

ENSURING THE COMPETITIVENESS ORGANIZATIONS USING SERVICES BASED ON KNOWLEDGE MANAGEMENT

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Abstract: Using knowledge-based management is a very modern approach to specific activities of service organizations, with direct effects on work processes to ensure competitiveness. The complex system of multidisciplinary actions refers to the particularities of services for tertiary sector in relation to material goods production, which involves the transfer to practice of the original methodologies of decision making in conditions of risk and uncertainty.

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1. INTRODUCTION

In accordance with the "Maastricht Treaty" adopted by European Union member countries and the European Community (07.02.1992), service economy should ensure cooperation between states, and organizations specialized managers should provide support in this domain.

The particular role played by the managers from services field was highlighted in the "Amsterdam Treaty" adopted in 1997 and in the "Treaty establishing a Constitution for Europe" (TCE) adopted by the European Convention in 2003.

These international treaties and conventions emphasize the need and opportunity to ensure competitiveness for service organizations, by the direct participation of experts specialized in various fields to the managerial act.

Our country accession to the European Union means assuming responsibilities for implementation of EU acquis, including obligations arising from economic and management services. One of the chapters refers to the free movement of services, with implications on increasing competitiveness of service providers. This major objective can be achieved in terms of widespread use of knowledge based management, complemented by institutional, financial and legal reforms.

2. GENERAL ASPECTS

Competitiveness of service organizations requires their affirmation on the market, in a specific environment of competitive economy.

Economic phenomenon is a consequence of the confrontation between service providers and potential recipients of services, confrontation involving exploitation of competitive advantage. Objects derived of the concept of competitiveness aim ensuring customer expectations in relation to the promises and commitments of service providers.

Issues of rivalry between similar organizations are specific to the service market competitive economy. The great complexity of these phenomena, in the context of dynamic markets, leading to the use of methods, means and tools for the access to the market and maintaining the market.

Management decisions strongly influence both the activity of the organization of services, and the external environmental, respectively the consumer satisfaction expectations. Taking the best decisions by the managers involve a significant amount of information and knowledge as well as specialists in the dissemination of knowledge elements. Once known this information, it is necessary to work towards updating the data on endogenous and exogenous environment of the organization of services.

Knowledge management involves drive based on the following directions:

- a) Adjusting demand and supply of services through diversification and by adapting to the specific competitive market;
- b) Develop and improve technologies to achieve the service;
- c) Large-scale introduction of technical progress;
- d) Implementation of new services with high quality;
- e) Obtaining the appropriate service for customer demand at acceptable prices;
- f) Assessment of optimal volume and structure of services production;
- g) Reduce costs and increase benefits for service charges to the acceptable (tolerable) level of potential beneficiaries;
- h) Optimal use of available resources in the organization of services (human, financial, material and computing resources);
- i) Making an appropriate policy establishing service charges;
- j) Learning and knowledge by service managers of the relationship between acceptable rates, number of customers, demand relative to supply, the volume of service benefits, effects on total expenditure.

By the actions taken and decisions made, experts on management knowledge based from the level of service organizations can adopt the correct strategy on long term and create conditions to stimulate creativity with direct implications on the competitiveness and social and economic efficiency.

3. SPECIFIC MANAGEMENT REQUIREMENTS BASED ON KNOWLEDGE

In accordance with professional regulations of EU member countries, management knowledge based has a role in providing future services economy because it means achieving the efficient economic needs of the population. This modern approach to management is at an acceptable level in countries with developing economies, but there are some unexplained issues.

It should be noticed the evidence of unexplained elements in the sense of absence of a coherent perception of the specific content and of tools of revaluation for the elements of knowledge. Knowledge-based management requires continuous updating and accepting / recognition / awareness of heterogeneous volume of specialized knowledge, including the large number of recipients of services, with different needs and expectations.

Knowledge-based management ensures the competitiveness of service organizations in terms of wide-scale application of scientific research and scientific management. The consequence of applying this new management approach is to implement a new organizational culture based on exploitation in conditions of maximum economic and social efficiency of specialized knowledge by strategic, tactical and operational managers.

Specific requirements based on knowledge management deals with the following aspects:

- a) Establish the scope of knowledge:
 - existing knowledge;
 - knowledge needed;
 - specialized knowledge on compartments.
- b) Establish specific areas of knowledge:
 - specific knowledge areas;
 - specific knowledge staff;
 - specific knowledge on the job / position;
 - structure of knowledge;
 - perception of the organization's personnel information;
 - information on ensuring the effectiveness of the organization;
 - information on consumer needs;
 - knowledge on the human resources potential.
- c) Monitoring and learning the tendencies of expression of the elements of knowledge.
- d) Comparative analysis of the service organization's objectives and purpose of knowledge revaluation;
- e) Establishment of future mission of the organization of services, of general objectives and derivatives, long-term and average;
- f) Designing of integrated action system to achieve business strategies and tactics;
- g) Establish specific milestones for achieving the strategic plan based on knowledge;
- h) Capitalizing the level of knowledge, specific to each service organizations.

4. CERTIFICATION OF COMPETITIVENESS SERVICE ORGANIZATIONS

Large-scale introduction of information technologies for knowledge resulted in the capital monitoring service organizations and positioning the continuous innovation method in the center of management methods.

Elements of knowledge ensure to the level of firms and human resources are subject to the procedures of improving training.

These specialized training procedures are designed to ensure a sufficient level of knowledge and innovative contribution which is to be materialized into new competitive services, provided by using modern work technology.

The attestation of the competitiveness of service organizations that use knowledge-based management is ensured by new structural trends in the companies, so the main attributions of specialists is refers to integrate and protect clients, to convergence property with applied management and improve training of human resources in accordance with the objects of their own.

Competitiveness of service organizations is demonstrated in terms of size as following:

1. Extension of volume of specialized knowledge.
2. Developing relationships between service providers and potential consumers.
3. Internalized activities that represent subject of expertise.
4. Outsourcing of activities that show inconsistent and redundant.
5. Using external human resources for the general administrative organization and general service.
6. Increasing the strategic level of business competitiveness by expanding the level of knowledge.
7. Cooperation of managers in knowledge system, synergistically, in order to amplify opportunities for cooperation and collaboration.
8. Ensuring competitiveness in accordance with human cognitive model, using structural networks composed of individuals who possess a significant amount of specialized knowledge.
9. Creating the necessary conditions for the availability of knowledge of the management and execution.
10. Certification of competitiveness of service organizations by achieving group cohesion in the knowledge plane.
11. Internalization of specialized activities, in accordance with specific factors and elements of competitive services market.
12. Specialists integration with consulting role in change as a result of technical progress and development of knowledge.
13. Revaluation of new specialized knowledge and managerial capabilities remodeling.
14. Allocation of special funds to improve training and stimulate labor innovative capacity.
15. Stimulation of human resources based on performance and knowledge level.

5. CONCLUSIONS

Ensuring competitiveness of service organizations through the use of knowledge-based management is viewed as a modern and efficient approach for the following reasons:

- a) Maintaining and increasing the role of business in terms of a dynamic and competitive market;
 - b) Providing the company flexibility in relation with services demand and supply;
 - c) Structuring and functionality in the context of rates charged by competitors;
 - d) The large-scale use of modern informational, methodological and decision-making systems;
 - e) Increasing the potential of management staff in solving problems faced by service organizations as a result of intensive knowledge.
 - f) Increasing the innovative, creative potential;
 - g) Efficiency of service processes by large-scale introduction of technical progress, the fundamental and applied research.
- ritical thinking is an active and purposeful thinking process that is required to perform contemporary accounting and auditing tasks. Several task characteristics (e.g., task novelty) were identified as those that require critical thinking. It was also noted that several action-oriented attributes such as meaning imposition are necessary to understand the tasks and to perform them effectively.

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