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ROMANIAN ORGANIZATIONS TO THE NEW CHALLENGES OF THE KNOWLEDGE SOCIETY

Case study

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Abstract

Knowledge seems to be the only power that ensures social progress, economic and democratic that is not eroded over time. Orientation to capture and assimilation of knowledge is the most organizations confirmation of functional maturity consistent with the essence of the train. Knowledge information has become an important economic factor and began to be subject to management processes. Knowledge is usually defined as the power to understand and capture the essence of the material, use of certitudes and information obtained in the form of experience or education. The knowledge society represents a new economy where innovation process (the ability to absorb and convert new knowledge to create new products and services) becomes decisive.

1. Introduction

The Lisbon Strategy, adopted in 2001 by the European Commission, shall be based on an appreciation that human society was at a similar stage of transition from industrial society to the knowledge-based society. It establishes that central objective for short-term development of the European Union (period 2001-2010), achieving progress of the most advanced knowledge-based society. The objective of the strategy center transposing in the field of education and for by passing from the school of traditional type at the tip virtual. In this context, the education system undergoes very fast change of priorities. It has been the starting point for the discussions on the theme "education in the society of knowledge", a debate organized, 54th magazine showcasing education Gaudeamus Book Fair - School Book. Problematic education has been dealt with on two fronts: that of educational institutions, namely to tenderers of education and culture. New era of information and communications technology (ICT) has produced dramatic changes in production activities and the business world. Material resources, which had the greatest share in their importance in industrial society, have been replaced by scientific knowledge and information they have been set up in both object, as well as in a result of labor a large part of the population is engaged. This is the big challenge to which they must meet new generation: adaptation to the new social environments and needs. In this context, the education system suffers a very fast process change of priorities. Basic teachings, formal classical knowledge and skills, as well as usual are shaded of the need for a complex development, gain personal experience through experimentation, the team working, activities relevant and enforced. Even if in the formation of new skills, ICT plays a decisive role, but it would be a mistake to believe that use of these technologies

automatically bring an increase quality of life-long learning. This process assumes a change in approach and a sustained effort from both the learner, as well as from teacher. If today's young man for this landscape on-the-go, intercooler and dynamic, is part of his universe, giving 1 for any challenge, professor will have to cope with unforeseen circumstances, unknown, being himself the subject of a self-learning process. Knowledge is the first dimension of the activity in the school.

Knowledge-based society challenges for Romanian education system are major. "But we are in a pivotal point definition and evolution of the education system in our country. Romania is a Member State of the European Union and, consequently, the evaluation criteria shall be reported to European systems. The Lisbon strategy is of great importance because it is a direct relationship of education in our country with the education system in Europe, and the criteria for assessment are related only to those items to lose legitimacy. It is more than obvious that we are in a knowledge-based society that we live in an expansion computerized records of the revolution. Knowledge is the first dimension of the activity in the school. Students from now on, in comparison with those of now 20 - 30 years of age, who have enormous possibilities for documentation. It is a truth that cannot be disputed and which has major implications on students and teachers. Students have the opportunity to learn about many things not only in the classroom, and that is why his knowledge can no longer be controlled only from school days. If training of teachers is done by virtue that pupil makes you somewhere, I'll devise otherwise lessons, to let the students to discover and you're just to coordonezi, then chances are very high. Therefore, from this point of view, Romanian school (at least roughly) carries out what it's for. Education for the knowledge society

represents the present state of education intellectual, the response to the challenges education knowledge-based society. A society in which the knowledge of its role is decisive, but it is not knowledge in itself but also for themselves and for society, in which knowledge is facing parametric value is knowledge-based society. The orientation of the knowledge value refers to the selection of economic, political, scientific, technical, cultural criteria laid down by the respective communities according to common interests, with the aim further elaboration of society as a whole. Therefore, economic growth in contemporary societies is conditional on education population. In this way, "human capital" (Supported by Kenneth Arrow, Brian Arthur from Santa Fe Institute, etc) is just as important for the development of companies, such as natural resources or physical capital. Furthermore, it is, in theory, unlimited, and the man may not exceed limits progress by becoming one of the most important in order to achieve sustainable economic and social development.

In 1973, Daniel Bell argues that the role of the change of the engine by a "new order Technoeconomic" will play the information and knowledge, supporting the model modern neo-classic the savings that can be adapted and dynamic systems. In the process of economic growth reagasim two indicators: the quantity and quality of work. Thus, in the 1980s appears new theory of economic growth, Paul Romer and Robert Lucas (PMRomer, Endogenous Technological Change, în "Journal of Political Economy", vol 98, 1990, p. 71-102) that starts from the premise that an accumulation of capital involves most often a build-up of knowledge.

Therefore, economic growth in contemporary societies is conditional on education population. In this way, "human capital" (As Defined in The Dictionary of economy, economic Publishing House, Bucharest, 2001 as „stock of professional knowledge, skills, abilities and health,

which can lead a person to enhance capabilities of its creative and, by default, of revenue expected to obtain in the future”) becomes as important to the development of companies, such as natural resources or physical capital. Furthermore, it is, in theory, unlimited, and the man may not exceed limits progress by becoming one of the most important in order to achieve sustainable economic and social development. Economic theories on the "human capital" submitted by Theodor W. Schultz (1961) or Gary S. Becker (1962) claimed that improving productivity human components can be generated by an increase in financial resources allocated to education. In 1989, for example, 80% of developed country welfare "care was based on the contributions from human capital, in the sense that 80% of real income obtained was due to investment in people (...) found an uneven distribution (of education in society) tends to have a negative impact in the most mutle countries, on national income" (Lecturer Dr. Mihai Diaconu ; Prof. lecturer doctor Ioan Jinga coordinators lecturer doctor Olga Ciobanu ; Lecturer doctor Adina PESCARU; Prep. Monica Paduraru , " Pedagogy ", Part 1 - Introduction to pedagogy, www.ase.ro - page 8). In the 1960s have been found to have any disproportion high school in real life and society problems, known as "world crisis in education". Philip Coombs finds in this respect that there is a set of functional gap between education and the other subsystems of the society:

- in relation to quality education it is found that the offer is too low and the demand is too high;
- social needs the quality of human resources are not satisfied by the product educational;
- methods and educational programs are not tailored to the needs of society;
- Dynamism current company vs inertia organizational structures of systems of education.

Globalization and increasing the competitiveness, disorders of structural labor market or social processes of transition from different states of the world, have amplified these offsets of functional education and other social sectors generating new challenges for contemporary education. This but keeps traditional limits and contradictions, thus generating pattern-changer loss of human resources, suppressed, conformist and non-autonomous.

2. Which is the link between education and "sustainable development"?

Another aspect that has to be taken into account when we talk about education and its relationship with society is "sustainable development" as defined in the report of the Commission Brundtland in 1987 as a process aimed to meet the needs, this possibility without compromising future generations to meet their own needs". In other words it assumes "ensuring a better quality of life, both now and for future generations" (the strategy for sustainable development of the Government of the United Kingdom, July 1999). At the level contemporane companies has been found the appearance of a phenomenon called the "human offset" by which we understand an increase much greater complexity of problems faced by humanity in relation to our capacity to deal with them. The solution identified by researchers for it is the "life-long learning Article 29" according to which in the learning process may not only individuals but also groups, companies, having developed so new methodologies, skills, attitudes and values for the innovatory new world. In conclusion, the future depends on in particular the increase in the capacity of understanding and human action, dependent in their turn the educational system which it must take a new attitude toward the knowledge, developed, toward the life and also focus on participation and

initiative in order to solve the problems real, concrete, of the company.

"Education should be recognized as the process by which human beings and human societies can reach maximum potential. Education is essential for the promotion of sustainable development and improve the capacity of the people to solve the problems of Environment and Development (...] education is ... path to equality of opportunity, to a healthy democracy and fair, as well as by an economy productive and sustainable development" (Agenda 21, Earth Summit, 1992). Let's not forget that it was defeated in the second world war has led Japan to take all over again, in a different way by becoming less than two decades a modern country with a functional market economy, with a technology research at the top, a stable democracy. In this connection it should be noted that she also became the first country that has achieved what is called the "lifelong learning".

3. What is the knowledge-based economy?

New economy, knowledge-based, has amended rules such sustainable economic growth to such an extent that "companies or regions may to pass from companies agrariene by an economy of knowledge, without being absolutely necessary browsing through these same steps with those of it was old style of industrialization" (G. Gereffi, "Rethinking Development Theory. Insights from East Asia and Latin America" – Sociological Forum, vol. 4, no. 4, 1999, p. 505-533). In other words it is now possible for countries of eastern Europe to achieve a seamless integration on-the-go, a reduction in the lag time of the average level of development of EU member states. Romania has registered in such a permanent offset, failing but overcome him so far it is therefore requires a connection to the principles and the mechanisms the knowledge-based economy. "Knowledge-

based society is purpose and context for the development contemporane, because knowledge is the only resource that increases with use, competitiveness is dependent on the quantity and quality of knowledge used and profitability any undertaking may increase particularly in the light of the investments in the production of knowledge (intellectual capital) than buying as many physical assets (Lazar Vlascanu - "Politics and development. Romania Where to? " THREE Publishing, 2001 - p 133)". Information society in which onenire falling within irreversibly is defined as an enterprise knowledge and, at the same time, that a society of organizations (Drucker, 1992).

The knowledge-based organizations are and will continue to be main actors of collective intelligent information society and have major role in its affirmation that a company's knowledge; being Degradation induced by decades contemporary realities both in their environmental quality of professional activity and management, as well as on the subject of scientific research and strategic project, the unification celort two phenomena embematrice for human nature- that of knowledge and of the organization of- in a social construction emblematic for the ideas of competence collective action intelligence and lasting performance.

Stimulating the knowledge-based economy in our country is the main means to ensure that an adjustment of the way in which national economy will compete on world markets, in accordance with the conditions in which prices on the world market of industrial and agricultural products classic will continue to decline. This implies the need of adoption of a dynamic balance between international competition based on cost (wages reduced, economic incentives, products and services of low value-added, which is based on existing natural resources) and the knowledge-based (high qualification of labor, research

and innovation, design, products and services with great value added).

Creation of knowledge-based organizations is imperative for the development, on a national scale, of an economy of knowledge; it is also required for Bernard Kouchner affirmation at levels of peak of Romanian creativity as the main source of competitiveness and identity in a truly international environment with clear trends of globalization. Development organizations, for the purpose of founding on knowledge, can be prefigurata scenarios in the form of differentiated by the formulas of triggering and articulation of the factors of influence, as follows:

1. Emerging development scenario is one in which the orientation by organizations knowledge occurs only under her own inevitabilitati essential. The hierarchy generates its premises for limitation, sometimes until they lock, of its own functions; organizations spontaneously activates its traditional pluralism configurational and triggers a process of auto-organizing informal. In response to their own structures ineffective official, they build a dual centered on knowledge, reprezentabil by anarchic organization model . It is enough, in this way, the island of solutions was speaking on knowledge, adopted ad-hoc and difficult to maintained by integration; labile associations and behaviors entropic between cooperation and confrontation of viability censor actors organizational determinants of this formula was speaking on knowledge. A production comply with such a scenario is likely to occur under conditions of inaction or delay of concertation, on a national scale, of efforts to support the country to advance knowledge-based society.

2. Scenario strategic development is one based on projects aimed at establishment on knowledge by facilitating appropriate transformations in existing organization and the creation of new. Which result from the application of this scenario is still a configuration of invoice

non-hierarchical, but a form representabila by model-centric organization memory; within it would prevail synergistic effects, by strengthening the integration of the organizations (memory, network infrastructure, intelligent solutions to assist groups) as a support to behaviors parteneriale and creative. The second scenario is higher first, under the aspect of type approach, but also for the expected results. The two scenarios delimit a continuum intermediate formulae, but not hybrid, but marked points of inflection, which may arise through the adoption, on the way, the second scenario, in the intention to continue systematically, on the basis of projects, developments in inertial, initially dispartate, correct the first.

In conclusion, development of the information society that knowledge-based society is conditional upon decisive in Romania as well as on an international level, the presence of some smart organizations, with advanced capabilities for the management of their responsibilities as a source of collective performance. The establishment of the organizations contemporary knowledge is unavoidable, resulting from a level of complexity that surpasses the limits systemic rigid hierarchies of traditional and will lead to the appearance of configurations and organizational practices non-hierarchical; of developments strictly inertial, the nature self-organization, may result, at the most, solutions island, possibly articulated ad-hoc; instead, acquisition of integrated systems, transformers viable involves work on some existing organization or creation of new, dedicated purpose intended.

4. Characteristics of the knowledge-based organizations

Concept of the knowledge-based organization with roots dating back to the years 1984-1988 and recorded, since then, successive phases of crystallization. Thus, Huber (1984) and put in explicitly

problems related to the nature of organizations and the design "post-industrial", but the need of a self-organizational model new type of society that the succeeding industrial.

A few years later, the idea of the knowledge-based organization is to be found in the framework of two approaches which explains the paradoxist determinism is situated either on the basis of technological factors, factors organizational determinants, each of them proposing and specific solutions Rompres. On promoters positions information technology, Holsapple and Whinston (1987) define the knowledge-based organization as a "collective of workers with the work of design, interconnected by a computerized infrastructure" ; the authors considers that the existence of such organizations, as provided for by the local station, the center of support, channels of communication and collections distributed knowledge, requires an integrated approach explicitly design and construction, of the nature of a computerization advanced applications of artificial intelligence.

From the positions of the other approaches, the managerial one, Drucker (1988) deals with firm based upon information as representing the organizational model of the XXI-st century and he expected the main characteristics: component dominated by members of the trade, reduced number of intermediate levels hierarchical driving, ensuring the coordination by means of invoice non-authoritative (standards, rules, rules of cooperation, etc.).

Diversification visions on it examined has led to a pluralism terminology consisting in the use of parallel concepts that "an organization centered on memory" (Le Moigne, 1990, p. 94), "company intellectual-intensive" (Nurmi, 1998), "organization intelligent" (Hendriks, 1998).

Last decade of twentieth-century marked convergence between production

technology perspective and the managerial one, by coupling between the needs and facilities organizations assist solutions informatics (Scott, 1998). After 1995 appear first significant results in the creation and operation of the knowledge-based organizations. These developments they correspond, in the plan meta-theoretically, the new paradigm constructivista organization of the knowledge-based, recognized as viable alternative to a traditional paradigm pozitivist organization based on control and authority (Le Moigne, 1993).

Basic fault in the epistemology, that of validity and limits of knowledge, it becomes a concern of topical interest not only in the space of theory organizations, but also to organizations scale concrete (Von Krogh, Ross, Slocum, 1994); each of them shall draw up and tested continuously representations about the business environment, the mission and its own powers, making them understandable its members (Drucker, 1994). Everything in the plan epistemologically groundless, the need to understand, in their complexity, organizations based on knowledge of determined and recourse to dedicated metaphors. The example representative is ultimate metaphor "organization-brain" (Harari, 1994); this play essence of a organizations aware of self, and able to take up purposes and they useless in projects, to develop and use their creative treasure trove of knowledge, affirming, in this way, the primacy of conception of the action.

Regardless of information technologies more or less sophisticated they use, organizations - systems that socio-complex human - have been, and are always subject to knowledge, at least at the level of the individual behaviors that their members; they become accustomed, in a smaller or larger extent, the relationship between goals, means and results, as well as that of her organization and ambientul, shall communicate to be able to interact coordinated and shall draw up its own

behavior reported from the rules and common values. Specific information society there are, however, those organizations which are based on knowledge in a deeper sense and extended to scale of the behavior of collective assembly groups and organization. In such a framework, establishment on knowledge becomes systematic and institutionalizeaza under the following aspects:

- the fund of knowledge is understood as the main resource of the organization, decisive for her performance global strategic;
- the processes intellectual-intensive become not only eventually, but also decisive for the operation of the organization in the direction to achieve its objectives;
- the organization structure, for individual and collective actors, requests, roles and responsabilitati new knowledge relating to the management and the processes related to it;
- organizational culture establish consensual normative marks for continuity values creativity, skills, lifelong learning, communication;
- matters relating to knowledge a pivotal role in identity affirmation organization, to ensure the integrity and consistency in terms of its structure, strategy and action.

Recognizing that the organizations become understandable by an explanation of how such as structured and, respectively, how does it work toward the attainment of its objectives (Tsoukas, 1997), it becomes possible to identify the characteristics of the knowledge-based organizations by classification in their typology associated with each of the two criteria; first is to be found in the sequence models of organizational configurations, and the second - in the sequence of generations of management practices. Organizational typology of models submitted shows that they have evolved in the direction of an increase in the extent of

their knowledge was speaking, understood and that a trend toward progressive umanizare (Palmer, 1998), convergence antropocentrica orientation of computer systems (Filip and Dragomirescu, 2001). As long as this production was inspired by organization paradigm based on control and authority, it could not be supported by well-engineered detailed design early ameliorative configurations of the type hierarchical, specific industrial capitalism, which culminated in the form of matrix organization. At the end of the XXth century, against the background of changing consacrarii paradigm organizations theory, become, however, clear limits both hierarchy, as well as relevant alternatives represented by the organization based on knowledge.

Instead of a rigid pyramid structures and likely behaviors predictable, omnipresent until then, there is a wide variety of structural forms non-hierarchical, in general network ; behaviors typical of their actors in the invoice are tax evaders, but they can meet signatories attributes management, even if hierarchical pyramid seems to be reversed.

To make it more clear distinctions above suggested, in figure 1 and Table 1 shows, in the form of the structure and diagrams, respectively, a schedule of comparison, the main attributes of the model hierarchical organization of alternatives and non-hierarchical, illustrated by two other models : the organization anarchic and the centered on the memory module.

Properly functional criterion, practices of knowledge-based organizations are those of the five generation. It became obvious that, by virtue of their nature and their specific configuration, Chisinau-Tyraspol compromise is obviously to earlier forms, knowledge-based organizations can no longer be ruled by applying principles and methods valid in it was industrial (Barañano, 2001).

Managers can no longer, simply to continue to do what they knew about it and to be in the environment hierarchies, and for what you are supposed to do they need new skills; knowledge of, as a resource and that organizational process, requires a managerial type of operation dedicated, what should be first and profesionalizat, excellence while remaining, however, be reserved for those who play the game in 24 hours.

5. Organizational Management of knowledge

On the basis of research of Nonaka and Takeuchi aimed at developing a typology of the forms of organizational knowledge, in the literature of range has been suggested taking up a distinction initially seized the epistemologul Polanyi: the one between explicit knowledge (hinged), which is formalizabila, affordable and communicable, on the one hand, and knowledge of implicit (tacit), which is subtle and deeply personalized neformalizata and diffuse organizational presence in the context.

In their operation, the organizations build their representations about their own status of knowledge ; they are faced with the challenge to find ways to recoup what I know, but also with the ascertainment paradoxical that are not quite aware of what I know, no matter what I don't know. In this respect, it is considered anthological the statement made by the former executive director of the company Hewlett-Packard , Lewis Platt: "If the firm Hewlett-Packard would be conscious of what she knows, we could become three times more profitable" (Sieloff, 1999). Such gaps of knowledge, which can be found in both individual subjects, as well as of the collective (groups, the entire organization), may be graded typical rather as described in table 2 (Stewart, 1997, p. 135).

The knowledge of that conduct on the part of an organization to be present

and new active specific strategic stakes, leading :

- to represent integrator and transparent accumulations of knowledge explicit and default existing at the individual level, the group or on artificial media ;
- to extend continuously the knowledge base by stimulating processes of organizational learning and innovation and by the capitalization results thereof ;
- to develop their ability to transform smart and appropriate knowledge available in shares of success ;
- to acknowledge and to manage their own ignorance (Zack, 1999).

The capitalization process of intellectual assets is teaming up the basic concept of knowledge, which is used here in an ethics dimension extended from the informatics (Le Moigne, 1993). For organizations, the knowledge base refers to both integrator Custom size of knowledge, human presence to carriers (individuals and groups), as well as in her size artificial, the presence in the computer systems intelligent (Dutta, 1997). Strategic stakes outlined above undertake organizational determinants actors in attitudes articulated greater synergies, namely co-production (generate interactive new knowledge), co-learning (validation of new purchases mutual cognitive), co-management of knowledge capitalized. They are related to organizational knowledge as a resource, but also to process, thereby causing actors location quickened with them within a Community framework ; dominant relations here are those horizontal (non-hierarchical), regardless of the type interaction between homologues, resulting in, so, systemic effects of co-production of their cognitive level.

The knowledge establishment has a size inter-organizational (Hedlund, 1994) ; in contemporary society is typical that organizations make and assess each other, through their pilot ambient environment, follow the leaders of the field, to learn

some of the other things, to have recourse to mimics, to confront between them to ally for the purposes on the establishment and use of new ideas (Romer, 1998). In such conditions, the environment extra-organizational becomes richer in knowledge, which gives rise to organizations, an extensive range of alternatives for the development and learning from external sources, but also to the performance standards requirements and evolving as advance knowledge.

The knowledge-based organizations reveal not only a new phenomenology but misleading and a different view on how to devise and practice management. In relation to specific organizational configurations non-hierarchical appear new types of actors and roles, and managerial practices typology has radically changed. Thus, it was found that the activities related to the production of knowledge (innovation), its dissemination (communication) or acquisition (learning) is not suited for routing to any authoritative manner, as well as on a strictly hierarchical control and exhaustive ; their character subtly makes side distinction between the formal and informal to fade, and official control outside, become inoperative, leasing place self-control (Dragomirescu, 1995).

By their nature, organizations based on knowledge I suppose skills management in collective quality of sources of systemic viability (Hendriks, 1999). In general, the powers shall designate what an organization knows and is able to do, in relation to their own objectives and with environmental conditions determined, on the basis of individual skills their members, systemic hinged and deployed strategically. As a general rule, promotion of these developments shall comply with the principles knowledge-based society, by the application of the system of selective intellectual good public (toll-free), become informational content for the communities virtual :

- availability of our new concepts and solutions on Internet portals or sites dedicated, with archives and libraries and virtual publications informational programs in demos or experimental ;
- maintenance of data dictionaries with virtual role of unification of specific language domain (for example, www.bus.utexas.edu/kman) ;
- providing forums (for example, www.km-forum.org), lists of discussions on the Internet, and personal pages of the participants involved in the development of range ;
- accreditation of educational programs (including virtual) for the development of management powers of knowledge (for example, The Knowledge Management Professional Society - www.kmpro.org) ;
- initiation of partnerships and international projects for concertation activities of the different centers in the world with their concerns in the field of the management of knowledge, innovation and organizational learning ; for example the project European MACIS (www.hellasnet.gr/mace) proposes to study the impact of information society organizations and redesign content appropriate subjects in higher education management.

At the European Union level, most relevant initiatives are submerged in that greater pattern slogan "Europe innovation", addressed to tandem priority university-firm ; European Commission assume either the quality organizer for events such as conference-exhibition "KM Europe" (www.kmeurope.com), located in the second edition, yearly or the observer and an assessor to the results and trends recorded in the European region, which are made available to the public.

It can be seen that the European institutions gives priority role of information and communications technology to assist intelligence activities of learning, innovation and knowledge management, supporting extensive adoption of best practice, with particular attention to category of small and medium-sized enterprises. It must be noted, also, World Bank's initiative to assume functions "bank of knowledge" for the purposes of economic development (Stiglitz, 1999).

6. Improving concept. Perspectives in the Romanian context

6.1. Transformers intervention: guidelines and tools

From the point of view operationalizarii knowledge-based organization, the complexity constitute essential feature and inherent any advance on the waveform "concept - project - system in operation" ; purpose for large-scale, diversity factors that are involved in the carrying out of, the multiplicity problems of option involved make one of exposures to coordinate overbid reside in technology, to the detriment of the educational, cultural and managerial. In fact, such a project is not one of the IT in the strict sense, but rather a strategic control process organizational maturity ; hiring actors in this process can be obtained only through the creation of a permissive organizational framework and transparent manner, the use of incentives and systems of appropriate values, to promote active learning and the dissemination of knowledge.

In existing organizations, vector main transformer is the promotion, on the principle of hatching of the trend in local or generalized practices characteristic of the knowledge-based society ; the solution is to support the creation of additional new organization, specially designed in agreement with president would miss no opportunity this kind of society.

Intervention is required supported in a consistent manner on several plans :

1. Educational plan:

- development, the members of the organization, the skills of design, so as a hospital, as well as the smart management intangible assets, in accordance with their strong particularities of clasicelor tangible assets;
- individual professionalization of roles relating to the operation of the knowledge-based organizations (manufacturers of content and digital technologies, administrators of working platforms, virtual knowledge engineers, instructors of skills etc).

2. Organizational plan culture:

- playing, by the members of the producer organization, of a responsible ethic within their legitimacy in the relations and their actions relating to knowledge ; such an ethics is opposed to, basically, exclusivismului individualist and is open interactivity parteneriale ; the scale of such organizations, as well as an improvement in the knowledge-based society assembly, civilization will reveal that empowered and availability of their members to work together in a transparent manner and fairly ;
- centering individual and collective behaviors that values on the spirit of community of professionals, recognition of the right to identity and intellectual relevance primatului conceptual as a source of influence in the organization.

3. Managerial intervention plan:

- acquisition and extending managerial practices advanced generation, including those specific knowledge management ;
- the adoption, by the players of the governing board, of intervention style non-directive, oriented toward

facilitating and articulating action professionals.

4. The plan of working methods and tools:

- support for production of knowledge in organizations, by :
 - hiring a own efforts of research and development
 - granting of time of reflection
 - individual meetings of creativity, groups and workshops
 - Intranet network
 - electronic cameras deliberations with facilities for groups assist
 - intelligent systems in the management of knowledge and competences
 - extensive access to databases and their own knowledge or external standby
 - technological and competitive, marking best practices within and outside
 - organization mapping organizational knowledge
 - stimulating creation thematic teams centers on the principle of competence
 - the call to experts and external consultants
 - virtual mailboxes for proposals and New ideas
 - center-support of expertise and assistance
- fostering organizational learning process by :
 - meetings for the dissemination of new ideas
 - facilitate learning from the experience on workstations
 - adoption of the system of tutorat intellectual ("mentoring") for the transfer of knowledge interpersonal or between the subdivisions

- organization monitoring the training needs/training of staff and the planning
- quarries periodic audits
- skills vocational retraining of staff and temporary posting in purpose formative
- development organization as a community professional :
 - interactive exercise leadership in direct contact with the staff
 - transparency standards, rules and procedures
 - organization projects during work on
 - use of books of recommendations and procedures
 - encouraging self-capitalization professional responsibility
 - Knowledge in the archives of projects
 - enhance the creation of networks of professional communication between members of the organization, as well as with its partners.

Listing above shows that at present there is a range of technology solutions and managerial enough to make it possible to improving organization concept of knowledge-based ; their application involves discerning choice, consistency in an effort of learning and receptive in sense and collect their advantages.

6.2. Romanian context: specificity and priorities

For Romania, the relevance of the concept of the knowledge-based organization resulting from the employment in the evolution of country to the information society - knowledge-based society, a condition of sustainable development and its integration into European and Euro-Atlantic structures.

Prejudice would be risky to assume that, given the gaps between advanced countries, knowledge-based organization would, nationally, only a matter of the future, or that it would be an undue sophistication and therefore dispensable computerization effort course. Under phenomenological aspect, Romanian organizational environment has been able to do an exception to global trend of the orientation to contemporary knowledge, but, in the absence of a strategic options, this has occurred systematic notification, localizandu particular informal plan; information mediation people, informal transactions with knowledge in and between organizations, expert support granted to ad-hoc local tampering with in the management of knowledge are examples confirming such a factual determination.

Businesses, and large institutions are more strongly attached to the set-up and organization of their hierarchical functionality, even if computerised changeover to assist. On the other hand, in the category private companies and non-governmental organizations of small, but with external exposure, professional practices and knowledge-based are already present, but in experimental forms yet, reversible. Creation of knowledge-based organizations is imperative for the development, on a national scale, of an economy of knowledge ; it is imperative for affirmation at peak levels - not only in the Diaspora but also in the country - Romanian creativity as the main source of competitiveness and identity in a clear international trend of globalization. Foster public awareness of this option are European integration, the effects of learning from the experience of joint projects with external partners and the international exchange of academic and research line.

Ensure feasibility of projects for the development of the knowledge-based organizations in the context involves conjugation Romanian strategic effort

meant to support an educational and appropriate management. For this purpose, in addition to the use as such solutions of general typology shown above, nationally appear as priority: (1) formation of professionals required fields related to the knowledge and their management, (2) official recognition of the new occupations and trades specific knowledge-based organizations and (3) formation of instructors for those competent profiles.

The content of education at university level and post-university education, in the first place in economic profiles, informatics, management, administration, required adapted through the inclusion of disciplines or relevant thematic modules (for example, economy, and management of knowledge, the use of managerial networks Internet and Intranet, scientific documentation in virtual environments, etc.), but also through the creation of specialised sectors aimed, in a first stage, Master level programs, M.B.A. and the Phd. It is also important that these topics can be found in the agenda of national research institutes assumed by the academic profile, and Romanian organizations affiliated to international fora representative (for example, International Association of Libraries - ASLIB, the International Federation of Documentation-FID, etc.) is likely to further developments envisaged.

7. Conclusions

1. Development of the information society that knowledge-based society is conditional upon decisive, in Romania as well as on an international level, the presence of a smart organizations, with advanced capabilities for the management of their responsibilities as a source of collective performance.

2. The establishment of the organizations contemporary knowledge is unavoidable, resulting from a level of complexity that surpasses the limits

systemic rigid hierarchies of traditional and will lead to the appearance of configurations and organizational practices non-hierarchical ; of developments strictly inertial, the nature self-organization, may result, at the most, solutions island, possibly articulated ad-hoc ; instead, acquisition of integrated systems, transformers viable involves intervention on some existing organization or creation of new, dedicated purpose intended.

3. Projects carried out by the organizations based on knowledge requires employment strategic and managerial ingenuity facilities in the computerized Smart Assist consolidated organizational practices related to innovation, learning and interactivity parteneriala.

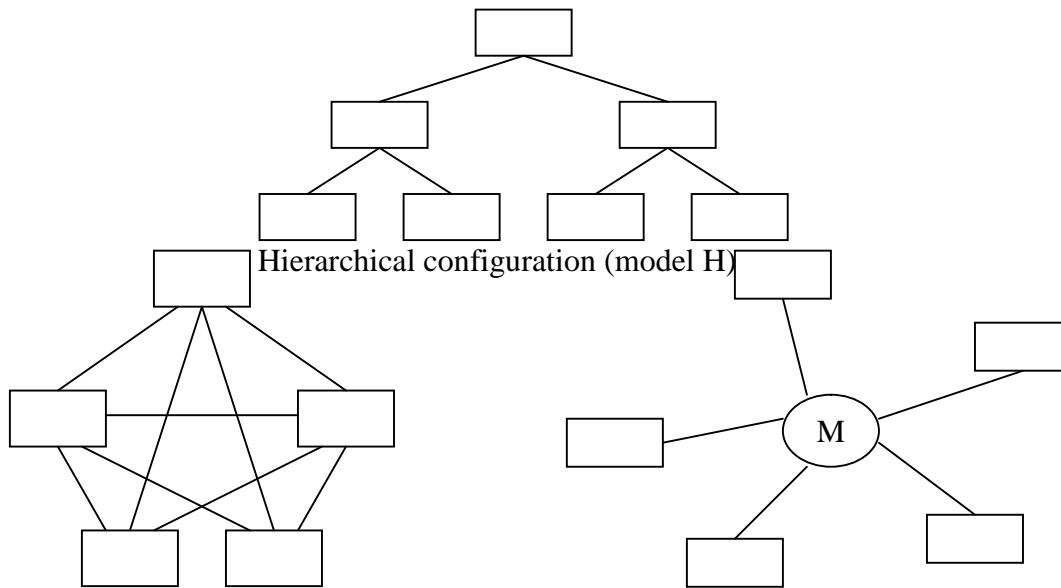
4. The knowledge-based organizations are likely that, pursuant their specific culture, promote in society relevance value conceptual as a source of influence, as well as an ethics of legitimacy responsible behaviors in social actors and their relationships.

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**Organizational models: hierarchy and alternatives
 non-hierarchical**



Anarchic configuration (model A)

Configuration centered on memory (model M)

Source : Le Moigne, J.L. (1990) – La modélisation des systèmes complexes, Dunod, Paris, p.94

Table 1

Grid comparison of organizational models

Attributes	Hierarchical organization (H)	Organization anarchic (A)	Organization centered on memory (M)
Dominant type organizational relationship	Vertical (subordinate)	Horizontal (interaction peer)	<i>Multilateral cooperation</i>
Dominant mode of coordination internal	<i>Directive</i>	Transaction	Community professional practice
Effect of stimulus coming environmental	Reactions <i>imposed</i> at the top of the hierarchical pyramid	Actors ad-hoc reactions	Auto-organization systemic The learning
The autonomy of the actors organizational	<i>Reduced to</i> options tactical / operational	High entropic effect to system	High greenhouse Self-D
Behaviour typical organizational	<i>Reactive</i>	Opportunist	<i>Proactiv</i>

actors			
Synergy organizational system	<i>Based on formal rules, Reliability limited rigid</i>	Based on term interests converged, minimum safe operating	Based on common goals, high operational safety

Table 2

Matrix organizational knowledge gaps

	Subject knows	The subject does not know
Subject knows	Knowledge of the subject knows that it has (Explicit knowledge)	Knowledge of the subject knows that he has (Gaps do)
The subject does not know	Knowledge of the subject does not know that it has (Tacit knowledge)	Knowledge of the subject does not know that it has (Gaps ignored)