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THE POSSIBILITY OF CREATING A LEARNING ORGANIZATION USING THE ALGORITHM IMPLEMENTATION PROCESS OF KNOWLEDGE MANAGEMENT

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Abstract: *The aim of this paper is to develop an algorithm implementation process of knowledge management, which last stage is the creation of a learning organization. Although the composition and the scope of knowledge management implementation process may vary depending on the specifics of a particular enterprise, we have identified the main steps of a general process of the implementation process of knowledge management in relation to some of the methodology of implementation of knowledge management systems according to various authors (eg. Tiwana, 2002 McElroy, 2004 Paralič, 2011). These steps subsequently modified while taking into account two conditions: 1. Algorithm has to use the tools of quality management. 2. Algorithm has directed to building a learning organization.*

K e y w o r d s: knowledge management; algorithm; learning organization;

1 INTRODUCTION

Initial step in the establishment of the algorithm is a specification of the relation between knowledge management, quality management and learning organization and consequently comparation of the implementation processes of the QMS (quality management system), KM (knowledge management) and learning organization.

2 SPECIFICATION OF THE RELATION BETWEN KNOWLEDGE MANAGEMENT, QUALITY MANAGEMENT AND LEARNING ORGANIZATION

Approaches of authors such Ruževičius, (2006); Ribière-Khorramshahgol, (2004); Zhao-Bryar, (1999); provide very useful information or evidence for the introduction of knowledge management with the use of quality management as a starting element in creating a learning organization.

Zhao-Bryar (1999) represent the input-output conversion process knowledge, which is a combination of input data requirements and the needs of the customer, information on materials and resources needed, products and services. The result of the process of knowledge management is embedded in products and customers. The authors call this process also changes and improvements. It is a process of creation, acquisition, dissemination and knowledge transfer - the process of increasing knowledge assets of the organization. Subsequently, the authors in the same way as expressed knowledge management and quality management process in the process of transforming inputs into outputs. In this process inputs are material, people, and knowledge and so on. The outputs of the process are the resulting products and services.

Based on the comparison of input-output conversion process knowledge and quality management, we can conclude that in the process of knowledge management are the outcome of the knowledge that in the process of quality management represent the input source. These by learning, communication, surveillance are transforming the information into knowledge. (eg. study of literature, lectures, experiments) but in the quality management process can occur to revert to the knowledge of the information, for example through codification (documenting) knowledge. (eg. article writing). Another conclusion of these processes is that the output element of knowledge management - knowledge - is the input elements in quality management. Thus, there is the possibility to apply the process approach and these two processes (process knowledge management and quality management process) to connect to a single process.

Ruževičius (2006) created a model of integration of quality management and knowledge management (Figure 1). The model is at the top of the intellectual capital (IC), which constitutes an essential element in the company. Knowledge management is a natural extension of intellectual capital. Business efficiency is reflected in quality management. IC is a contact element, which allows the integration of MZ and MK.

This opinion also corresponds with the previous argument that the quality control and management of knowledge can be connected. From Figure 1 it is also clear another reality and the need to manage the quality management in the implementation

of knowledge management, because without tools quality management could not be fully used by the human potential, which subsequently applied in building a learning organization.

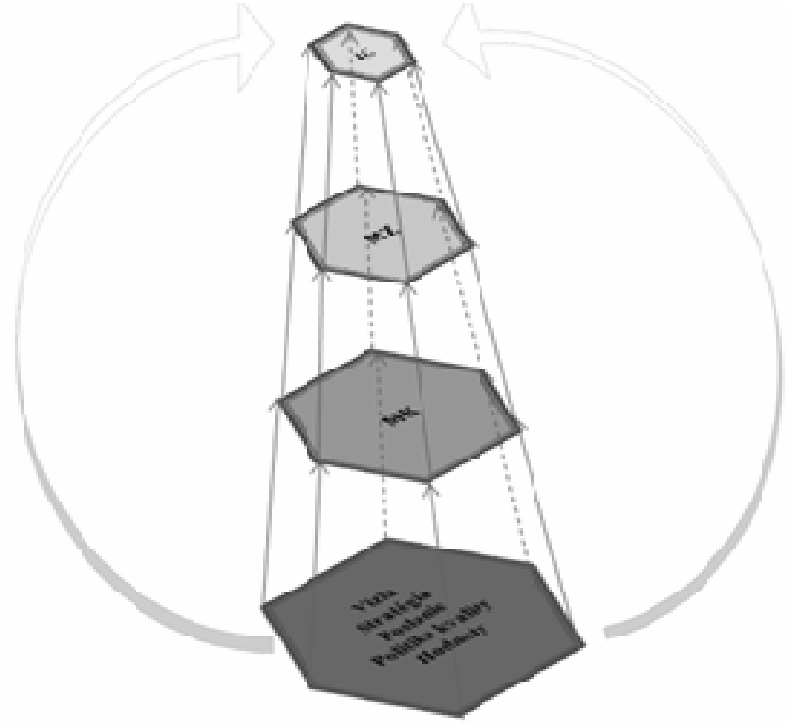

Fig.1 Model of integration quality management and knowledge management
IC – intellectual capital, MZ – knowledge management, MK – quality management

The same authors also occupy Ribière-Khorramshahgol (2004), who considers that knowledge management should necessarily be incorporated into any system quality management. According to these authors, the company cannot achieve success by focusing only on disciplines related to the quality. Ribière-Khorramshahgol (2004) emphasize that the lack of an attribute in the pursuit of a quality management knowledge.

Effective business management implies the involvement of both, management knowledge on the one hand (eg. as a provider of information, the initiator of changes), and on the other hand, the implementation of quality management (eg. changes as executor) based on eight quality management principles. The task is to manage knowledge, knowledge management, ensuring the processes of acquisition, knowledge dissemination and final phase should be storing (documented) knowledge that they are accessible to all members of the organization. The role of quality management is to ensure the quality of all processes in the organization, at all levels of management and in the final stage to ensure product quality. Therefore, when implementing knowledge management in organizations is to implement quality management is one of the primary conditions to ensure the formation of a compact and coherent system in the organization.

Within the knowledge management using of quality management tools and related benefits (such as streamlining knowledge processes, increase the competitiveness of the company), it is possible to build a learning organization, which meet all has attributes of a successful implementation of knowledge management and quality management, and which we can in this case seen as a form of higher degree of organizational management. Figure 2 provides an illustration of the relationship examined approaches.

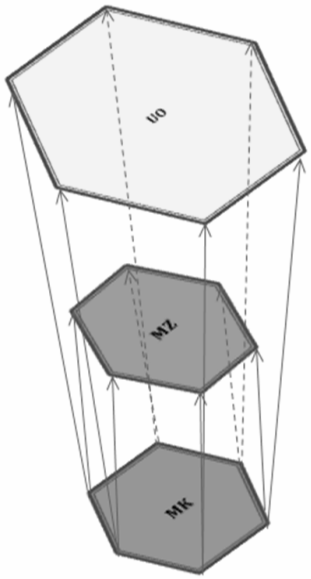

Fig. 2 Creating a learning organization (UO) using MK (quality management) and MZ (knowledge management)

Effective implementation quality management tools as a support tool in the implementation of knowledge management enterprises can significantly contribute to the achievement of higher added value resulting from the of integration above approaches, and also as to the continuing improvement in terms of PDCA cycle as well as a significant initial milestone in building a learning organization.

4.1 COMPARATION OF THE IMPLEMENTATION PROCESSESS

Comparisons we conducted comparing the various steps and finding them contexts. In some steps of the implementation processes coincide (eg. 2nd, 5th and 6th step), and others are different (eg. 1, 3 and Step 9), which shows the Table 1, which contains a sequence of steps investigated regions.

	QMS	KNOWLEDGE MANAGEMENT	LEARNING ORGANIZATION
1.	Decision on implement	-	-
2.	Analysis of current situation Input audit	Evaluation of infrastructure, Analyse of existing knowledge	Identifying differences between the current and desired state
3.	-	- Creation of a draft strategy of knowledge management	Defining a new vision of the organization
4.	-	-	- - Creating of a methodology of evaluation
5.	Training employees Creation and correction of the process model	Change management training employees, culture, design structure, the selection of the knowledge worker to change the culture and	Culture and structure designing Change of the method by human resources management Creating if learning infrastructure
6.	Documentation Input audit	Monitoring of results of knowledge management	-
7.	Certification	-	Learning organization

Table 1.Comparison of the implementation phases of QMS, MZ and learning organization

Linking individual steps three procedures for implementation have been identified along seven steps that should be met in the implementation MZ using the tools quality management as a basis for developing a learning organization (Figure 3):

1. The decision to implement.
2. Analysis of the current state of knowledge management by using the model to assess the level of maturity of knowledge management.
3. Defining the vision of knowledge management and the development of knowledge-based strategies.
4. Creation of a methodology of evaluation.
5. Implementation MZ focuses on active learning and change in thinking HR.
6. Monitoring and documentation of results.
7. The emergence of a learning organization.

Contents of this step is to ensure that the processes of creation, acquisition, sharing and documenting knowledge, security technologies supporting knowledge creation processes and knowledge-based organizational culture. The final phase of the algorithm is the creation of a learning organization, which does not terminate the process, because the process of knowledge management go further in the light of the principle of continuous improvement.

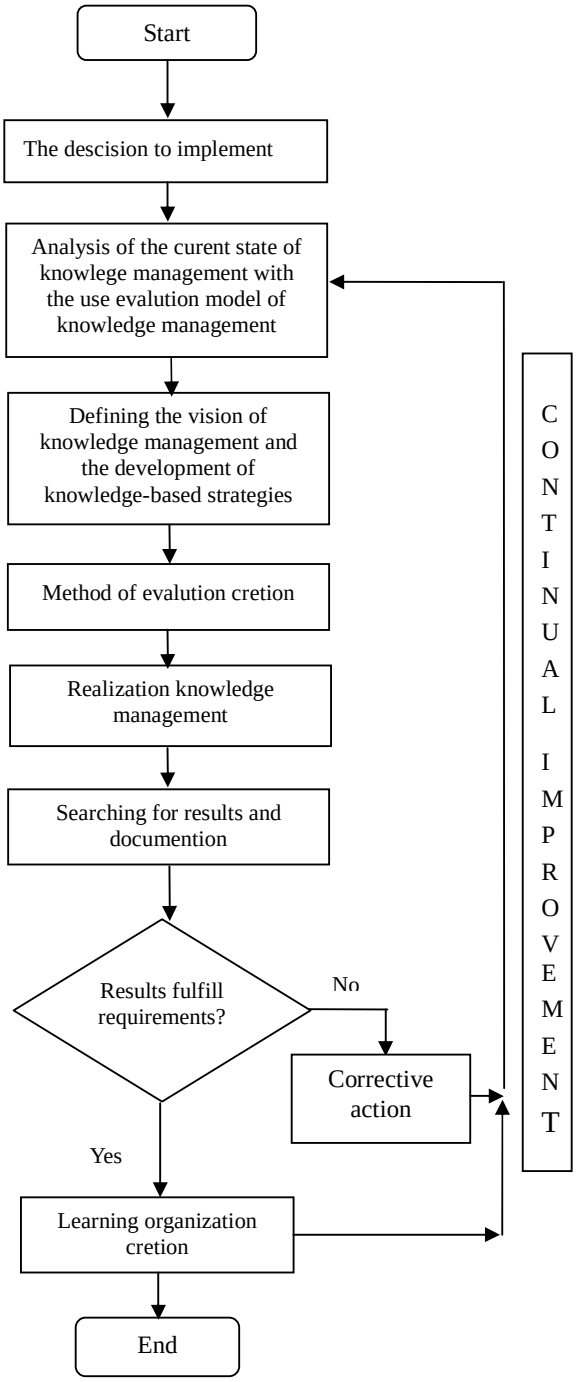

Fig. 3 Algorithm implementation process of knowledge management

5 CONCLUSION

Between knowledge management and quality management exist a relation. These similar elements in a both disciplines are possible called by relation as a supporting. Algorithm implementation process of knowledge management includes also quality management elements. It is a cyclical process that begins and ends by the analysing of knowledge. The implementation of knowledge management is the basis for building a learning organization.

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