance of organizational memory, organizations are at greater risk due to loss of many of the knowledge held by individuals who they go out for one reason or another, and is storage of knowledge and keep it very important, especially for organizations that suffer from high rates of rotation of the work, which relies on the recruitment and use format temporary contracts and consulting for the generation of knowledge, because these people are taking their knowledge of the implicit, documented with them when they leave the organization, and the documented remains stored in the rules. (Kubaisi, 2005)

6. Organization of knowledge:

Means the process of organizing the knowledge of those operations, which aims to classify knowledge, indexing or classification draw knowledge and knowledge. And receiving organizations every day very large amounts of data and information you need to collect, classify, interpret and disseminate effectively, and these data and information comes in various forms, and must be picked up and support this process procedures established by the investigation, editing and publication, and must organize the data and information selected in groups of rank-called maps of knowledge which helps in classification of data and information. (Star, 2004)

7. Distribution of knowledge:

The distribution of knowledge points to ensure that appropriate knowledge of the person by a researcher at the appropriate time, and access to the largest possible number of people working in the organization.

He points out that there are several methods for the distribution of knowledge, including:

Project teams with diverse cognitive for internal distribution - a network of internal information (Internet) - training by colleagues

experienced veterans - agents of knowledge - communities interior through the documents - a difference of experience and workshops knowledge and workshops learning - training and dialogue - documents and publications of Interior. (Heisig & Vorbeck, 2000)

8. Application of knowledge:

The application of knowledge reflects the transfer of knowledge to the operations executive, should be directed to contribute to knowledge directly towards improving the performance Organisational in cases of decision-making and job performance, as it is natural that the process of application of knowledge based on available knowledge, and apply knowledge through two types of processes are :

- Operations-oriented (direct): means the process by which individuals directly address the knowledge about the act of the other without moving or transferring knowledge to the person who is charged with knowledge.

- Knowledge of routine means the utilization of knowledge which can be obtained from the instructions and regulations, rules and forms that guide the behavior of others towards the future. (Ali and Alguendhilji and age, 2004)

9. Retrieval of knowledge

Retrieval of knowledge refers to those operations to search and access to knowledge easily and conveniently, and the shortest time in order to restore and apply them in solving the problems of work and use it to change or improve business processes (Kubaisi, 2005).

10 / sharing of knowledge: -

Banha know the process by which the transfer of knowledge expressed or implied to other individuals through the communications between these individuals. (Tahir and Mansour, 2009)

11. Update and maintain knowledge

Focus the process of updating and maintaining knowledge on the revision of knowledge and growth and nutrition, focusing revision on what is happening on the knowledge to make it ready for use, has pointed out that the abstract knowledge of the value you need to re-enrich to become viable in other areas, and the retention of knowledge is very important, especially in organizations that suffer from high rates of rotation of the work. (King, 2000)

12. Follow-up of knowledge and control

These relate to the practical activities related to the control and monitoring efforts related to knowledge management and support these efforts and guide the direction that maximizes the role of knowledge management and its impact on performance, and determined the activities of this axis in the light of the organizational vision and

goals, and even the organization achieves success is needed, it should adopt a comprehensive approach integrated in Knowledge Management. (Ibovarh, 2006)

Application of knowledge management: -

Requires the application of knowledge management the availability of the following elements: -

Organizational structures: -

Say ((Liebowitz, 1999) that the most appropriate organizational structures for knowledge management are those structures that are flexible and adapt to the environment and ease of communication and their ability to respond rapidly to changes.

In general, the climate appropriate for the application of knowledge management organizational necessarily require conversion to the more usual management practices in line with the requirements of the knowledge age, such as:

- The shift from hierarchical organizational structure to form multi-level organizational structures most Tfltaha, farthest from the pyramid.

- The shift from centralized systems that rely on the monopoly of knowledge and focus on one organizational level, to the decentralized systems, based on the flow and the spread of knowledge covers the whole organization and everyone involved in the synthesized.

- Transformation of patterns of organization based on individual work to the isolated pattern of collective action in self-work teams.

2 - the organizational culture:

Organizational culture is a set of values, beliefs and feelings that are inside the organization, which prevails among the employees such as the handling of individuals with each other, and expectations of each member of the other and the organization, and how their interpretation of the actions of others. And requires the application of knowledge management in any organization to be the dominant cultural values of appropriate and compatible with the principle of continuing in learning and knowledge management, and that the organizational culture encouraging the team spirit at work. There are factors that help to introduce the concept of knowledge management in the organization, which thus represent positive factors for knowledge management in organizations and means of culture which promotes and encourages team work and exchange ideas and help others, and the ideal role model for effective leadership which take care of the knowledge and the factors that help stimulate and to adopt the concept of knowledge management. (McDermott & O, Dell, 2001)

Stressing the importance of organizational culture in the application of knowledge management,

has worked on the English Rover founding vision and beliefs fit with a focus on learning to share knowledge.

Became continuous learning and sharing of knowledge of important aspects in the culture of the organization). As the Department of National Semiconductor Corporation National Semiconductor that Dr. organize workshops to create and develop an organizational culture that allows knowledge sharing and learning from others. (Abdul-Wahab, 1426)

3 - The role of leadership in knowledge management:

There is no doubt that leadership is an important element in the adoption and application of knowledge management. A leader is a role model for others in the continuous learning. Therefore, there are some theories about leadership to be more suitable for knowledge management of other theories. The theory of leadership qualities that some believe do not fit the application of knowledge management. The theories of the behavior of the leader, it is more convenient, while theories of situational agree more with the driving style required for knowledge management.

Based theory of situational or attitudinal on the interaction of personal characteristics of the leader and his behavior, and factors of the position of command itself is of the opinion that the situation itself is of great importance in influencing the process of leadership, because it affects the ability of the commander to accomplish what is required of him, and most important of these theories, most notably the theory of Fiedler: situational theory which suggests that there is no one method of leadership is for all time and place, and there are certain qualities that must be met in every leader. (ibid.)

4 - Information Technology:

Information technology play an important role in the development of organizations since the early nineties, through the provision of appropriate information in a timely manner, and to support and improve decision-making process, improve and promote communication traffic organization. Has passed technology systems that keep pace with the knowledge age four stages of the first stage, which began in 1992 , and on how to use information technology, to prevent the recycling of the wheel, meaning the beginning of where others have ended promise to start from scratch each time. have begun this stage about the year 1992 and the making of new databases for projects and new databases for the best practices, .. etc. . also started the second phase after focusing on the client, and the goal is to use all my organization to gain access to the best ways to serve the client, and data storage is the focus of all that has been the interaction between the - operations, and

there was no interaction with the recipients of knowledge. Phase second) 1999-2001), which was the recipient of the interaction between knowledge and knowledge, there are now pages on the web, the user interact with it, as there are e-commerce and e-business and banking .. etc.. This phase has led to Hamas and the concept of high interest and knowledge management. The fourth phase began in 2001, where he became a focus on how to maximize the organization's ability to create new knowledge, how to create an internal environment that encourages the sharing of information. And thus become the largest investment in people, and good employment, and the internal environment .. . Etc.. In the sense that the focus on infrastructure compared to focusing on the technological infrastructure in the previous three phases. And provide modern information technology to knowledge management a lot of possibilities such as: the information network, internal network and the browser stores the data, filter data, program software which will facilitate and accelerate the knowledge management in organizations.

And for there to be a continuous process for the exchange of knowledge must be available four conditions in the system of technology is the ability to recognize and control and conduct a survey of aspects of the task in the environment, and the ability to link this information to the values and guidelines for the behavior of the system, and recognize the limitations of significance for these values, rules, and the ability to begin in carrying out appropriate remedial actions for ensuring the existence of contradictions. (ibid.)

How the knowledge management system: -

To determine how knowledge management should be to answer the following questions: -

I: - What are the benefits of knowledge management have?

Second: - How to manage knowledge to achieve these benefits?

First: - the benefits of knowledge management: -

1 / The collection and classification of knowledge in the organization systematically facilitated 悒 you use in the development

Interrelated knowledge with them.

2 / The well-organized knowledge easily turn into practical application.

3 / can easily maintain the knowledge and development.

3 / knowledge can be used in different applications.

4 / can easily determine the relationship between knowledge and the expansion required in the analysis of the results.

5 / easily can get new knowledge through bridge gaps in knowledge are available.

6 / easily identify questions that lead to the development of new knowledge.

7 / benefit from past mistakes.

8 / You can add other benefits as specialized nature of the institution and how they work.

Second: - knowledge management to achieve the desired benefits:

The knowledge management means creating an interactive relationship between the employees of an organization, or between institutions participating in the program of knowledge management on the one hand, and the inheritance of knowledge and practice, on the other to develop all the parties involved and this can only be achieved if there is mutual trust between the collaborating parties, keeping to the right intellectual creative material and moral. Since in practice this does not include all participants in the network of knowledge management is equally, if the value of knowledge available and its impact on the work of the Foundation is not the same degree of importance should be:

1 / determine the levels of knowledge in the organization.

2 / encoding operations of entry.

3 / filtering incoming and outgoing information.

4 / documentation and treatment notes.

5 / mechanism of generation of knowledge. (Nasser, 2006)

Conclusion: -

The management of knowledge of modern concepts in the areas of management thought. It is a process to address the problems and attitudes that hinder the activities of the organization. It also represents the intangibles in the organization, and we find that it has great importance in their reduction of the costs and coordinate their activities and help them invest their intellectual capital.

The management of knowledge has multiple types such as knowledge of cognitive and technical ... etc types which vary according to levels, which characteristics are different from the properties of other manifestations of human intellectual activity, and its elements end of it.

The process of knowledge management requires a coherent and sequential operations to achieve their objective. The process of application you need to have the requirements and specific elements.

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